



*Home of the Tualatin River National Wildlife Refuge*

# **CITY COUNCIL MEETING PACKET**

**FOR**

**Tuesday, May 19, 2026**

**Sherwood City Hall  
22560 SW Pine Street  
Sherwood, Oregon**

**5:30 pm City Council Work Session**

**6:00 pm Solid Waste Community Enhancement Program  
Committee Meeting**

**7:00 pm City Council Regular Meeting**

**City Council Work Session - Continued**

**City Council Executive Session  
(ORS 192.660(2)(a), Employment of Public Officers)  
(Following the 7:00 pm Regular Meeting & Continued Work Session)**

**This meeting will be live streamed at  
<https://www.youtube.com/user/CityofSherwood>**



Home of the Tualatin River National Wildlife Refuge

### **5:30 PM CITY COUNCIL WORK SESSION**

1. **TVF&R Annual Update** (Craig Sheldon, City Manager)

### **6:00 PM COMMUNITY ENHANCEMENT PROGRAM**

**See Solid Waste Community Enhancement Program  
Committee Meeting Agenda**

### **7:00 PM CITY COUNCIL REGULAR SESSION**

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL**
4. **APPROVAL OF AGENDA**
5. **CONSENT AGENDA**
  - A. **Approval of May 5, 2026, City Council Meeting Minutes** (Sylvia Murphy, City Recorder)
  - B. **Resolution 2026-025, Authorizing the City Manager to sign a four-and-one-half-year Intergovernmental Agreement with Metro for the Solid Waste Community Enhancement Program** (David Bodway, Finance Director)
  - C. **Resolution 2026-026, Granting an Easement at 16470 and 16480 Gleneagle Drive** (Ryan Adams, City Attorney)
6. **CITIZEN COMMENTS**
7. **PRESENTATIONS**
  - A. **Recognition of Sherwood Public Library Teen Volunteers** (Jaime Thoreson, Youth Services Librarian)
8. **PUBLIC HEARINGS**
  - A. **Resolution 2026-018, Adopting the Old Town Strategic Action Plan** (Sean Conrad, Planning Manager)

### **AGENDA**

**SHERWOOD CITY COUNCIL  
May 19, 2026**

**5:30 pm City Council Work Session**

**6:00 pm Solid Waste Community  
Enhancement Program  
Committee Meeting**

**7:00 pm City Council Regular Session**

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**City Council Executive Session  
(ORS 192.660(2)(a), Employment of  
Public Officers)  
(Following the Continued Work Session)**

**Sherwood City Hall  
22560 SW Pine Street  
Sherwood, OR 97140**

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- B. Resolution 2026-024, Authorizing the City Manager to Execute a Purchase and Sale Agreement for a 0.98-acre Property Located at 22468 SW Pacific Highway**  
(Eric Rutledge, Community Development Director)

**9. CITY MANAGER REPORT**

**10. COUNCIL ANNOUNCEMENTS**

**11. RECONVENE TO WORK SESSION**

- A. Edy and Elwert Road Alignment Study** (Eric Rutledge, Community Development Director)

**12. ADJOURN TO EXECUTIVE SESSION**

**13. EXECUTIVE SESSION**

- A. ORS 192.660(2)(a), Employment of Public Officers** (Dave Wendell, Legal Counsel)

**14. ADJOURN**

**How to Provide Citizen Comments and Public Hearing Testimony:** Citizen comments and public hearing testimony may be provided in person, in writing, or by telephone. Written comments must be submitted at least 24 hours in advance of the scheduled meeting start time by e-mail to [Cityrecorder@Sherwoodoregon.gov](mailto:Cityrecorder@Sherwoodoregon.gov) and must clearly state either (1) that it is intended as a general Citizen Comment for this meeting or (2) if it is intended as testimony for a public hearing, the specific public hearing topic for which it is intended. To provide comment by phone during the live meeting, please e-mail or call the City Recorder at [Cityrecorder@Sherwoodoregon.gov](mailto:Cityrecorder@Sherwoodoregon.gov) or 503-625-4246 at least 24 hours in advance of the meeting start time in order to receive the phone dial-in instructions. Per Council Rules Ch. 2 Section (V)(D)(5), Citizen Comments, "Speakers shall identify themselves by their names and by their city of residence." Anonymous comments will not be accepted into the meeting record.

**How to Find out What's on the Council Schedule:** City Council meeting materials and agenda are posted to the City web page at [www.sherwoodoregon.gov](http://www.sherwoodoregon.gov), generally by the Thursday prior to a Council meeting. When possible, Council agendas are also posted at the Sherwood Library/City Hall and the Sherwood Post Office.

**To Schedule a Presentation to the Council:** If you would like to schedule a presentation to the City Council, please submit your name, phone number, the subject of your presentation and the date you wish to appear to the City Recorder, 503-625-4246 or [Cityrecorder@Sherwoodoregon.gov](mailto:Cityrecorder@Sherwoodoregon.gov)

**ADA Accommodations:** If you require an ADA accommodation for this public meeting, please contact the City Recorder's Office at (503) 625-4246 or [Cityrecorder@Sherwoodoregon.gov](mailto:Cityrecorder@Sherwoodoregon.gov) at least 48 hours in advance of the scheduled meeting time. Assisted Listening Devices are available on site.



**SHERWOOD CITY COUNCIL MEETING MINUTES**  
**22560 SW Pine St., Sherwood, Or**  
**May 5, 2026**

**WORK SESSION**

1. **CALL TO ORDER:** Mayor Rosener called the meeting to order at 5:32 pm.
2. **COUNCIL PRESENT:** Mayor Tim Rosener, Council President Kim Young, Councilors Keith Mays, Taylor Giles, Renee Brouse (remote), and Dan Standke. Councilor Doug Scott arrived at 5:39 pm.
3. **STAFF PRESENT:** City Manager Craig Sheldon, Assistant City Manager Kristen Switzer, IT Director Brad Crawford, City Attorney Ryan Adams, Legal Intern Keegan Sanchez, Police Chief Ty Hanlon, Public Works Director Rich Sattler, Community Development Director Eric Rutledge, Economic Development Manager Erik Adair, Volunteer Coordinator Tammy Steffens, Deputy City Recorder Colleen Resch, and City Recorder Sylvia Murphy.

**OTHERS PRESENT:** Clean Water Services (CWS) Chief Utility Relations Officer Joe Gall, CWS Chief Financial Officer Kathy Leader, and Sherwood Youth Advisory (YAB) Board members Finn McEvoy, Trevor Tsui, Parker Hager, Emma House, Akwasi Cobbinah, and Cosette Duckett.

**4. TOPICS:**

**Clean Water Services (CWS) Rate Presentation & Cost Services Analysis Update**

Chief Utility Relations Officer Joe Gall and Chief Financial Officer Kathy Leader provided a presentation (see record, Exhibit A). Mr. Gall acknowledged that written questions had been submitted in advance by Mayor Rosener and Councilor Mays. He indicated that CWS intended to respond to those questions in writing to ensure thoroughness and offered to return for an additional work session once responses were provided. He noted that CWS had been making similar presentations to member cities ahead of the annual rate-setting process, a practice he described as long overdue and one he intended to make a standard going forward.

Ms. Leader provided an overview of CWS's history of rate increases, noting an average annual increase of approximately 3.38 percent over the last 10 years for combined sanitary and stormwater services. She explained that CWS provided regional sanitary and stormwater services district-wide, while member cities like Sherwood provided local services, handled billing, and remitted the CWS-collected portion monthly. Ms. Leader described the cost of service study, which was initiated in 2021 at the request of the board and member cities. She said the last cost of service study had been completed in 2008, and there was a concern that the allocation methodology had grown outdated as regulatory requirements and service levels evolved. She stated the study was completed in February 2026 and a key finding was that local rates were not fully covering program costs for either the sanitary sewer or stormwater utilities.

Mayor Rosener asked about how costs were tracked for areas served directly by CWS, such as urban unincorporated Washington County and smaller cities like Banks, North Plains, King City, and Durham, versus incorporated cities. Ms. Leader confirmed that staff within CWS time-tracked to specific projects and programs, with costs allocated between regional and local buckets accordingly. Discussion followed regarding whether incorporated cities like Sherwood had historically subsidized unincorporated neighborhoods and small cities served directly by CWS. Councilor Mays stated that this had been a concern in the past, that the standards and costs imposed on cities for local work were not being equally applied to unincorporated areas, and that cities had therefore been subsidizing those areas for decades. Mr. Gall acknowledged that the sense had been that the local program was undercharging for its costs, and that the study confirmed this. He noted that going forward, the local rate would be increased at a higher rate than the regional rate to bring it into better alignment with actual service costs. Councilor Mays commented on whether cities might be made whole for past subsidization. Ms. Leader indicated that this rebalancing would be an ongoing process reviewed at least every three to five years. She presented the proposed rate changes for FY 2027, a 4 percent increase on the regional sewer side, representing approximately \$1.86 per month for the average residential customer and a separate stormwater increase of approximately \$0.11 per month. She said regional sewer rates were projected to run a slight deficit through FY 2030 before covering costs in FY 2031 and beyond. She noted the stormwater rate increase was projected to cover costs in all forecast years. She stated the district's current, plus next five-year capital program totaled an estimated \$754 million. She said CWS currently held approximately \$460 million in reserves, which were expected to drop down to approximately \$410 million by the end of FY 2026 due to active major capital construction, before beginning to replenish in FY 2032 under the current rate plan. She said the CWS budget committee was scheduled to meet on May 8 for a public hearing, the board would then hold a public hearing to adopt the budget, rates, and capital program on June 9, and the new rates would take effect July 1, 2026. She noted that CWS was conducting a utility billing feasibility study examining billing options and potential emergency and income assistance programs for customers. Mr. Gall extended an invitation to Council members to attend public tours of the Durham treatment facility, where Sherwood's wastewater was processed.

Mayor Rosener addressed the next item on the agenda.

### **Roundtable with Sherwood Youth Advisory Board (YAB)**

Mayor Rosener said this was the first joint roundtable with the YAB and said it was part of a broader initiative to hold roundtables with all City Boards and Commissions. Assistant City Manager Kristen Switzer introduced the YAB members and provided a YAB flier with application information (see record, Exhibit B). She noted that Councilor Renee Brouse was the Council Liaison for the YAB. She stated that 3 members recently attended the National League of Cities conference in Washington DC. The YAB members that traveled to Washington DC shared their experiences which included networking with other YAB boards from across the country and provided a conference report (see record, Exhibit C). The YAB members shared their aspirations to connect local government with Sherwood schools. Discussion followed regarding recruiting board members, increasing civic participation and voter registration, summer activities, and potential programs involving shadowing city employees and elected officials. Ms. Switzer stated the YAB currently meets once a month and said this could increase to twice a month in the future.

Mayor Rosener thanked the YAB for their roundtable participation and addressed the next item on the agenda.

### **2025 Economic Development Report & Draft Jobs Housing Balance Metrics**

Community Development Director Eric Rutledge and Economic Development Manager Erik Adair provided a presentation and a City of Sherwood Economic Development Annual Report (see record, Exhibit D). Mr. Rutledge said the annual report addressed Council Goals related to career technical education, business recruitment, and the development of key performance indicators (KPIs) to track the relationship between employment and housing. He discussed the jobs/housing balance and tax base metrics and said the first proposed metric was the percent of total assessed property value attributable to employment land, which measured at 20.51 percent. Councilor Giles asked whether this figure was high or low relative to comparable cities. Mr. Rutledge agreed to look for that information. He discussed the job import/export ratio metric and said Sherwood had 0.75 jobs for every one resident who leaves the city for work. He noted the ratio was 0.66 in 2013. He said the third metric was the ratio of assessed value to real market value, which was 0.47. He proposed providing this information annually to the Council. He presented the 2025 building and planning activity and employment growth. He stated the employment in Sherwood grew from 6,500 to 7,500 jobs with an average wage increase rising to approximately \$54,000. Mayor Rosener noted that the annualized wage growth rate over the period outpaced the Consumer Price Index. Mr. Adair discussed the business recruitment, retention, and expansion program which included business meetings, site visits, outreach calls, and responses to requests for information. He commented on the career and technical education program and reported on the significant progress on a youth apprenticeship initiative developed in partnership with Lam Research and the Sherwood School District. Discussion followed on other potential workforce programs. Mayor Rosener reflected on the strategic shift in 2018 from a primarily residential development to a balanced jobs and housing approach to the current trajectory. Mr. Rutledge credited the private developers and businesses for making the actual investments and acknowledged the City's role in creating the conditions and being essential to the outcomes achieved. Staff agreed to continue to provide this information annually.

Mayor Rosener adjourned the work session at 7:08 pm.

## **REGULAR SESSION**

1. **CALL TO ORDER:** Mayor Rosener called the meeting to order at 7:15 pm.
2. **COUNCIL PRESENT:** Mayor Tim Rosener, Council President Kim Young, Councilors Keith Mays, Taylor Giles, Renee Brouse (remote), Doug Scott, and Dan Standke.
3. **STAFF PRESENT:** City Manager Craig Sheldon, Assistant City Manager Kristen Switzer, City Attorney Ryan Adams, Legal Intern Keegan Sanchez, IT Director Brad Crawford, Police Chief Ty Hanlon, Public Works Director Rich Sattler, and City Recorder Sylvia Murphy.

### **4. APPROVAL OF AGENDA:**

Mayor Rosener addressed approval of the agenda and asked for a motion.

**MOTION: FROM COUNCIL PRESIDENT YOUNG TO APPROVE THE AGENDA. SECONDED BY COUNCILOR GILES. MOTION PASSED 7:0, ALL PRESENT MEMBERS VOTED IN FAVOR.**

Mayor Rosener addressed the next item on the agenda.

### **5. CONSENT AGENDA:**

#### **A. Approval of April 21, 2026, City Council Meeting Minutes**

- B. Resolution 2026-022, Approving Sherwood Police Department Policy Updates - April 2026**
- C. Resolution 2026-023, Authorize the renewal of the Municipal Judge’s contract and an increase in compensation**

**MOTION: FROM COUNCIL PRESIDENT YOUNG TO ADOPT THE CONSENT AGENDA. SECONDED BY COUNCILOR GILES. MOTION PASSED 7:0, ALL PRESENT MEMBERS VOTED IN FAVOR.**

Mayor Rosener addressed the next item on the agenda.

**6. CITIZEN COMMENTS:**

None.

**7. PRESENTATION:**

**A. Recognition of City’s Legal Intern Keegan Sanchez**

City Attorney Ryan Adams introduced Keegan Sanchez and said he started with the City in September 2025 and was graduating from Willamette Law School. Mr. Adams said Mr. Sanchez was now a Captain in the Oregon Army National Guard. He said while working as an intern his duty was mostly in the Municipal Court. He thanked him and wished him the best of luck in the future and said he would be joining the Army JAG Corps. Mayor Rosener thanked him for his service with the city and the Country and presented Mr. Sanchez with a certificate.

**B. Proclamation, National Public Works Week May 17<sup>th</sup> – 23<sup>rd</sup>, 2026**

Mayor Rosener read the proclamation and urged citizens to recognize and thank public works employees for their dedicated service.

**C. Proclamation, National Police Officers Week May 11<sup>th</sup> – 16<sup>th</sup>, 2026**

Mayor Rosener read the proclamation and urged citizens to recognize and thank law enforcement officers for the dedicated service they provide.

Mayor Rosener addressed the next agenda item, and the City Recorder read the public hearing statement.

**8. PUBLIC HEARING:**

**A. Resolution 2026-024, Authorizing the City Manager to execute a Purchase and Sale Agreement for a 0.98-acre property located at 22468 SW Pacific Highway, Sherwood, Oregon**

Community Development Director Eric Rutledge provided a presentation and said staff recommended a continuance of the resolution. He stated the resolution would authorize the sale of property located at 22468 SW Pacific Highway. He noted the terms of sale were still under negotiation. He stated the public hearing was noticed per ORS 221.725. He recommended continuing the public hearing until May 19, 2026.

With no questions from the Council, Mayor Rosener opened the public hearing. With no public testimony received, Mayor Rosener closed the public hearing.

Mayor Rosener asked for Council discussion or questions. With no questions from Council, Mayor Rosener said the public hearing would be continued until May 19, 2026.

Mayor Rosener addressed the next agenda item.

**9. CITY MANAGER REPORT:**

City Manager Sheldon asked if Council had any questions. Councilor Mays asked when the Cannery Plaza splash pad would be turned on. Mr. Sheldon said the weekend before Memorial Day. He reported the water feature at Snyder Park had some storm damage this year and might open a little later.

**10. COUNCIL ANNOUNCEMENTS:**

Councilor Standke reported that the Traffic Safety Board was cancelled due to a lack of submitted safety concerns.

Councilor Scott reported that the Parks Advisory Board meeting was cancelled.

Councilor Mays reported that the Cultural Arts Commission had a special meeting regarding the medallions for the pedestrian bridge. Councilor Standke asked for the status of the Cannery Square restroom wrap and Councilor Mays said there was an RFP, but he did not when the process closed.

Councilor Brouse reported that the Youth Advisory Board met and toured the Sherwood Police Station. She thanked Volunteer Coordinator Tammy Steffens for the Volunteer Appreciation dinner, which was a success.

Councilor Giles reported that the Planning Commission meeting was cancelled.

Council President Young reported that she attended the Volunteer Appreciation dinner and commented on the number of volunteer hours and the benefits they provided to the city.

Mayor Rosener reported that he attended the Mayor's Consortium and reported on the success Sherwood was having with economic development. He participated in the KOIN Mayor's Monday program. He attended the League of Oregon Cities conference in Prineville. He stated he was unable to attend the Volunteer Appreciation dinner and thanked all the volunteers. He noted the primaries were May 19 and encouraged citizens to vote.

**11. ADJOURN TO EXECUTIVE SESSION:**

Mayor Rosener adjourned the meeting at 7:45 pm and convened an executive session.

**EXECUTIVE SESSION**

**1. CALL TO ORDER:** Mayor Rosener called the Executive Session to order at 7:51 pm.

**2. COUNCIL PRESENT:** Mayor Tim Rosener, Council President Kim Young, Councilors Keith Mays, Taylor Giles, Doug Scott, and Dan Standke. Councilor Renee Brouse was absent.

**3. STAFF PRESENT:** City Manager Craig Sheldon, Assistant City Manager Kristen Switzer, City Attorney Ryan Adams, and Community Development Director Eric Rutledge.

**4. TOPICS:**

**A. ORS 192.660(2)(e) Real Property Transactions**

**5. ADJOURN:** Mayor Rosener adjourned the executive session at 8:07 pm.

Attest:

\_\_\_\_\_  
Sylvia Murphy, MMC, City Recorder

\_\_\_\_\_  
Tim Rosener, Mayor

**TO:** Sherwood City Council

**FROM:** David Bodway, Finance Director

Through: Craig Sheldon, City Manager and Ryan Adams, City Attorney

**SUBJECT: Resolution 2026-025, Authorizing the City Manager to sign a four-and-one-half-year Intergovernmental Agreement with Metro for the Solid Waste Community Enhancement Program**

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**Issue:**

Shall the City Council authorize the City Manager to sign a four-and-one-half-year intergovernmental agreement (IGA) with Metro for the Solid Waste Community Enhancement Program (CEP)?

**Background:**

Resolution 2021-035 approved an extension of the IGA with Metro for five-years. The current agreement expires on June 30, 2026, and Metro is proposing a new four-and-one-half-year IGA.

**Financial Impacts:**

The city is projected to receive \$120,000 from Metro in FY26-27 for the Community Enhancement Program (CEP).

**Recommendation:**

Staff respectfully recommends approval of Resolution 2026-025, authorizing the City Manager to sign a four-and-one-half-year Intergovernmental Agreement with Metro for the Solid Waste Community Enhance Program.



**RESOLUTION 2026-025**

**AUTHORIZING THE CITY MANAGER TO SIGN A FOUR-AND-ONE-HALF-YEAR INTERGOVERNMENTAL AGREEMENT WITH METRO FOR THE SOLID WASTE COMMUNITY ENHANCEMENT PROGRAM**

**WHEREAS**, the Metro Solid Waste Code is set forth in Title V of the Metro Code; and

**WHEREAS**, Metro Solid Waste Code Chapter 5.06 contains the requirements for the Community Enhancement Program; and

**WHEREAS**, the City of Sherwood has a facility that participates in the Metro Community Enhancement Program; and

**WHEREAS**, through resolution 2021-035 the City of Sherwood has a current IGA with Metro; and

**WHEREAS**, the term of the current IGA was for five years and is set to expire on June 30, 2026; and

**WHEREAS**, Metro has proposed this new IGA for four-and-one-half years.

**NOW, THEREFORE, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:**

**Section 1.** The City Manager is hereby authorized to sign the Intergovernmental Agreement (IGA), attached as Exhibit A, with Metro for the Solid Waste Community Enhancement Program.

**Section 2.** This Resolution shall be effective upon its approval and adoption.

**Duly passed by the City Council this 19<sup>th</sup> day of May, 2026.**

\_\_\_\_\_  
Tim Rosener, Mayor

Attest:

\_\_\_\_\_  
Sylvia Murphy, MMC, City Recorder

# Community Enhancement Grant Program Services Intergovernmental Agreement



Metro Contract No. XXXX

*THIS AGREEMENT, entered into under the provisions of ORS Chapter 190, is between Metro, a Metropolitan service district organized under the laws of the State of Oregon and the Metro Charter, located at 600 NE Grand Avenue, Portland, Oregon 97232-2736 ("Metro"), and the City of Sherwood (the "City") an Oregon municipal corporation, whose address is 22560 SW Pine Street, Sherwood, Oregon, 97140.*

## Section 1: Purpose

*The purpose of this Agreement is to implement the provisions of Metro Code Chapter 5.06 related to the administration of the Solid Waste Community Enhancement Program ("Program") for Pride Recycling Company.*

## Section 2: Term

*This Agreement begins on July 1, 2026 and terminates on December 31, 2030. The parties may mutually terminate this Agreement earlier. Metro may terminate this Agreement under Section 8. The parties may mutually extend the term of the Agreement by written amendment.*

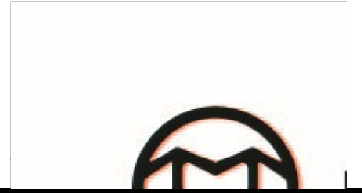
## Section 3: Collection and Distribution of Community Enhancement Fee Funds

- A. In accordance with Metro Code, the Facility must collect and remit to Metro a solid waste community enhancement fee ("CEF") of \$1.00 on each ton of putrescible solid waste, including yard debris mixed with food waste, received at the Facility. If the Facility seeks to collect additional fees for community enhancement, the parties will amend this Agreement so the additional funds are distributed in compliance with the Agreement.*
- B. As part of Metro's goals-based tonnage allocation criteria, the Facility may voluntarily collect and remit to Metro: (1) a community investment fee ("CIF") of \$0.50 per ton on all putrescible solid waste, including yard debris mixed with food waste received by the Facility; or (2) a community investment fee of \$1.00 per ton on all types of waste received that are not subject to any Solid Waste Community Enhancement Fees. If the Facility seeks to collect additional fees for community investment, the parties will amend this Agreement so the additional funds are distributed in compliance with the Agreement.*
- C. Metro will remit to Sherwood the CEF funds and any CIF funds ("Funds") collected in A and B above on the second Friday of the second month following each quarter-end (February, May, August, and November).*
- D. At the request of Sherwood, Metro will provide quarterly reports of activity at the Facility, including data on (1) the gross weight of solid waste received in vehicles that are weighed as they enter the facility; (2) the number of other vehicles assessed fees on an estimated volume basis; and (3) the tonnage of solid waste transferred from the Facility.*
- E. At the request of Sherwood, Metro will reasonably assist with the administration of the Program.*

## Section 4: City/County Obligations

- A. Sherwood must administer a Program that complies with Metro Code Chapter 5.06 (Exhibit A), and Metro Administrative Rules 5.06 (Exhibit B). Exhibits A and B are incorporated into this Agreement and are binding on Sherwood.*
- B. Solid Waste Community Enhancement Committee*

# Community Enhancement Grant Program Services Intergovernmental Agreement



Metro Contract No. XXXX

- i. *Sherwood will establish a solid waste community enhancement program advisory committee ("Committee") for the purpose of implementing the Program that complies with Exhibit A and Exhibit B.*
- ii. *The Committee must be made up of at least five members, including three citizen representatives appointed by the mayor, city manager, or county administrator, and, at Metro's option, must include the Metro Councilor representing the district where the Facility is located. In lieu of appointing a separate Committee, the City may designate itself plus the Metro Councilor representing the district where the Facility is located to perform the function of the Committee. In either case, the Metro Councilor may serve as co-chair to the Committee at Metro's option.*
- iii. *All Committee members must disclose any conflict of interest before participating in a grant decision, and must sign a conflict of interest form provided by Sherwood and approved by the attorney representing Sherwood.*
- iv. *The City of Sherwood, through the Committee, is responsible for:*
  - *Establishment of the enhancement area boundary.*
  - *Adoption of Committee bylaws.*
  - *Development of a process for soliciting and selecting solid waste community enhancement projects.*
  - *Compliance with the eligibility criteria set forth in Section 5.06.070 and the goals set forth in Metro Code Section 5.06.080 and creation of additional criteria and goals where appropriate.*
  - *Annually reviewing the enhancement program revenue estimates provided by Metro staff and propose how these funds will be allocated for the upcoming fiscal year or funding cycle.*
  - *Upon request of Metro's COO, presenting an annual report to the Metro Council on all projects approved for funding.*
  - *Providing an open, public process for project review and selection.*
  - *Ensuring that funding decisions are made by a majority vote of the Committee.*

## C. Program Administration

- i. *Develop program materials and communications including a grant application, applicant instructions/handbook, a project website, and Committee evaluation criteria.*
- ii. *Promote the Program within the Program boundary area. Sherwood must publish information about the Program on its website, including without limitation: funding criteria, goals, application process, and timeline.*
- iii. *Designate a staff person who is responsible for the administration of the Program and this Agreement. This person must have authority to make decisions regarding this Agreement.*
- iv. *Sherwood designated Program staff will attend periodically scheduled grant administrator's learning cohort meetings.*
- v. *Promote the grant program solicitations to community stakeholders to recruit applicants.*
- vi. *Meet annually with grantees to get updates on grant activities and grantee needs.*
- vii. *Promote grantee and grant program accomplishments to community stakeholders.*
- viii. *No later than July 10 of each year, Sherwood must provide a written report to Metro on the Program that includes revenues and expenditures of the program Funds, including the total amount of awarded Funds that have been paid by June 30. The report must also include an*

# Community Enhancement Grant Program Services Intergovernmental Agreement



Metro Contract No. XXXX

*accounting of any funding expended for program administration and the fund balance carried forward, if any.*

- ix. *Maintain complete and accurate records related to the administration of the Program (including solicitation materials, grant applications, and records of Committee decision making) and all organizational expenses related to administration of the grant program. Sherwood will make these records available to Metro upon request for inspection, auditing, and copying.*

## D. Funding Administration

- i. *Create separate Program accounts for deposit of the CEF and CIF (if any) funds collected under Section 3. Sherwood must not commingle CEF and CIF funds in its budget. Upon receipt from Metro of the Program's Funds for each grant cycle, City will deposit the Funds in the two separate accounts.*
- ii. *Sherwood must provide all necessary support to administer the program. Sherwood may charge no more than 20% of the annual budget for the Funds, not to exceed \$50,000, for the direct costs of administering the Program. Direct costs include staff time and materials.*
- iii. *Prepare an annual budget. The budget must identify the expected distribution of Funds for projects during a fiscal year. The Committee may propose that there be no distribution of Funds during a fiscal year, for a maximum of three consecutive years. The Sherwood must notify Metro within 14 days if the Committee determines that no Funds will be distributed in a given Program year.*
- iv. *Determine each funding year's grant awards no later than December. Funds must be spent within three years of the program funding cycle in which the Funds were collected.*
- v. *Grant funds awarded to a local government must not exceed 15% of the Program's annual grant funding budget or funding cycle. If the Committee is recommending an award of more than 15% of the funding budget to the local government then Sherwood program manager shall contact the Metro program manager before funds are awarded to provide further details on the funding recommendation. Approval for such exceedances may be given by the Metro program manager by email.*
- vi. *Sherwood must ensure that only projects chosen by a majority of the Committee receive the Funds. Sherwood must carry forward any Funds not expended during a budget year to the following year. Sherwood must not use the Funds for general government purposes.*
- vii. *Notify Metro immediately if Sherwood expects it will not fully expend annual Funds within three years of the funding cycle in which the Funds were collected.*
- viii. *Repay to Metro any Funds unexpended after three years or Funds not spent in accordance with this Agreement.*

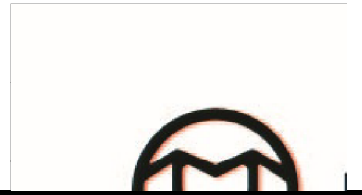
## Section 5: Notices

*Legal notice provided under this Agreement must be delivered personally or by certified mail to the following individuals:*

For Sherwood:  
Office of the City Attorney  
City of Sherwood  
22560 SW Pine Street  
Sherwood, OR 97140

For Metro:  
Office of Metro Attorney  
Metro  
600 NE Grand Avenue  
Portland, OR 97232-2736

# Community Enhancement Grant Program Services Intergovernmental Agreement



Metro Contract No. XXXX

*Management of this Agreement will be conducted by the following designated Project Managers:*

*For Sherwood:*

*Leslie Dean  
City of Sherwood  
22560 SW Pine Street  
Sherwood, OR 97140*

*For Metro:*

*Noelle Dobson  
Metro  
600 NE Grand Avenue  
Portland, OR 97232-2736*

*Parties may change the above-designated Project Manager by written notice to the other party (email is sufficient).*

*Section 6: Indemnification*

*Subject to the limits of the Oregon Constitution and Oregon Tort Claims Act, Sherwood shall hold harmless Metro, its officers and employees from any claims or damages or property or injury to persons or for any penalties or fines, for Sherwood's actions related to this Agreement.*

*Section 7: Dispute Resolution*

*The parties will attempt to negotiate in good faith resolutions to all disputes arising out of this Agreement.*

*Section 8: Termination*

*During the term of this Agreement, each party retains the right to terminate the Agreement by written notice delivered to the other party no later than 60 days prior to the anniversary date.*

*If Metro determines that Sherwood is in breach of this Agreement, Metro will give 30 days' written notice to Sherwood describing the nature of the breach and will give City/County an opportunity to cure the breach before taking any further action. Metro may, in its discretion, extend the cure period. If City/County fails to cure the breach, Metro may terminate this Agreement at the end of the cure period without further notice.*

*Section 9: Insurance*

*Sherwood agrees to maintain insurance levels, or self-insurance in accordance with ORS 30.282, for the duration of this Agreement to levels necessary to protect against public body liability as specified in ORS 30.270. Sherwood also agrees to maintain for the duration of this Agreement, Workers' Compensation Insurance coverage for all its employees as a self-insured employer, as provided by ORS chapter 656, or disability coverage under its Disability, Retirement and Death Benefits Plan.*

*Section 10: Integration and Amendment*

*This writing contains the entire Agreement between the parties, and may only be amended by written instrument, signed by both parties.*

*Section 11: Severability*

*If any portion of this Agreement is found to be illegal or unenforceable, this Agreement nevertheless remains in full force and effect and the offending provision will be stricken or revised to the parties' satisfaction.*

# Community Enhancement Grant Program Services Intergovernmental Agreement



Metro Contract No. XXXX

Section 12: Counterparts; Signatures

*This Agreement may be executed in counterparts or multiples, any one of which has the full force of an original. Metro and Sherwood may conduct this transaction, including any amendments, by electronic means, including the use of electronic signature. The undersigned represent that they are authorized to execute this Agreement on behalf of the entity for whom they are signing.*

*Sherwood*

*Metro*

By: \_\_\_\_\_

By: \_\_\_\_\_

\_\_\_\_\_  
*Print name and title*

\_\_\_\_\_  
*Print name and title*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

CHAPTER 5.06

SOLID WASTE COMMUNITY ENHANCEMENT PROGRAM

Section	Title
5.06.010	Policy and Purpose
5.06.020	Authority and Jurisdiction
5.06.030	Amount of Enhancement Fee
5.06.040	Enhancement Fee Requirements and Exemptions for Solid Waste Facilities
5.06.050	Establishment and Administration of a Solid Waste Community Enhancement Program
5.06.060	Solid Waste Community Enhancement Program Advisory Committee
5.06.070	Eligibility Criteria for Solid Waste Community Enhancement Projects
5.06.080	Goals for Solid Waste Community Enhancement Projects
5.06.090	Compliance and Dispute Resolution
5.06.100	Administrative Procedures

(Formerly Metro Code Chapter 5.06 "Community Enhancement Programs" repealed and replaced by Ordinance No. 14-1344, Sec. 1.)

5.06.010 Policy and Purpose

It is the policy of Metro to establish and implement a solid waste community enhancement program at all eligible solid waste facilities in the Metro region. The purpose of the program is to rehabilitate and enhance the area around the facility from which the fees are collected.

5.06.020 Authority and Jurisdiction

Metro's solid waste authority, including the authority to collect an enhancement fee and establish and implement a solid waste community enhancement program, is established under the Oregon Constitution, ORS Chapters 268 and 459, and the Metro Charter.

5.06.030 Amount of Enhancement Fee

Solid waste facilities subject to this chapter shall collect an amount not exceeding \$1.00 on each ton of putrescible solid waste delivered to the facility and remit the funds to Metro for use as a solid waste community enhancement fee. Eligible solid waste facilities may also collect an amount not exceeding \$1.00 on each ton of non-putrescible waste delivered to the facility

when the Metro Chief Operating Officer and facility owner determines it is in the public interest. Metro will set the rate of the enhancement fee under Metro Code Section 5.02.020.

5.06.040 Enhancement Fee Requirements and Exemptions for Solid Waste Facilities

(a) Solid waste facilities that operate all or in part as disposal sites, transfer stations, reload facilities, compost facilities, and energy recovery facilities, as defined by Chapter 5.00, shall collect and remit an enhancement fee under this Chapter.

(b) Where only a portion of a solid waste facility's operations qualify for collection of a fee under subsection (a), the facility shall collect and remit an enhancement fee only on the solid waste it accepts as an eligible facility.

(c) Notwithstanding section (a) above, yard debris reload and yard debris composting facilities are not subject to the requirements of this Chapter.

5.06.050 Establishment of a Solid Waste Community Enhancement Program

(a) Upon approval of a license or franchise application, the Metro Chief Operating Officer will inform a solid waste facility of the requirement to collect a solid waste community enhancement fee. The Metro Chief Operating Officer will require collection of the fee in the facility license or franchise.

(b) The Metro Chief Operating Officer will inform the local government where the facility is located that a solid waste community enhancement fee will be collected by the facility and remitted to Metro.

(c) The solid waste community enhancement program will be administered by (1) Metro directly or through a contract; or (2) the local government where the facility is located, so long as Metro and the local government agree on the terms of an intergovernmental agreement.

(d) The Metro Councilor for the district where the facility is located shall be eligible to participate in the solid waste community enhancement program, including without limitation participation as a co-chair and voting member of the community enhancement committee, regardless of whether Metro or the local government, through an intergovernmental agreement, administers the program.

(e) The Metro Chief Operating Officer will establish a timeline for implementation of a solid waste community enhancement program.

(f) The funds collected and remitted to Metro shall be used for solid waste community enhancement projects chosen by a community enhancement committee and may include administrative costs in an amount set by the Metro Chief Operating Officer.

5.06.060 Solid Waste Community Enhancement Program Advisory Committee

A solid waste community enhancement program established under this section shall have a solid waste community enhancement committee. The committee is responsible for implementation of the program, including without limitation:

(a) Establishment of the enhancement area boundary.

(b) Creation of committee bylaws.

(c) Development of a process for soliciting and selecting solid waste community enhancement projects.

(d) Compliance with the eligibility criteria set forth in Section 5.06.070 and the goals set forth in Section 5.06.080 and creation of additional criteria and goals where needed.

(e) Annually review enhancement program revenue estimates provided by Metro staff and propose how these funds will be allocated for the upcoming fiscal year or funding cycle.

(f) Presentation of an annual report to the Metro Council on all projects approved for funding.

(g) Maintenance of complete and accurate records related to the administration of the program, submitted to Metro annually.

5.06.070 Eligibility Criteria for Solid Waste Community Enhancement Projects

A solid waste community enhancement project must meet the following criteria to be eligible for funding. A solid waste community enhancement committee may apply more restrictive eligibility criteria:

(a) The project must be located in the solid waste community enhancement area boundary as specified by the solid waste community enhancement committee or the project must

benefit individuals or programs located inside the solid waste community enhancement area boundary.

(b) The project applicant must be:

- (1) A non-profit organization, including without limitation a neighborhood association or charitable organization with 501(c)(3) status under the Internal Revenue Service; or
- (2) A school or institution of higher learning; or
- (3) A local government, local government advisory committee, department or special district provided that they include documented support from the local government executive officer.

(c) The project must not be used to replace any other readily available source of federal, state, local or regional funds.

(d) The project must not promote or inhibit religion.

(e) The project must not discriminate based on race, ethnicity, age, gender, or sexual orientation.

(f) If the project is located on private land, the project application must establish a clear public benefit and must document landowner permission.

#### 5.06.080 Goals for Solid Waste Community Enhancement Projects

Projects shall meet one or more of the following goals and solid waste community enhancement committees shall give priority to projects that best meet with goals. A solid waste community enhancement committee may adopt additional funding goals. The project will:

(a) Improve the appearance or environmental quality of the community.

(b) Reduce the amount or toxicity of waste.

(c) Increase reuse and recycling opportunities.

(d) Result in rehabilitation or upgrade of real or personal property owned or operated by a nonprofit organization having 501(c)(3) status under the Internal Revenue Code.

(e) Result in the preservation or enhancement of wildlife, riparian zones, wetlands, forest lands and marine areas, and/or improve the public awareness and the opportunities to enjoy them.

(f) Result in improvement to, or an increase in, recreational areas and programs.

(g) Result in improvement in safety.

(h) Benefit youth, seniors, low income persons or underserved populations.

#### 5.06.090 Compliance and Dispute Resolution

The Metro Chief Operating Office is responsible for ensuring compliance with this Chapter.

#### 5.06.100 Administrative Procedures

(a) The Metro Chief Operating Office may issue administrative procedures to implement this chapter.

(b) The Metro Chief Operating Officer shall issue or substantially amend the administrative procedures for this chapter only after providing public notice and the opportunity to comment on the proposed language.

(c) The Metro Chief Operating Officer may hold a public hearing on any proposed new administrative procedures or on any proposed amendment to any administrative procedure if the Metro Chief Operating Officer determines that there is sufficient public interest.

(Ordinance No. 14-1344, Sec. 1.)



**METRO**

**SOLID WASTE  
ADMINISTRATIVE PROCEDURES**

**Published:**

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**Administration of Metro Code Chapter 5.06  
Solid Waste Community Enhancement Program**

**Contents**

<b>Policy and Legal Authority.....</b>	<b>Section 1</b>
<b>Application and Purpose.....</b>	<b>Section 2</b>
<b>Program Exempt and Program Eligible Facility Types.....</b>	<b>Section 3</b>
<b>Establishing a Solid Waste Community Enhancement Program.....</b>	<b>Section 4</b>
<b>Establishing a Solid Waste Community Enhancement Committee.....</b>	<b>Section 5</b>
<b>Eligibility Criteria and Goals.....</b>	<b>Section 6</b>
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**SOLID WASTE  
ADMINISTRATIVE PROCEDURES**

**AP NO. 5.06  
Section 1**

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**Policy and Legal Authority**

**1.1 Policy and Legal Authority.**

- 1.1.1 Metro's solid waste planning and implementing authority is established under the Metro Charter, the Constitution of the State of Oregon, and ORS Chapters 268 and 459.
- 1.1.2 Metro's solid waste community enhancement program is established based on state law (ORS 459.280 and 459.284).
- 1.1.3 All solid waste administrative procedure shall be subject to the authority of all other applicable laws, regulations or requirements in addition to those contained in this administrative procedure and performance standard.
- 1.1.4 Administrative procedures are adopted, as necessary, to implement the provisions of Metro Code Chapter 5.06 Solid Waste Community Enhancement Program.
- 1.1.5 The purpose of these administrative procedures is to protect and preserve the health, safety and welfare of the Metro residents; to protect and preserve the local environment, to implement cooperatively a solid waste community enhancement fee program; and to reduce the volume and toxicity of waste disposed through source reduction, reuse, recycling, and composting.
- 1.1.6 These administrative procedures and performance standards are issued by the Metro Chief Operating Officer ("Metro COO") pursuant to Metro Code Section 5.06.100.



**METRO**

**SOLID WASTE  
ADMINISTRATIVE PROCEDURES**

**AP NO. 5.06  
Section 2**

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**Application and Purpose of Chapter 5.06**

**2.1 Application of Chapter 5.06**

- 2.1.1 Chapter 5.06 shall apply to all eligible solid waste facilities within Metro's jurisdictional boundary that are licensed or franchised by Metro pursuant to Metro Code Chapter 5.01.
- 2.1.2 Metro Code Chapter 5.06 shall apply to all eligible solid waste facilities within Metro's jurisdictional boundaries that are owned by Metro.

**2.2 Purpose**

- 2.2.1 Metro has long recognized that certain solid waste facilities may present economic, environmental, health or other impacts on local host communities.
- 2.2.2 Metro's solid waste community enhancement program provides funds that are used for community enhancement grant projects located in the vicinity of each eligible solid waste facility. Funds are to be used for the rehabilitation and enhancement of the area in and around the facility from which the fees are collected, as determined by each solid waste community enhancement committee established in accordance with Metro Code Chapter 5.06.



**METRO**

**SOLID WASTE  
ADMINISTRATIVE PROCEDURES**

**AP NO. 5.06  
Section 3**

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**Program Exempt and Program Eligible Facilities**

**3.1 Exempt Facility Types and Ineligible Solid Waste Activities**

3.1.1 The following types of facilities are not subject to Metro Code Chapter 5.06.

3.1.1.1 Reuse or recycling facilities that (A) exclusively receive non-putrescible source-separated recyclable materials and (B) reuse or recycle such materials, or transfer, transport or deliver such materials to a person or facility that will reuse or recycle them.

3.1.1.2 Material recovery facilities that (A) exclusively receive non-putrescible solid waste and conduct material recovery on such waste, and may also (B) receive non-putrescible source-separated recyclable materials and reuse or recycle such materials or transfer, transport or deliver such materials to a person or facility that will reuse or recycle them.

3.1.2 The following types of solid waste activities are not subject to Metro Code Chapter 5.06.

3.1.2.1 Yard debris reloading.

3.1.2.2 Yard debris composting.

3.1.2.1 Material recovery on non-putrescible waste, except as provided in Section 3.3.

3.1.2.2 Recycling or reuse of non-putrescible materials.

**3.2 Program Eligibility by Facility Type and Solid Waste Activity**

3.2.1 Eligible facility types include, but are not limited to, the following:

3.2.1.1 Disposal sites.

3.2.1.2 Transfer stations.

3.2.1.3 Reload facilities.

3.2.1.4 Energy recovery facilities.

3.2.1.5 Compost facilities.

3.2.2 Eligible solid waste activities include, but are not limited to, the following:

3.2.2.1 Processing, reloading or transfer of putrescible waste (includes food waste and yard debris mixed with food waste).

3.2.2.2 Composting or any other processing of putrescible waste (includes food waste and yard debris mixed with food waste).

3.2.2.1 Energy recovery (including anaerobic digestion of putrescible waste to include food waste and yard debris mixed with food waste).

3.2.2.2 Disposal (includes landfilling and incineration).

3.3 Special conditions related to non-putrescible waste activities at an eligible facility

3.3.1 Non-putrescible waste that is subject to material recovery and delivered to a transfer station or other eligible solid waste facility shall be subject to Metro Code Chapter 5.06 when a facility owner/operator and the Metro COO determines it to be in the public interest.

3.3.2 For the purpose of this section the public interest shall include, but is not limited to: A) the historical program relationship established between a facility and host local government or community (e.g. Metro Central Transfer Station and Metro South Transfer Station), or B) such conditions necessary to operate a new facility, or at an existing facility conducting a new solid waste activity that is subject to Metro Code Chapter 5.06 and Metro Code Chapter 5.01.



METRO

**SOLID WASTE  
ADMINISTRATIVE PROCEDURES**

**AP NO. 5.06  
Section 4**

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**Establishing a Solid Waste Community Enhancement Program**

The purpose of this section is to establish a general process for Metro and a host local government to implement and administer a solid waste community enhancement program at an eligible solid waste facility.

**4.1 New Facilities Without a Solid Waste Community Enhancement Program**

**4.1.1. Notification to a host local government.**

Upon receipt of a complete Metro license or franchise application for a new eligible solid waste facility that is subject to this chapter, or a new eligible solid waste activity at an existing facility, the Metro COO shall notify the host local government that it qualifies for the solid waste community enhancement program.

**4.1.2 Coordination with Metro and the host local government.**

**4.1.2.1** As part of Metro's license and franchise review or renewal process, the Metro COO will notify the local government hosting an eligible solid waste facility that a solid waste community enhancement program shall be established.

**4.1.2.2** The Metro COO shall provide the host local government with an opportunity to enter into an intergovernmental agreement to administer the program. As provided in Section 5.1, Metro and the local government may consider other approaches to administer the program if an intergovernmental agreement cannot be established.

**4.1.2.3** A host local government shall not be excluded or limited from participating in Metro's solid waste community enhancement program for an eligible solid waste facility, nor shall Metro be limited in implementing a solid waste community enhancement program when a host local government adopts: (1) a tax or charge that imposes a fee on haulers of commercial solid waste or other users of the facility; (2) any tax duly adopted by the local government which is generally applicable for all persons doing business in boundaries of the local government; or (3) any franchise fee collected by the local government from haulers collecting solid waste within the boundaries of the local government,

**4.1.2.4** Metro shall not establish a solid waste community enhancement program at a solid waste facility if the respective host local government has implemented and is actively administering a solid waste community enhancement program

for that solid waste facility under separate authority of ORS 459.284 and 459.290.

- 4.1.2.5 Prior to establishing a solid waste community enhancement program at an eligible solid waste facility, the Metro COO shall inform the Metro Council President and the Metro Councilor whose district hosts the solid waste facility of the decision to establish a solid waste community enhancement program and provide the Metro Councilor with the opportunity to chair, co-chair, or otherwise participate in the solid waste community enhancement committee at the option of the Metro Councilor.

#### 4.2 Programs Established Prior to January 1, 2014

Solid waste community enhancement programs that were established prior to January 1, 2014 and are administered through an intergovernmental agreement with a host local government shall be updated and reissued with an effective date of July 1, 2015 to provide consistency with all applicable provisions in Metro Code Chapter 5.06 and these administrative procedures.

#### 4.3 Existing Eligible Facility Without a Solid Waste Community Enhancement Program

The Metro COO shall notify a host local government of an existing eligible solid waste facility within its jurisdictional boundaries regarding a timeframe and process for the implementation and administration of a solid waste community enhancement program in accordance with this chapter.

#### 4.4 Funding

- 4.4.1 Except as provided in Section 3.3, solid waste facilities subject to Metro Code Chapter 5.06 shall collect an amount not exceeding \$1.00 on each ton of putrescible solid waste delivered to the facility and remit the funds to Metro for use as a solid waste community enhancement fee.
- 4.4.2 Metro may periodically adjust the solid waste community enhancement fee based on the Consumer Price Index (CPI) up to the maximum amount set forth in ORS 459.284.
- 4.4.3 On a quarterly basis, Metro will remit the solid waste community enhancement funds to each host local government with a solid waste community enhancement program established by intergovernmental agreement with Metro in accordance with Metro Code Chapter 5.06.
- 4.4.4 Projects funded from a solid waste community enhancement fund will be made with the positive vote of a majority of the solid waste community enhancement committee created to administer such a program. Frequency of funding projects is also to be determined by the committee.



METRO

**SOLID WASTE  
ADMINISTRATIVE PROCEDURES**

**AP NO. 5.06  
Section 5**

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**Establishing a Solid Waste Community Enhancement Committee**

5.1 Establishing a Solid Waste Community Enhancement Committee

- 5.1.1 For the purpose of establishing a solid waste community enhancement committee, the Metro COO shall coordinate with the host local government and the Metro Councilor whose district hosts the eligible solid waste facility.
- 5.1.2 Metro may designate a solid waste community enhancement committee in accordance with Metro Code Chapter 2.19.
- 5.1.3 The Metro COO may enter into an intergovernmental agreement to designate the host local government as the solid waste community enhancement committee. Such a committee shall consist of at least five members and may include the Metro Councilor whose district hosts the solid waste facility (with the option to serve as co-chair to the committee), and three citizen representatives appointed by the mayor, city manager, or county administrator. In lieu of appointment of such a committee, the local government may designate itself and the Metro Council member representing the district that hosts the solid waste facility (with the option to serve as co-chair to the committee) to perform the function of such committee. The term for such intergovernmental agreements should be established to coincide with the term set forth in the subject facility's Metro license or franchise.
- 5.1.4 The Metro COO may enter into an agreement with a recognized non-profit community organization including, but not limited to, a neighborhood district coalition, neighborhood association, committee for citizen involvement or other similar community-based group having a legally constituted active board of directors. The designated solid waste community enhancement committee shall consist of at least five members, and may include the board of directors, the Metro Councilor whose district hosts the solid waste facility, and any number of citizen representatives appointed by the Metro Councilor whose district hosts the solid waste facility.
- 5.1.5 The Metro COO shall establish the terms and conditions of the agreements for the establishment and administration of a solid waste community enhancement committee as provided in Metro Code Chapter 5.06.

5.2 Administration

- 5.2.1 The administration and distribution of funds from a solid waste community enhancement program shall be subject to the approval of a solid waste community enhancement committee.

- 5.2.2 Each solid waste community enhancement committee or host local government shall promote, advertise, solicit and accept requests for proposals or projects to be funded from the solid waste community enhancement fund within its solid waste community enhancement program area boundary.
- 5.2.3 Either Metro or the host local government shall prepare and publish an annual budget for the solid waste community enhancement account. Each budget shall be subject to review and comment by the solid waste community enhancement committee and shall, at a minimum, identify the proposed allocation of grant funding and administrative costs for the upcoming fiscal year, except that a solid waste community enhancement committee may propose that there be no expenditure of funds during a fiscal year for up to a maximum of three consecutive fiscal years, or longer if approved by the Metro COO or the community enhancement committee.
- 5.2.4 Either Metro or the host local government shall segregate solid waste community enhancement funds by establishing a separate set of accounts for the revenues and expenditures of the solid waste community enhancement program to ensure that only committee-authorized plans, projects, and programs receive funding. Funds not expended during a budget year shall be carried forward to each subsequent year.
- 5.2.5 Each solid waste community enhancement committee or host local government shall publish and follow the project funding criteria in Section 6.1 and goals in Section 6.2 for selecting projects or programs to fund during the fiscal year. A solid waste community enhancement committee may request that Metro modify or change the criteria. A community enhancement committee may publish and follow more restrictive program funding criteria, and may adopt and publish additional goals and/or guidelines.
- 5.2.6 Each solid waste community enhancement committee or host local government shall, provide an annual written report to the Metro COO regarding all expenditures from the enhancement fund and shall itemize all enhancement fund expenditures including the amount of funds expended on each project under its jurisdiction including the funding balance by October 1 of each year.
- 5.2.7 Each solid waste community enhancement committee, upon request by the Metro COO, shall provide an oral presentation to the Metro Council at a time such presentation can be scheduled at a Metro Council meeting.
- 5.2.8 If administrative costs incurred by Metro or the host local government to administer the solid waste community enhancement program are reimbursed from the solid waste community enhancement funds as provided in Section 5.3. The annual report required in Section 5.2.6 shall include an accounting of the funds expended for program administration.
- 5.2.9 Each solid waste community enhancement committee will provide an open public process for project/program review and approval.

### 5.3 Administrative Cost Reimbursement

- 5.3.1 A solid waste community enhancement fund may be used to help defray the direct costs incurred to administer a solid waste community enhancement program by Metro or a host local government (e.g., staff time and materials necessary to set up and administer a solid waste community enhancement program).
- 5.3.2 No more than twenty percent (20%), and not more than \$50,000 of a solid waste community enhancement fund that is collected during a program funding cycle may be used to pay for costs directly associated with administering a solid waste community enhancement program. Administrative costs in excess of these amounts shall not be borne by the solid waste community enhancement fund.

### 5.4 Recordkeeping and Audits

- 5.4.1 Each solid waste community enhancement committee or host local government shall maintain complete and accurate records related to the administration of the program and funds expended under its jurisdiction. The committee shall make these records available to Metro for inspection, auditing, and copying.
- 5.4.2 Metro may require, at Metro's expense, that a solid waste community enhancement committee submit to an independent audit conducted by an auditor chosen by Metro. The audit shall address only those matters reasonably related to the solid waste community enhancement program fund and its administration.



**SOLID WASTE  
ADMINISTRATIVE PROCEDURE**

**AP NO. 5.06  
Section 6**

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**Eligibility Criteria and Goals**

**6.1 Eligibility Criteria for Funding Solid Waste Community Enhancement Projects**

- 6.1.2 To qualify for funding, a proposed solid waste community enhancement project shall meet the following funding criteria. A designated solid waste community enhancement committee may adopt and publish more restrictive eligibility criteria.
- 6.1.2.1 Be within the solid waste community enhancement area boundaries specified by the designated solid waste community enhancement committee or benefit individuals or programs located inside the community enhancement area boundary.
  - 6.1.2.2 Be from non-profit organizations including, but not limited to, neighborhood associations or charitable organizations with 501(c)(3) status under the Internal Revenue Service, or
  - 6.1.2.3 Be from a school, or institution of higher learning, or
  - 6.1.2.4 Be from a local government, local government advisory committee, department or special district provided that they include documented support from the local government executive officer, and, as a guideline, the requested funding not exceed 15% of an annual solid waste community enhancement program budget or funding cycle, or more as otherwise provided in an intergovernmental agreement between Metro and a host local government.
  - 6.1.2.5 Not replace another readily available source of federal, state, regional or local funds.
  - 6.1.2.6 All applicants must go through the official application, review and approval process established by the solid waste community enhancement committee.
  - 6.1.2.7 Not promote or inhibit religion.
  - 6.1.2.8 Not fund organizations, projects or programs that discriminate based upon race, ethnicity, age, gender or sexual orientation.
  - 6.1.2.9 Be able show a clear public benefit if projects are on private land.

6.1.2.10 Have written landowner permission at the time of application.

6.2 Goals for Funding Solid Waste Community Enhancement Projects

6.2.1 Projects shall meet one or more of the following goals. Priority will be given to projects that best meet the goals and which offer benefits to the areas and populations most directly impacted by the solid waste facility. A designated solid waste community enhancement committee may adopt and publish additional funding goals. The order of the following listing does not imply ranking or weighting. Projects should:

- 6.2.1.1 Result in an improvement to the appearance or environmental quality of the area/neighborhood within the enhancement area boundaries.
- 6.2.1.2 Result in the reduction in the amount or toxicity of waste, or increase reuse and recycling opportunities within the enhancement area boundaries.
- 6.2.1.3 Result in rehabilitation, upgrading or direct increase in the real or personal property owned or operated by a nonprofit organization having 501(c)(3) status under the Internal Revenue Code within the enhancement area boundaries.
- 6.2.1.4 Result in the preservation or enhancement of wildlife, riparian zones, wetlands, forest lands and marine areas within the enhancement area boundaries, and/or improve the public awareness and the opportunities to enjoy them.
- 6.2.1.5 Result in improvement to, or an increase in, recreational areas and programs within the enhancement area boundaries.
- 6.2.1.6 Result in improvement in the safety of the area within the enhancement area boundaries.
- 6.2.1.7 Result in projects that benefit youth, seniors, low income persons or underserved populations within the enhancement area boundaries.



**SOLID WASTE  
ADMINISTRATIVE PROCEDURE**

**AP NO. 5.06  
Section 7**

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**Dispute Resolution**

- 7.1 The Metro COO shall, in good faith, attempt to negotiate resolutions to all disputes arising out of the implementation and administration of Metro Code Chapter 5.06 and these administrative procedures. Disputes arising out of or relating to the implementation or administration of Metro Code Chapter 5.06 or these administrative procedures shall be resolved as follows:
- 7.1.1 The Metro COO will review the matter or dispute to determine if there is sufficient reason or cause to take action.
  - 7.1.2 When warranted, the Metro COO will notify the host local government and the solid waste community enhancement committee, the Council President and the corresponding councilor whose district hosts the solid waste facility in writing of the dispute or alleged breach. The notice shall describe the nature of the dispute or alleged breach. The notice shall prescribe a resolution process and include a date by which the host local government or solid waste community enhancement committee must respond to the Metro COO's notice.
  - 7.1.3 Within the period specified by the Metro COO, the host local government or solid waste community enhancement committee shall respond to the notice provided by the Metro COO regarding the dispute. Such response may include information that proves that the dispute or alleged breach has been resolved, or that diligent efforts to correct the dispute or alleged violation is being made and is likely to succeed in a reasonable period of time.
  - 7.1.4 If the Metro COO determines that the dispute or alleged violation has not or cannot be resolved within the manner prescribed and in a reasonable period of time, the Metro COO may take further action, including the modification or termination of an intergovernmental agreement to ensure that the dispute or breach is resolved within a reasonable period of time.

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**TO:** Sherwood City Council

**FROM:** Ryan Adams, City Attorney

**SUBJECT:** Resolution 2026-026, Granting an Easement at 16470 and 16480 Gleneagle Drive

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**Issue:**

Should the City Council grant an easement to Leo and Song Yen, owners of 16470 and 16480 Gleneagle Drive?

**Background:**

Leo and Song Yen own the real property located at 16470 and 16480 Gleneagle Drive in Sherwood, Oregon. The residence is a duplex. When the residence was built approximately 30 years ago, the property lines were apparently incorrectly surveyed. This resulted in the Yen's using a driveway on City property to access the bottom entrance to the residence. The Yen's have asked the City for an easement across the City's property. The City's property is an asphalt driveway used to access a water quality station. The Yen's will pay the city \$2500, representative of the anticipated maintenance cost of the driveway.

**Financial Impact:**

No financial impact or additional funds are needed with the adoption of this resolution.

**Recommendation:**

Staff respectfully recommends adoption of Resolution 2026-026, Granting an Easement at 16470 and 16480 Gleneagle Drive.



**RESOLUTION 2026-026**

**GRANTING AN EASEMENT AT 16470 AND 16480 GLENEAGLE DRIVE**

**WHEREAS**, the City owns certain real property adjoining 16470 and 16480 Gleneagle Drive; and

**WHEREAS**, Leo and Song Yen own certain real property located at 16470 and 16480 Gleneagle Drive; and

**WHEREAS**, the Yen's have asked the City for an easement across the City's property to access the lower portion of their property; and

**WHEREAS**, subject to City Council approval, the City may grant an easement; and

**NOW, THEREFORE, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:**

**Section 1.** The City Council authorizes the City Manager and City Attorney to negotiate and grant an easement, subject to the receipt of payment in the amount of \$2500. The easement shall be substantially similar to the attached Exhibit A.

**Section 2.** This Resolution shall be effective upon its approval and adoption.

**Duly passed by the City Council this 19<sup>th</sup> day of May, 2026.**

\_\_\_\_\_  
Tim Rosener, Mayor

Attest:

\_\_\_\_\_  
Sylvia Murphy, MMC, City Recorder

After recording return to:  
City of Sherwood  
22560 S.W. Pine St.  
Sherwood, Oregon 97140  
Attn: Public Works Department

## DECLARATION OF EASEMENT

This Easement is executed by the City of Sherwood, an Oregon municipal corporation (“Grantor”) and Yen Family Revocable Trust (“Grantee”).

### Recitals

**A.** Grantor owns fee title to a parcel of property described as Lot 5 of the Gleneagle Subdivision in Sherwood, Oregon (the “Grantor Tract”). Grantee owns fee title to the adjoining Lot 4 of the Gleneagle Subdivision with the street addresses of 16470 and 16480 Gleneagle Dr., Sherwood, Oregon (the “Grantee Tract”).

**B.** The natural contours of the Grantor and Grantee Tracts slope steeply downhill in a southeasterly direction.

**C.** Grantor intends to construct an asphalt-paved driveway (the “Driveway”) upon an approximately 20 foot wide portion of the Grantor Tract extending from Gleneagle Dr. to a lower elevation near the southeastern boundary of the Grantee Tract, the Driveway being intended for the purpose of facilitating City maintenance activities to preserve the City’s property and certain City stormwater infrastructure located upon it. The design and grade of the Driveway will be established to serve the City’s access needs, and City makes no warranty of its suitability for pedestrian or vehicular usage.

**D.** Grantee desires to use the City’s constructed Driveway for vehicular access to the lower-elevation portion of Grantee’s property (Grantee’s “Back Yard”).

**E.** The purpose of this Easement is to set forth the nature of Grantee’s access to the Back Yard using Grantor’s Driveway.

### Grant

Therefore, in consideration of the premises herein and two-thousand five hundred dollars (\$2500), the receipt and sufficiency of which are acknowledged, Grantor and Grantee agree as follows:

**1. Grant of Easement.** Grantor grants to Grantee a perpetual, private, nonexclusive easement (the “Easement”) on the Grantor Tract along the constructed Driveway from the northwest boundary of the Grantor Tract at Gleneagle Dr. to a point 75 feet southeast of the Driveway entrance at Gleneagle Dr., in the approximate alignment described in Exhibit A (the “Easement Area”).

**2. Use.** The Easement may be used for non-commercial vehicular ingress and egress purposes only by Grantee, its successors in ownership of the Grantee Tract, and the contractors, invitees, agents, and employees of Grantee, such use to be in common with use of the Easement Area by Grantor and its invitees, agents, contractors, employees, successors, and assigns, for so long as the Grantee Tract is used for a single or duplex residence. In conjunction with such use, Grantor, at its cost, has the right to use, construct, reconstruct, maintain, and repair the Driveway thereon. No

temporary or permanent above-ground structures or storage may be placed in the Easement Area by Grantee.

**3. Term.** The term of the Easement commences upon the date of recording the Easement and will continue in full force and effect for so long as Grantor and Grantee continues to use the Easement for the purposes stated and as provided in Paragraphs 1 and 2, above. However, Grantor is not obliged to maintain the Driveway in perpetuity, but may at any time elect to cease its use or maintenance of the Driveway. This easement shall terminate upon Grantor's sale of the property, or upon any other default or failure of Grantee to abide by the terms of this agreement. In the event of a default, Grantee shall be given 10 days to cure after written notice.

**4. Nature of Easement.** The Easement granted herein will be appurtenant to, and for the benefit of, the Grantee Tract. Any conveyance of fee title to the Grantee Tract will include a conveyance of the Easement, regardless of whether the Easement is specifically identified in the instrument of conveyance.

**5. Maintenance.** Grantor will have no obligation to maintain or repair the Easement Area, or to keep the Area clear of detritus, ice, rocks, or debris; and Grantee and any parties claiming by, through, or under Grantee will be deemed to have elected to use the Easement at their sole risk.

**6. Access Control.** Grantor will have the right, in its sole judgment, to install fencing and gates to limit public access to the Easement Area. If Grantor installs fencing or locked gate(s) within the area of the Easement, Grantor will provide Grantee with a reasonable means to obtain access through the gate(s).

**7. Grantor's Use of Easement.** Grantor reserves the right to close the Driveway when necessary, in Grantor's sole discretion, to conduct Grantor's maintenance activities. Grantor will endeavor to give Grantee not less than 5 days' notice of any period of closure.

**8. Damage.** Should Grantee through its use of the Easement Area cause any damage to the property or the improvements thereon, Grantee will, at its sole cost and expense, repair any damage to the Easement Area caused by Grantee or its contractors, invitees, agents, and employees. Prior to commencing such repairs, Grantee must give notice to, and receive approval of, Grantor for the intended scope and schedule for such repairs.

If, after receiving Grantor's approval, should Grantee fail to commence its repair obligation prior to the expiration of 30 days after the date of Grantor's approval, or to complete its repairs within 30 days thereafter, then Grantor, at its option (and without any obligation to do so), may repair the damage for the account of Grantee, who will then have the obligation to reimburse Grantor for all its expenses incurred in repairing such damage, together with interest thereon at the rate of six percent per annum from the date expended until the date reimbursed to Grantor. If Grantee fails to reimburse Grantor for funds expended on account of the repairs authorized in this paragraph, Grantor may secure payment by placing a lien against the Grantee Tract.

**9. No Dedication.** Nothing contained herein will be deemed to be a gift or dedication of any portion of the Easement Area to or for the general public, or for any public use or purpose whatsoever.

**10. Modification.** Grantor reserves the exclusive right to modify the alignment of the Easement Area as necessary to accommodate Grantor's use of the Grantor Tract, provided a method of access from Gleneagle Drive to Grantee's backyard is maintained.

**11. Indemnity; Attorney Fees.** Grantee will indemnify and hold Grantor harmless from and against all claims, damages, losses, causes of action, costs, and expenses (including, without limitation, attorney fees), which may be asserted against or incurred by Grantor as a result of any act or omission of Grantee or its agents, contractors, employees, tenants, or invitees related to the use of the Easement Area. In the event of any litigation or other proceedings brought to enforce or interpret this Easement, the prevailing party in such proceedings will be entitled to recover from the other party the reasonable attorney fees and other costs incurred by the prevailing party in the proceedings or any appeal therefrom.

**12. Successors.** This Easement will be binding on, and inure to the benefit of, the owners of the Grantor Tract and the Grantee Tract and their respective heirs, successors, and assigns.

**13. Notices.** Any notice required or permitted by this Easement must be in writing and given by delivering the same in person to the recipient or by sending the same by registered or certified mail, return receipt requested, with postage prepaid, to the address of the Grantor Tract or Grantee Tract, as applicable, as shown on the current records of the tax assessor for Washington County, Oregon, with respect to the Tract in question.

**Exhibits:**

Exhibit A      Easement Plan

**GRANTOR**

THE CITY OF SHERWOOD, an Oregon municipal corporation

By: \_\_\_\_\_

Its: City Manager, acting under the authority granted by the Sherwood City Council, Order No. \_\_\_\_\_, dated \_\_\_\_\_.

State of Oregon, County of \_\_\_\_\_) ss.

This instrument was acknowledged before me on this \_\_\_\_ day of \_\_\_\_\_, 2026 by \_\_\_\_\_, as City Manager of the City of Sherwood, an Oregon municipal corporation.

\_\_\_\_\_  
Print Name:  
Notary Public for Oregon  
My commission expires:

GRANTEES' SIGNATURES FOLLOW ON NEXT PAGE

**GRANTEE**

**YEN FAMILY REVOCABLE TRUST**

By: \_\_\_\_\_  
Leo Ching Kuang Yen, Trustee

State of Oregon, County of \_\_\_\_\_) ss.

This instrument was acknowledged before me on this \_\_\_\_ day of \_\_\_\_\_ ,  
2026 by \_\_\_\_\_.

\_\_\_\_\_  
Print Name:  
Notary Public for Oregon  
My commission expires:

By: \_\_\_\_\_  
Song-Non Wong, Trustee

State of Oregon, County of \_\_\_\_\_) ss.

This instrument was acknowledged before me on this \_\_\_\_ day of \_\_\_\_\_ ,  
2025 by \_\_\_\_\_.

\_\_\_\_\_  
Print Name:  
Notary Public for Oregon  
My commission expires:

**TO:** Sherwood City Council

**FROM:** Sean Conrad, Planning Manager

**Through:** Eric Rutledge, Community Development Director, Craig Sheldon, City Manager and City Attorney Ryan Adams

**SUBJECT:** Resolution 2026-018, Adopting the Old Town Strategic Action Plan

---

**Issue:**

Shall the City Council adopt the Old Town Strategic Action Plan?

**Background:**

On April 7, 2026 the City Council held a public hearing on the Old Town Strategic Action Plan. Following the staff presentation, the public hearing was opened. With no one providing testimony, the public hearing was closed.

Following the public comment period of the meeting the City Council discussed the draft plan and the Planning Commission's recommended changes to the plan. The City Council directed staff to make the following changes to the plan for their consideration at a continued hearing. (Note: changes to the plan can be found on the associated page(s) following each proposed change):

- Remove rezoning the HDR-to-RC on the Public Works/Field House parcel (Removed form Page 33)
- Remove the text of the Field House site presenting an opportunity to establish a retail node with larger-format retail. (Removed from Page 24)
- Add a requirement for parking evaluation of City-owned properties before sale, lease, or redevelopment. (Page 40, 57 & 60)
- Add language recognizing the potential need to expand Cannery Square or provide additional event capacity as the city grows. (Page 24)
- Clarify that the 75% storefront transparency standard applies to the ground-floor storefront zone only, with separate upper-story window standards recommended for upper floors. (Page 28, 30, 32, & 56)

**Financial Impacts:**

There is no immediate financial impact to the City.

**Recommendation:**

The Planning Commission respectfully recommends the City Council approve Resolution 2026-018 adopting the Old Town Strategic Action Plan.



**RESOLUTION 2026-018**

**ADOPTING THE OLD TOWN STRATEGIC ACTION PLAN**

**WHEREAS**, for fiscal year 2024-2025 the Sherwood City Council established an economic development goal for the continued revitalization of Old Town by exploring tools that encourage its distinctive character; and

**WHEREAS**, a key deliverable to assist in the continued revitalization of Old Town is the preparation of the Sherwood Old Town Strategic Action Plan; and

**WHEREAS**, the Community Development Department, with the assistance of a consultant, has worked on the preparation of the Old Town Strategic Action Plan during the course of the last 20 months; and

**WHEREAS**, the City Council appointed a project advisory committee to assist staff in the direction of the Plan; and

**WHEREAS**, the City Council has held several work sessions to review and discuss the draft Old Town Strategic Action Plan, including the plan's priorities and implementation strategies; and

**WHEREAS**, the Planning Commission held a public hearing on the Old Town Strategic Action Plan on March 24, 2026. Upon closing the public hearing the Planning Commission made a recommendation to the City Council to adopt the Old Town Strategic Action Plan; and

**WHEREAS**, the Old Town Strategic Action Plan is included as Exhibit 1 to the resolution.

**NOW, THEREFORE, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:**

**Section 1.** The City Council hereby accepts the Old Town Strategic Action Plan attached as Exhibit 1 to this Resolution as a foundational tool on which to base future planning decisions and business and development programs for Old Town.

**Section 2.** This Resolution shall take effect immediately upon its passage by the Council and signature by the Mayor.

//////  
//////  
//////

**Duly passed by the City Council this 19<sup>th</sup> day of May 2026.**

---

Tim Rosener, Mayor

Attest:

---

Sylvia Murphy, MMC, City Recorder

An aerial photograph of Sherwood, Oregon, showing a mix of residential and commercial buildings, streets, and trees. The sky is a soft orange and yellow, indicating sunset. The text 'Sherwood, Oregon Old Town Strategic Plan' is overlaid in large white font. A date 'May, 2026' is also present in the lower right of the title area.

# Sherwood, Oregon Old Town Strategic Plan

May, 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:**

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**Consultant Team**

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Tyler Sauter, Urban Designer  
  
Sijin Sun, Urban Planner

**In partnership with:**

Leland Consultant Group  
Harper Houf Peterson Righellis Inc.



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*" 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.

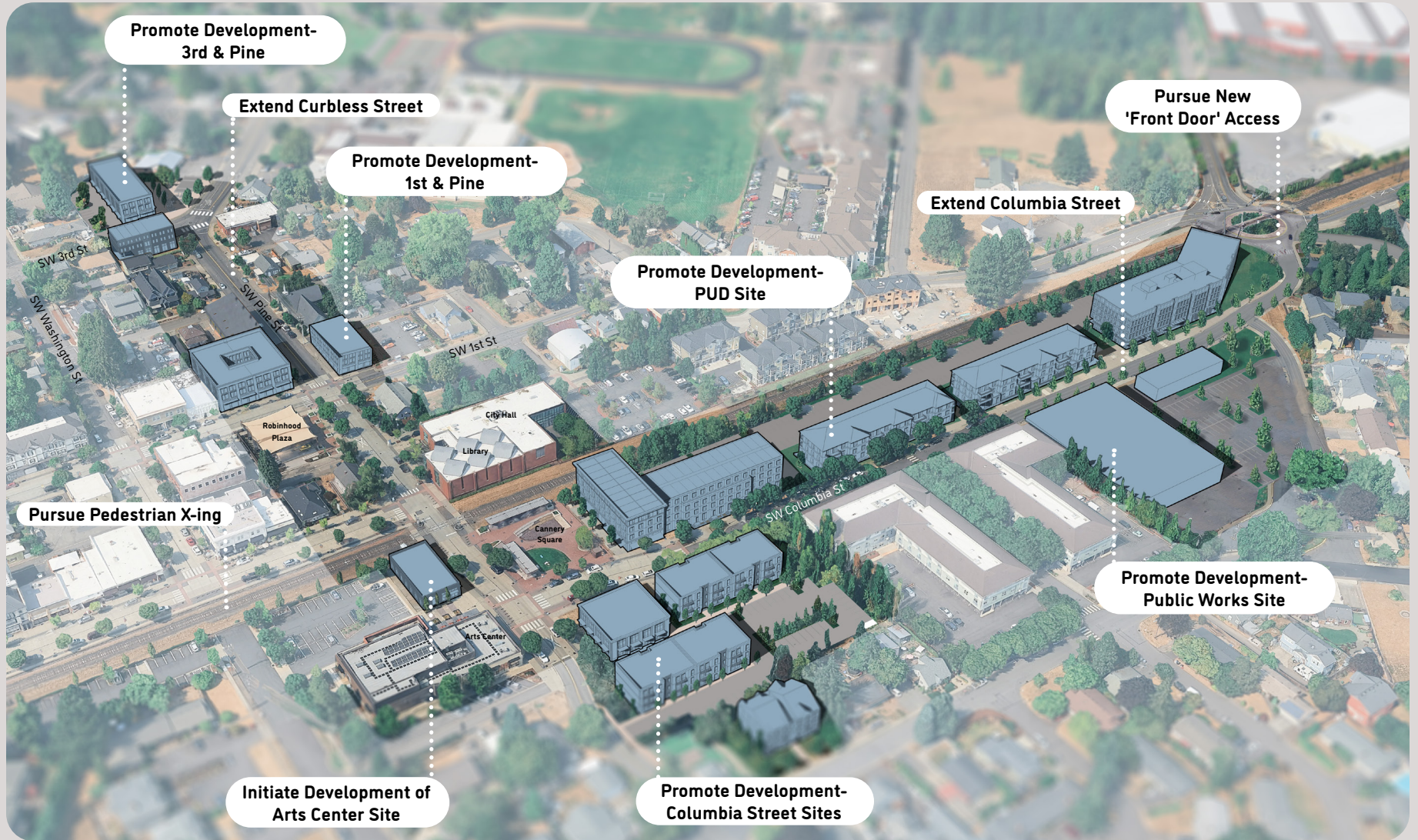


Fig. 2. Invest in Infrastructure & Promote Development

# 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.

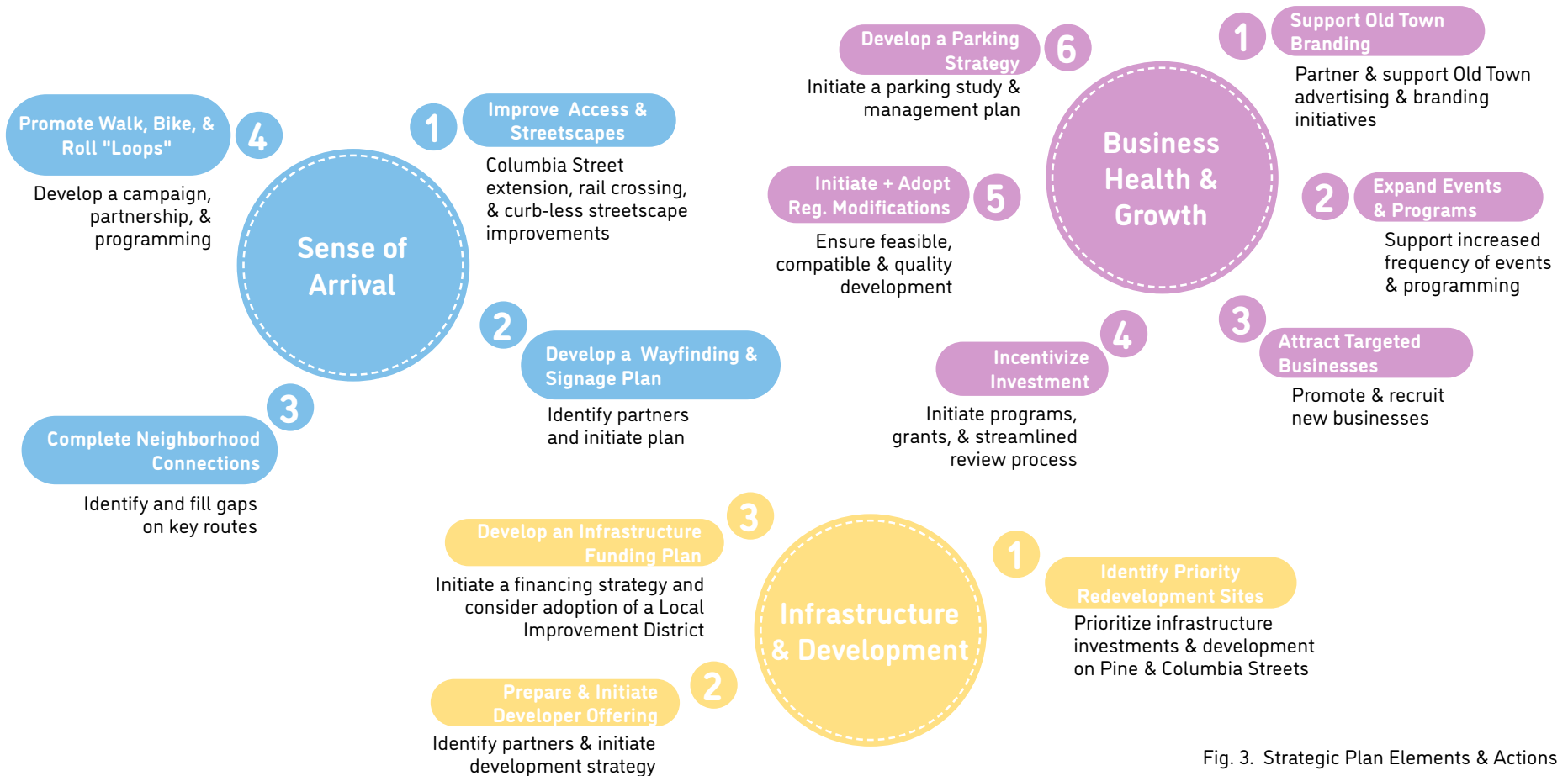


Fig. 3. Strategic Plan Elements & Actions



# **INTRODUCTION**

# PREFACE



## ***Why 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 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 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)

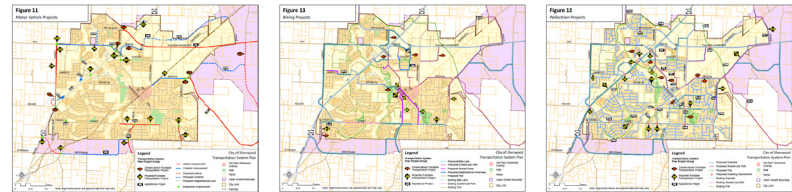
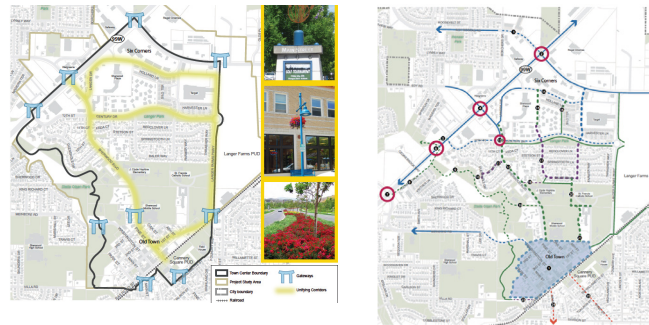
- » Streetscape design plans and phased implementation of the curbless street
- » Streetscape phasing map
- » Street plans and cross-sections

## Sherwood Zoning Code, Title 16 Code of Ordinances,

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

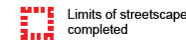
## Sherwood 2021 Urban Renewal Plan

- » Evaluate and amend the Urban Renewal Plan to include business and development incentives specific to Old Town, aligning funding tools with Strategic Plan implementation.



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

Excerpt from Downtown Sherwood Streetscape Master Plan  
 December 9, 2003



# 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.

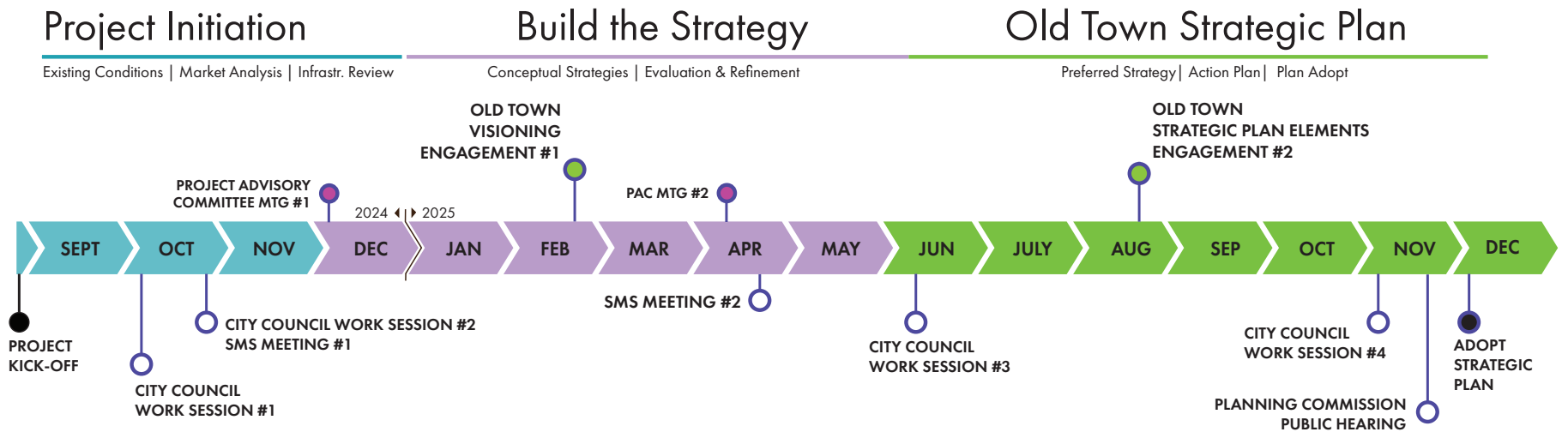


Fig. 7. Process and Timeline

# 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

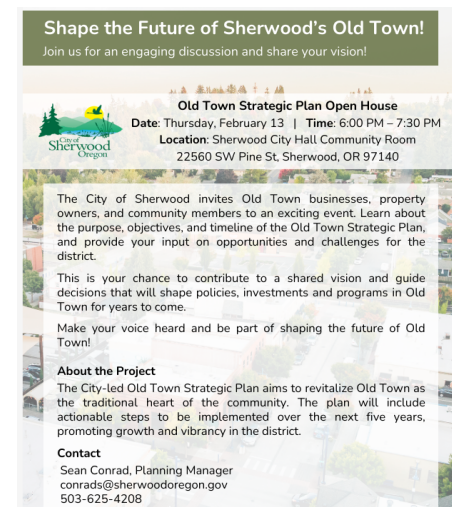


Fig. 8. Outreach Flyer

# WHAT WE HEARD

## "Visioning" + "Plan Elements"

### Infrastructure & Development

**2** What attracts you to Old Town?

MID-SIZE DENSITY FOUNTAIN PARK LOW TRAFFIC  
**DINING WALKABILITY** FESTIVALS  
 ART CENTER HISTORIC LOCAL BUSINESS COMMUNITY FUN SMALL  
 CHARACTER LIBRARY ARTS

**ACTION**  
 Focus investments on Pine and Columbia Streets



**ACTION**  
 Identify Priority Sites and Infrastructure Investments

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

**ACTION**  
 Promote opportunities for housing and storefront retail



### Business Health & Growth

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

**ACTION**  
 Expand / Promote Programs & Events

- Live Music & Festival
- Holiday Markets
- Family & Friends Socializing
- Public Seating
- Convenient Business Hours
- Diverse Food Options



**ACTION**  
 Initiate Incentives, Grants & Program

**3** What types of businesses are missing in Old Town?

**ACTION**  
 Attract Targeted Businesses

**1st** Music Festival, Community Events, Holiday Markets

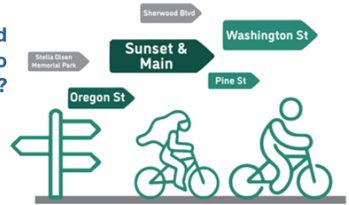
**2nd** Restaurants & Cafe, Health Food Options, Food Trucks, Wine/Brew Events

**3rd** Shops open Full-time, Bookstores, Specialty Market Vendors

**4th** Art Gallery Water Space

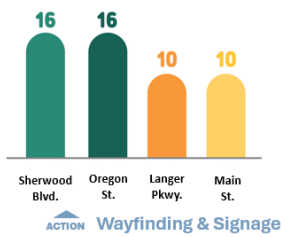
### Sense of Arrival

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



**ACTION**  
 Fill Gaps in Walk & Bike Facilities

**1** Pick the top three routes to Old Town



**3** Rank the importance of potential Old Town infrastructure projects

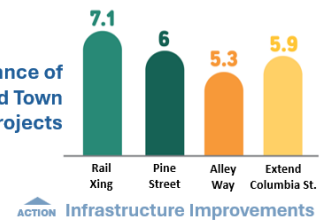


Fig. 9. What We Heard!



# **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

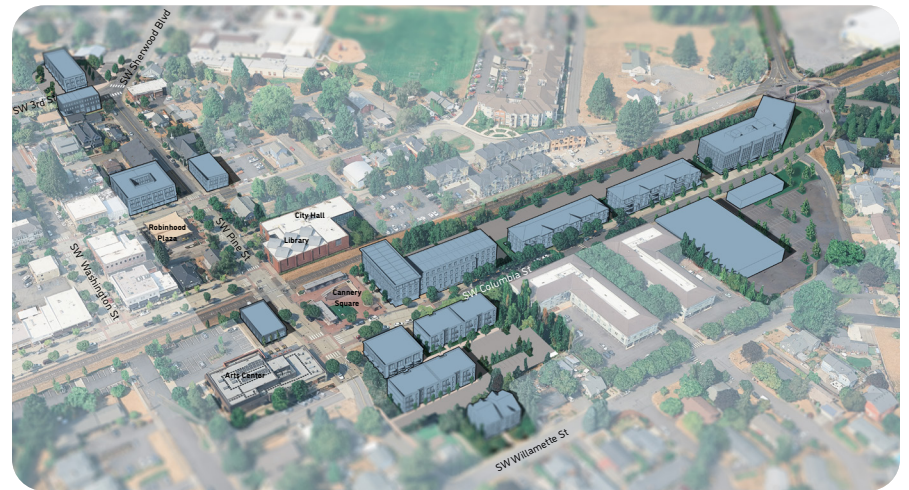


Fig. 11. Pine & Columbia Focus Areas - AFTER

# 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.

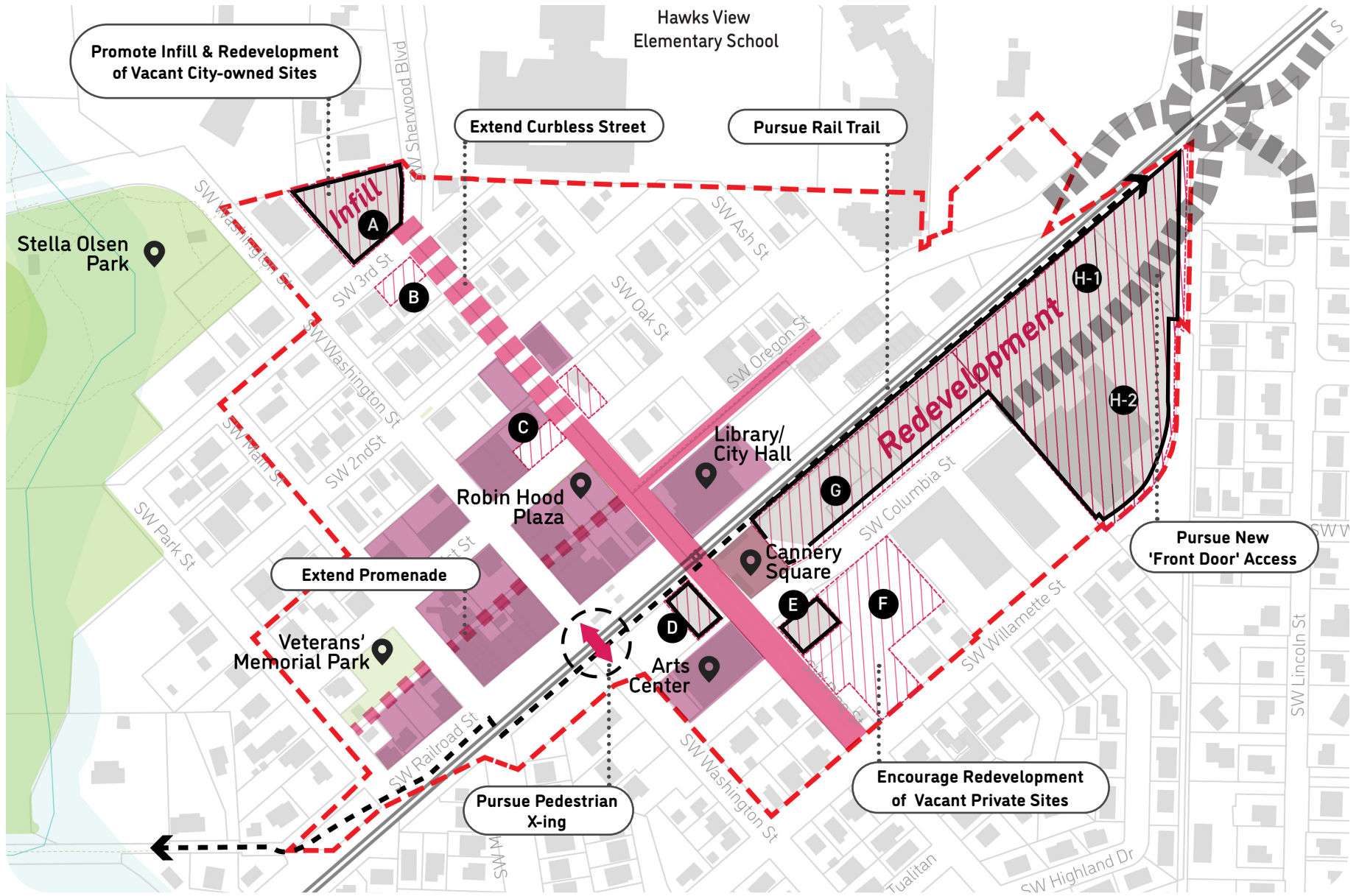


Fig. 12. Project Area Sherwood

# 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 advance redevelopment at Site A and Site D will further strengthen SW Pine Street and activate both ends of the corridor. Site E presents another opportunity. Located on the south side of Cannery Square, a zoning adjustment from high-density residential to retail/commercial could support active ground-floor uses in this highly visible location and better complement the square’s role as a public gathering space. Future development should be coordinated with Cannery Square to support its function as an event space and accommodate increased activity over time.

## Columbia Street Focus Area

Extending SW Columbia Street to SW Langer Farms Parkway and SW Oregon Street creates a new “front door” to Old Town. This extension improves access for businesses and enables redevelopment of a landlocked, City-owned parcel. Continuing this “green street” will also connect new residential development with 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) will help strengthen SW Columbia Street as an active residential neighborhood and complement the Cannery Row Apartments. Active ground-floor uses integrated with residential buildings would complement and activate Cannery Square, while additional housing would support downtown businesses and strengthen the Cannery area as a walkable neighborhood close to daily goods and services.

POTENTIAL DEVELOPMENT:

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

Fig. 13. Focus Areas Potential Development Yield

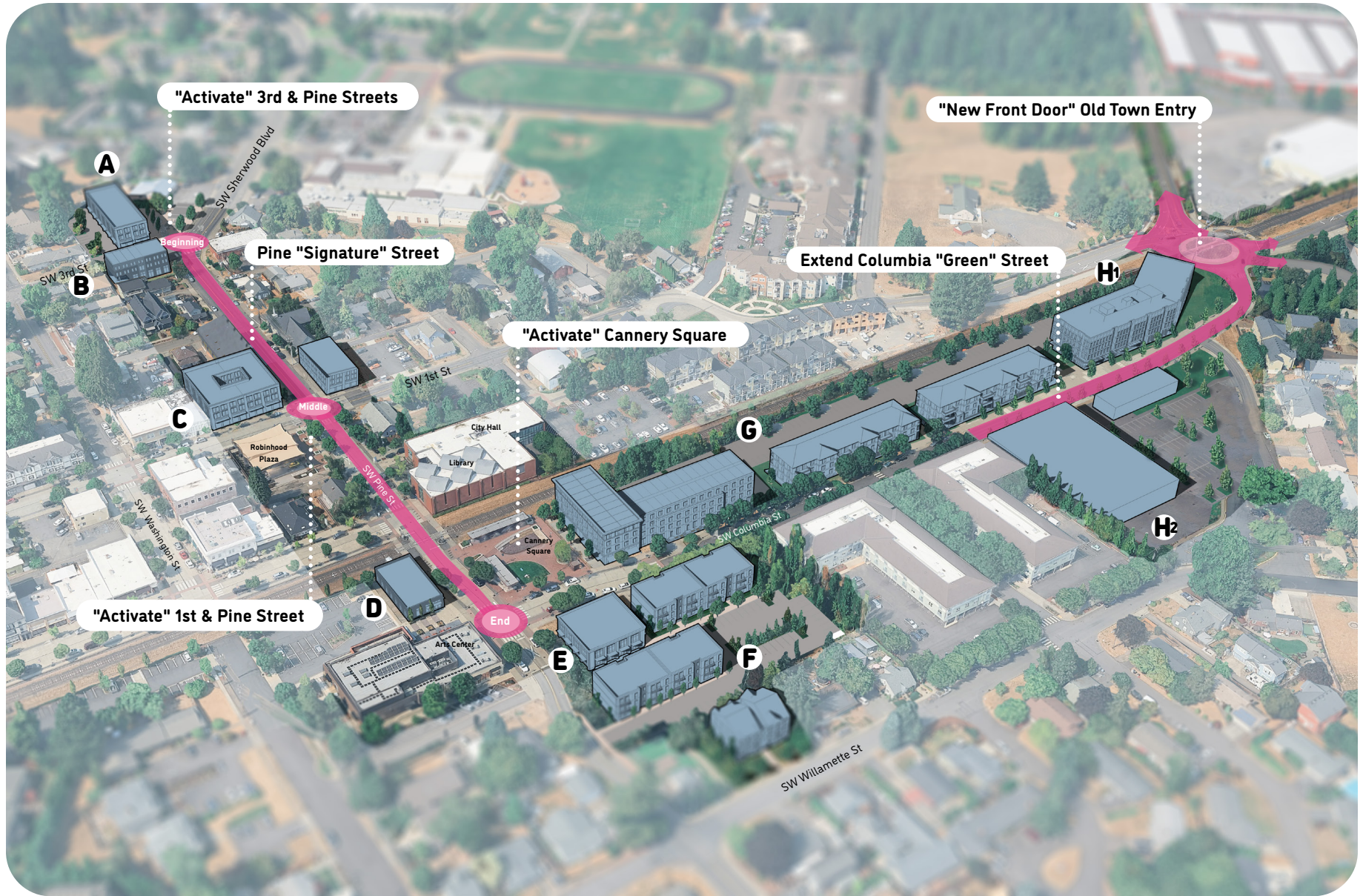


Fig. 14. Old Town- Future Development Potential

# 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.

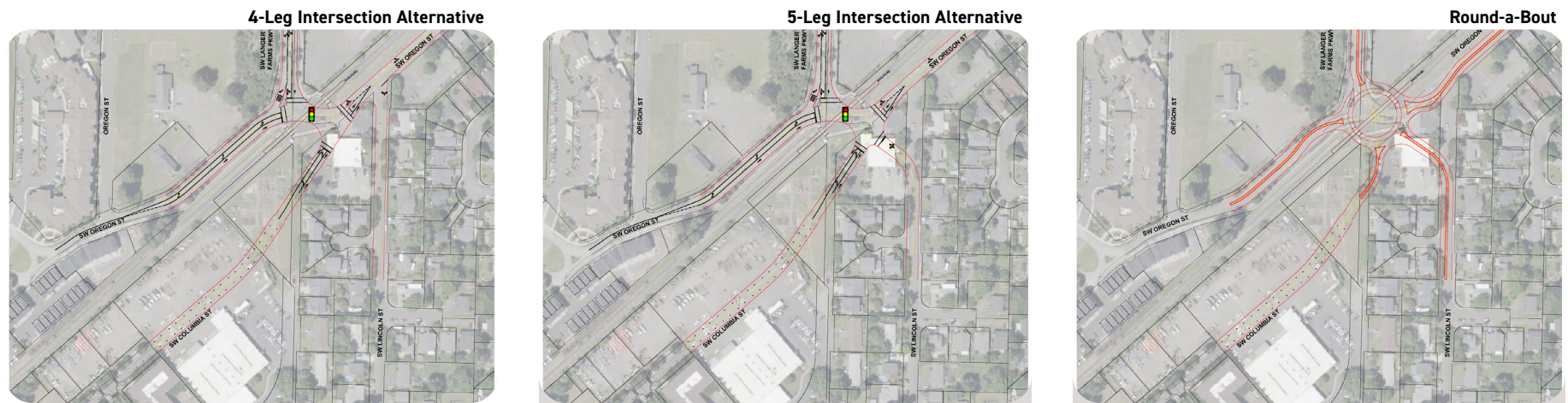


Fig. 15. SW Columbia Street Extension Alternatives

## 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:

- » Ground-floor with min 75% transparency (between two (2) feet and ten (10) feet above grade) facing SW Pine Street and SW 3rd Street
- » Maximum 40' height, w/residential or office on upper floors
- » Flat roof buildings with cornice, vertical oriented 'bays' and windows w/ engaged pilasters
- » Brick or stone building material, may include a concrete base up to 3'
- » All windows recessed a minimum of 2 inches from the exterior wall
- » Canvas or fixed-metal awnings appropriate to building style
- » Upper floors with well-proportioned windows that maintain architectural rhythm and compatibility with Old Town but are not subject to the 75% transparency requirement

POTENTIAL DEVELOPMENT:

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



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 (between two (2) feet and ten (10) feet above grade) 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	
<b>Site C</b>	0.2 acre / 10,000 sqft
Zoning	RC - Retail Commercial
Commercial GSF	6,500 sqft
<b>Site C</b>	6,500 sqft of Retail
Unit No.	8
<b>Site C</b>	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	
<b>Site D</b>	0.1 acre / 5,320 sqft
Zoning	Retail Commercial PUD
Commercial GSF	4,200 sqft
<b>Site D</b>	4,200 sqft of Retail
Unit No.	n/a
<b>Site D</b>	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. Buildings are to be single story, minimum 20' height up to maximum 50' height, w/residential or office on upper floors.

## 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. Buildings are to be a maximum 50' height, w/residential or office on upper floors

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

## Site F Development Character:

A complement to the Cannery Row apartments, residential use is envisioned for this site. Buildings are to be a maximum 50' height, w/ residential units oriented to the street.

Development for Sites D, E & F should include:

- » Retail/commercial ground-floor with min 75% transparency (between two (2) feet and ten (10) feet above grade)
- » Upper floors with well-proportioned windows that maintain architectural rhythm and compatibility with Old Town but are not subject to the 75% transparency requirement
- » Single story, minimum 20' height up to maximum 50' height, w/residential or office on upper floors

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

- » Flat roof building with cornice, vertical oriented 'bays' and windows w/ engaged pilasters
- » Brick or stone building material, may include 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 (between two (2) feet and ten (10) feet above grade) facing Cannery Square
- » Upper floors with well-proportioned windows that maintain architectural rhythm and compatibility with Old Town but are not subject to the 75% transparency requirement
- » 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	
<b>Block G</b>	1.6 acre / 68,820 sqft
Zoning	RC - Retail Commercial
<hr/>	
Commercial GSF	5,000 sqft
<b>Block G</b>	5,000 sqft of Retail
Unit No.	48
<b>Block G</b>	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.

Development should include:

- » Retail/commercial ground-floor with min 75% transparency (between two (2) feet and ten (10) feet above grade) facing the Columbia Street extension
- » Upper floors with well-proportioned windows that maintain architectural rhythm and compatibility with Old Town but are not subject to the 75% transparency requirement
- » 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
- » Brick or stone building material, may include a concrete base up to 3'
- » All windows recessed a minimum of 2 inches from the exterior wall
- » 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	n/a
Zoning	RC - Retail Commercial	Site H1	
<hr/>			
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



Fig. 26. Site H & H1- BEFORE



Fig. 27. Site H & H1- AFTER



# **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

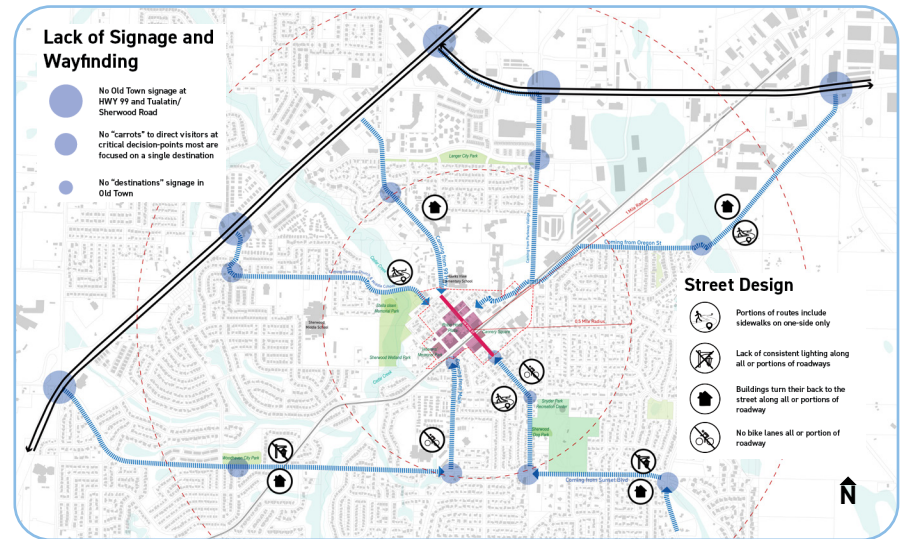


Fig. 30. Wayfinding & Street Design - Challenges

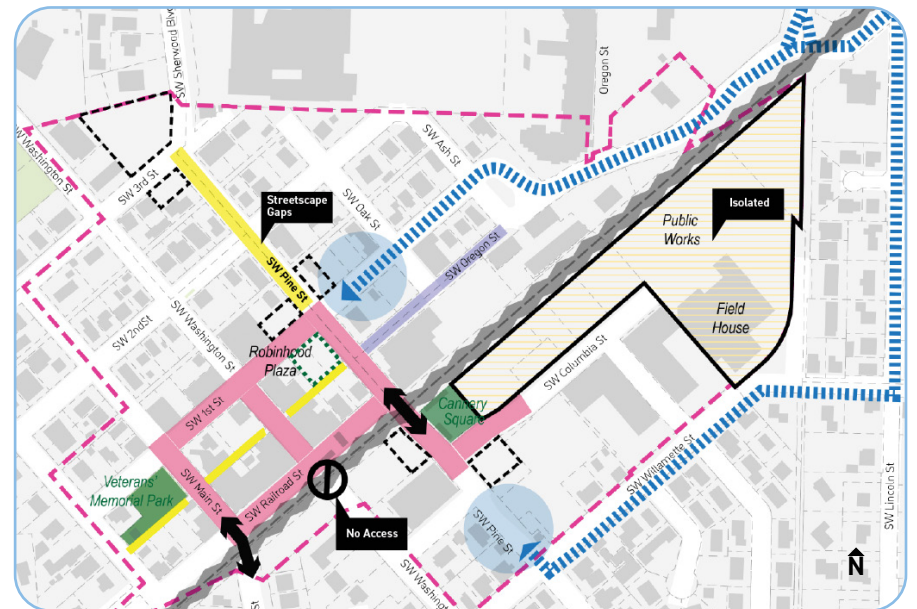


Fig. 31. Limited Access & Barriers - Challenges

# 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

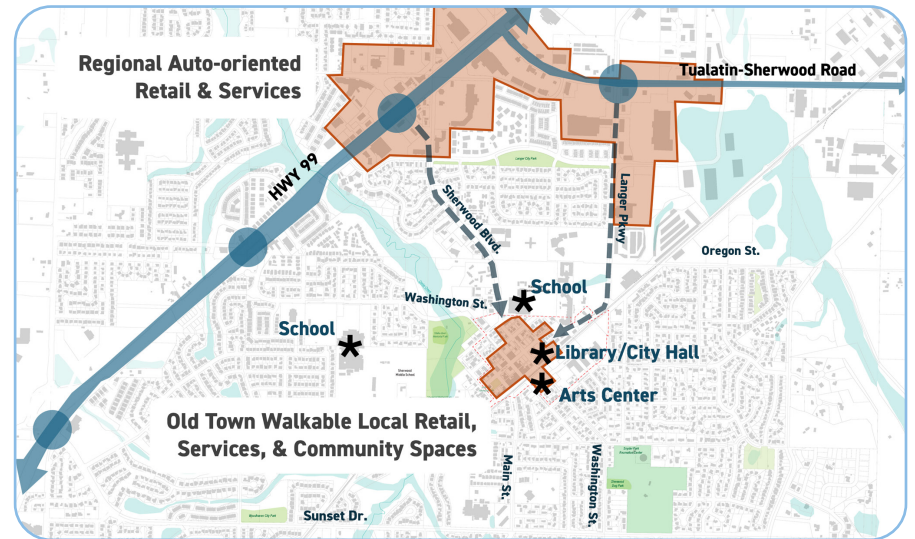


Fig. 32. Auto Oriented VS Walkable Commercial Areas



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

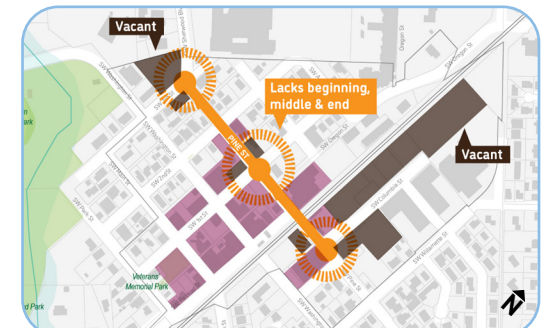


Fig. 35. Lack of Edge to Edge Active Storefronts

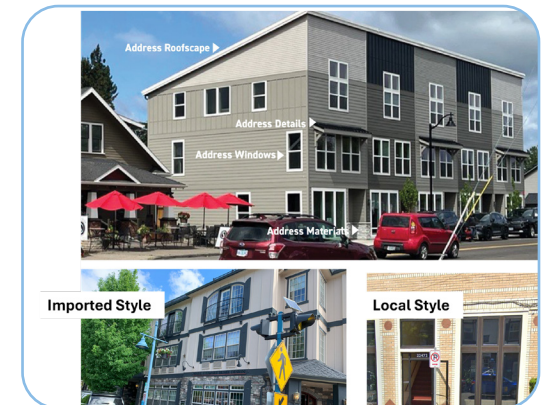


Fig. 36. Building Compatibility Existing Conditions

# 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
5. Prior to the sale, lease, or redevelopment of any City-owned property, the City should conduct a site-specific parking evaluation to assess impacts on public parking supply and identify replacement or shared parking strategies.

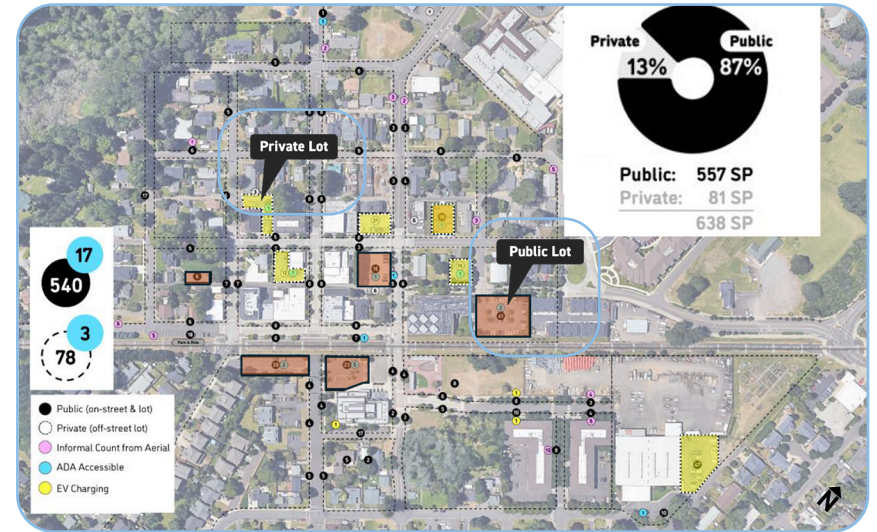


Fig. 37. Parking Supply

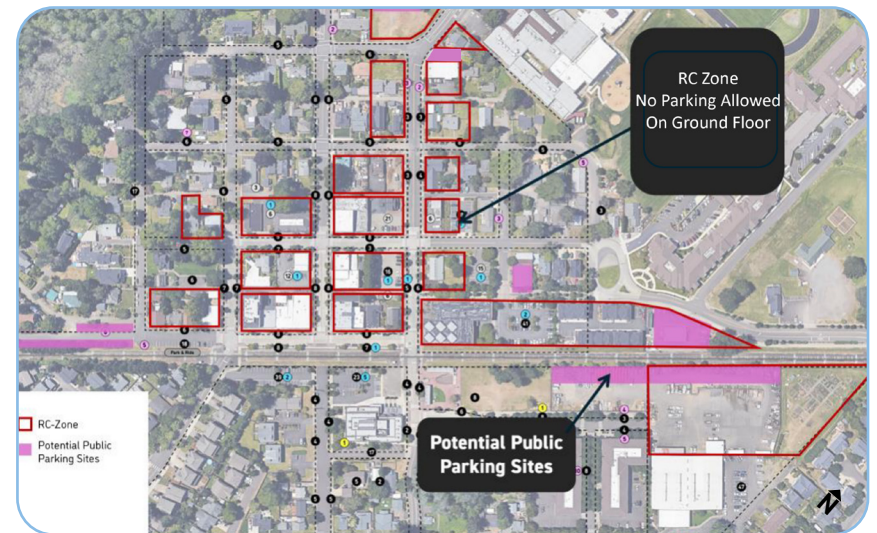


Fig. 38. Parking Considerations

### 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.

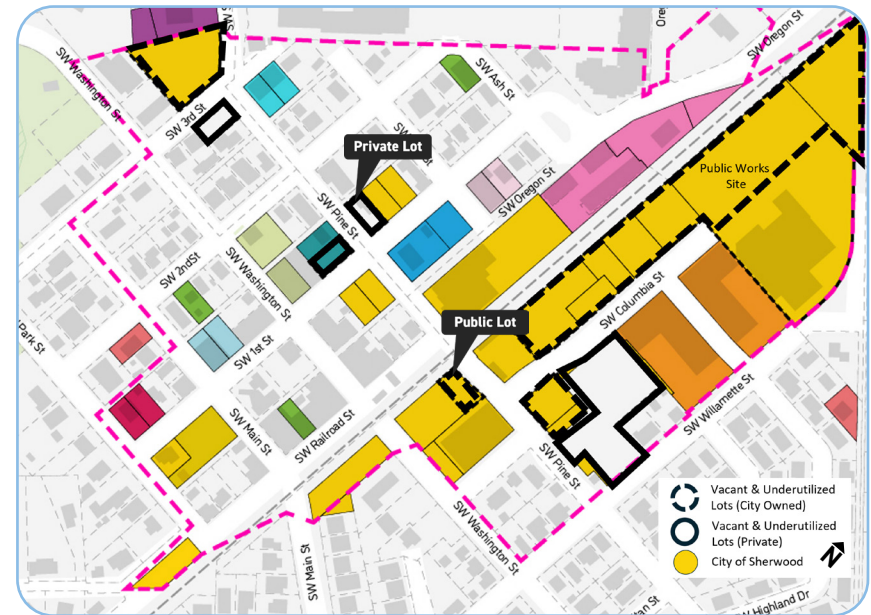


Fig. 39. Vacant/Underutilized Lots & Ownerships

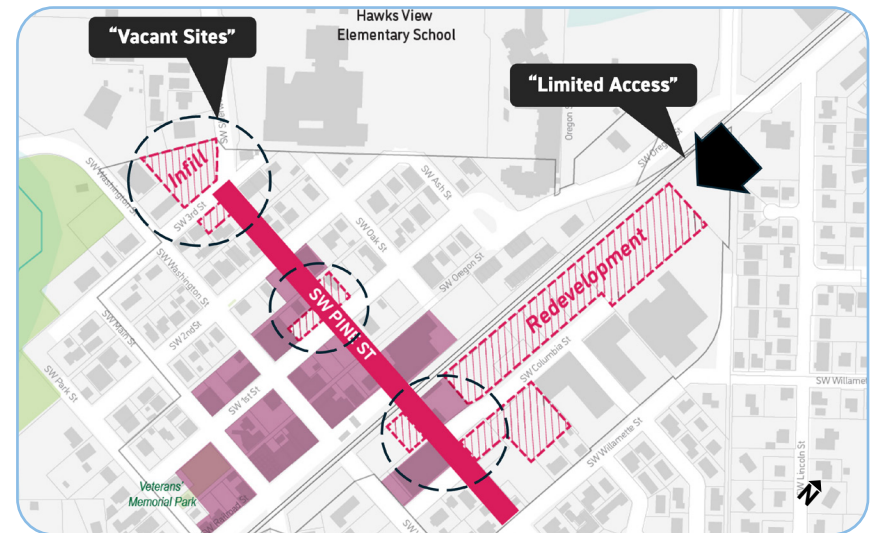


Fig. 40. Limited Access Impacts Redevelopment Potential

# 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
<ul style="list-style-type: none"> <li>• Fast-growing, working-age population: up over 12 percent from 2012 to 2022</li> <li>• High median household income compared to peer cities and region, suggesting disposable income for shopping and leisure</li> <li>• High home ownership and values signal strong housing market and continued growth</li> <li>• Six civic institutions in Old Town, representing the heart of the community</li> <li>• Four parks and outdoor spaces in Old Town, including a community garden</li> <li>• One school within Old Town, and another directly on the border</li> <li>• High concentration of business especially in the southwest corner of Old Town</li> <li>• Retail asking rents are higher than the regional average, telling of strong demand</li> <li>• Multifamily vacancy rate of 4.5 percent is below the regional and national average</li> </ul>
Weaknesses
<ul style="list-style-type: none"> <li>• 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)</li> <li>• Comparatively low renter rate may indicate fewer affordable housing choices for lower-income households</li> <li>• Geographic isolation from easy on/off highway access</li> </ul>
Opportunities
<ul style="list-style-type: none"> <li>• Dining options catering to Arts Center or other Old Town community events</li> <li>• Shopping experiences that complement existing activities like the Saturday Market</li> <li>• The vacant city-owned parcel at the north end of Old Town is ripe for infill development</li> <li>• The contiguous row of vacant city-owned parcels around SW Columbia Street represent a key redevelopment opportunity</li> <li>• Strong housing demand suggests market could readily absorb small unit development, especially in Old Town with anticipation of walkable amenities</li> <li>• Nearby car-oriented retail centers around Pacific Highway attract shoppers to Sherwood, and Old Town could draw people with local offerings at close distance</li> <li>• National retail trends have shifted toward the style of walkable retail nodes and placemaking for which Old Town is primed</li> </ul>
Threats
<ul style="list-style-type: none"> <li>• High home prices and low renter rate could continue to put pressure on renter households and serve as a barrier to demographic diversity</li> <li>• Retiree segment expected to increase, necessitating additional housing units to suit a downsized lifestyle</li> <li>• Retail centers around Pacific Highway could draw shoppers away from Old Town, especially if landlords decide to invest in placemaking and walkability</li> <li>• Broader shift to e-commerce could negatively impact Old Town businesses</li> <li>• High interest rates and construction costs could hinder development</li> <li>• Competition from retail centers in Wilsonville, Newberg, Tualatin and other nearby cities</li> </ul>

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.

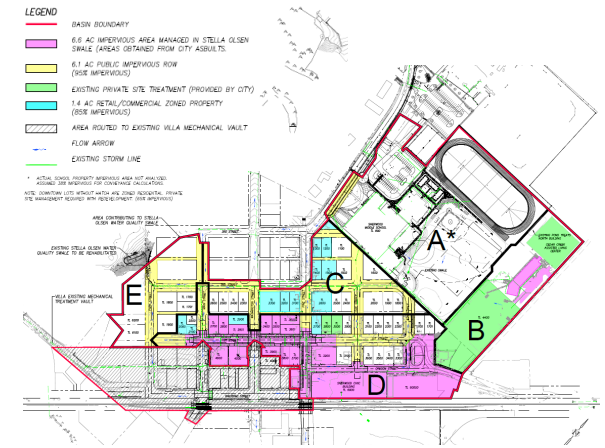


Fig. 42. Stormwater- Stella Olsen Regional Facility

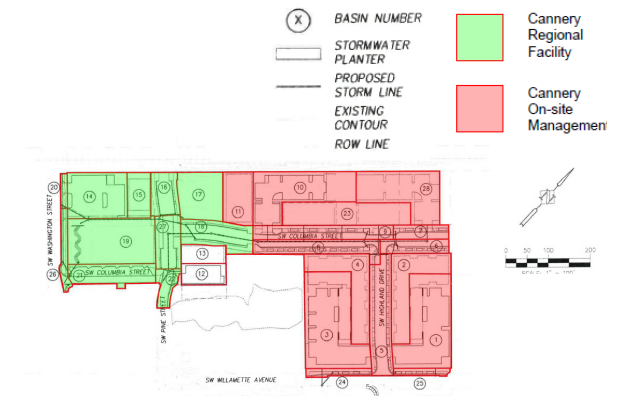


Fig. 43. Stormwater- Cannery Square Improvements

# 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



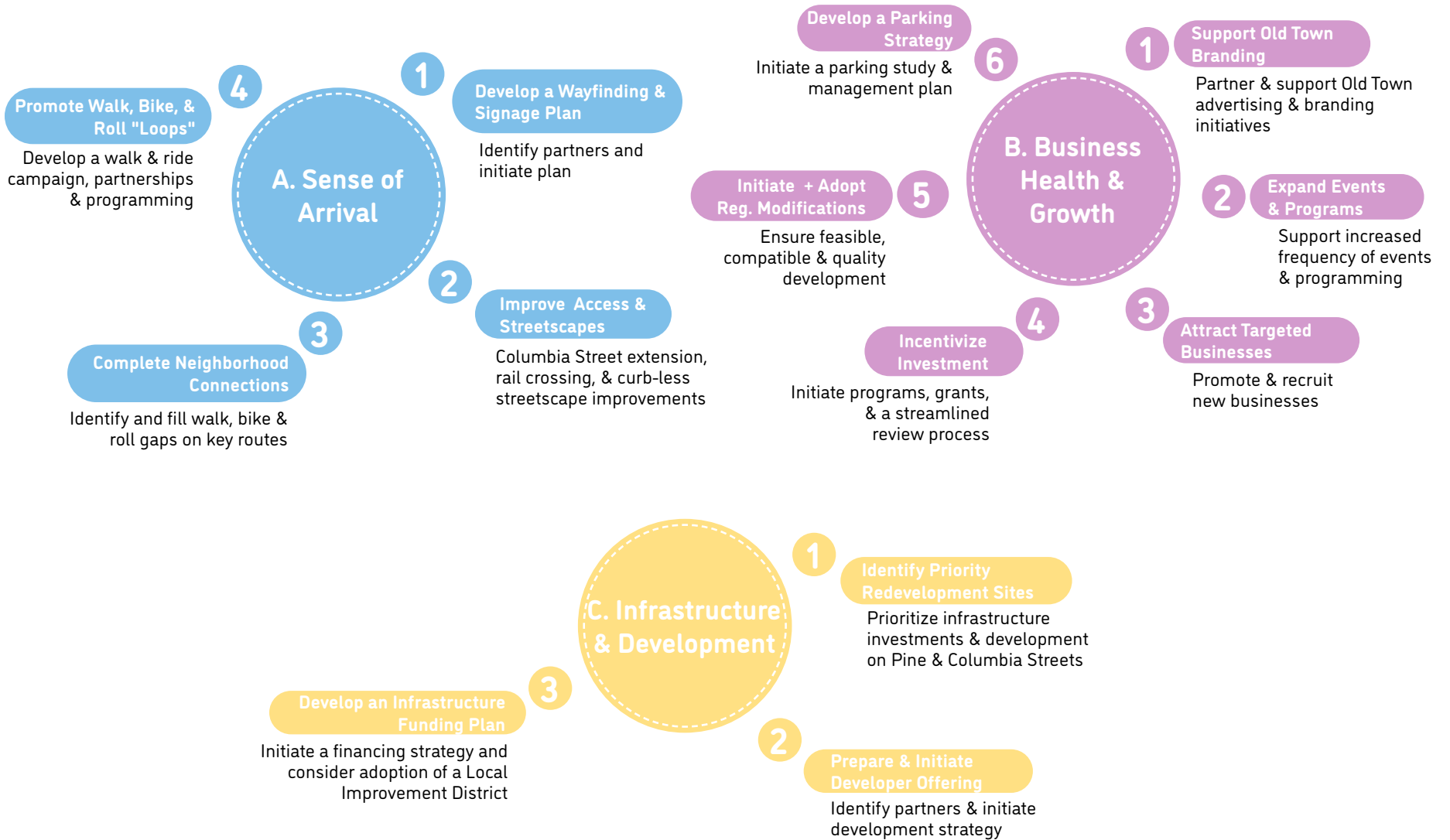


Fig. 44. Core Elements and Key Actions

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

# ACTION PLAN

Action **A.1** *Develop a Wayfinding and Signage Plan*



Be Predictable



Keep Info Simple



Maintain Motion



Promote Active Travel



Connect Places

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.

Fig. 45. Wayfinding Fundamentals  
Credit: Alta Planning

# A. Sense of Arrival

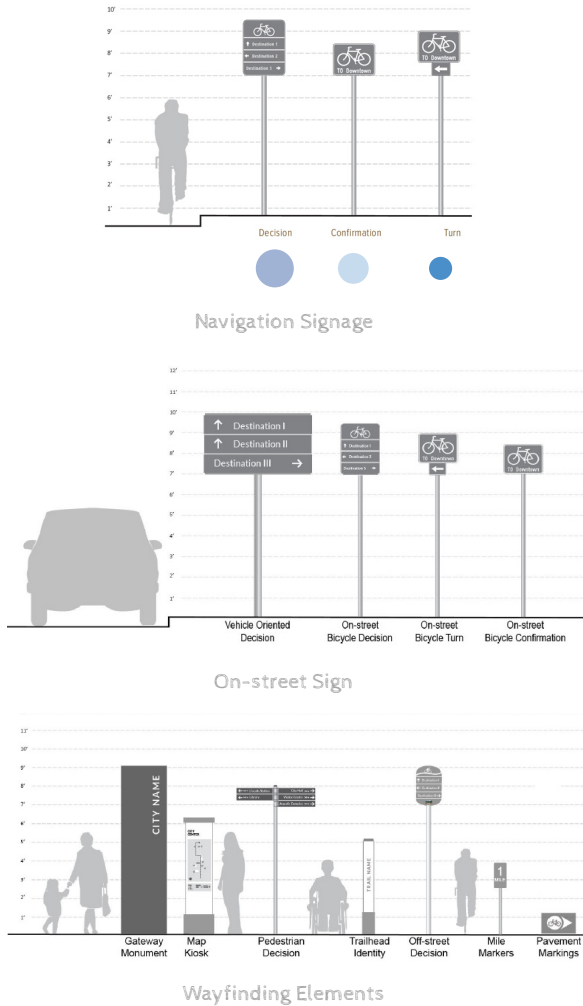


Fig. 46. Signage & Wayfinding Elements  
 Credit\_Alta Planning

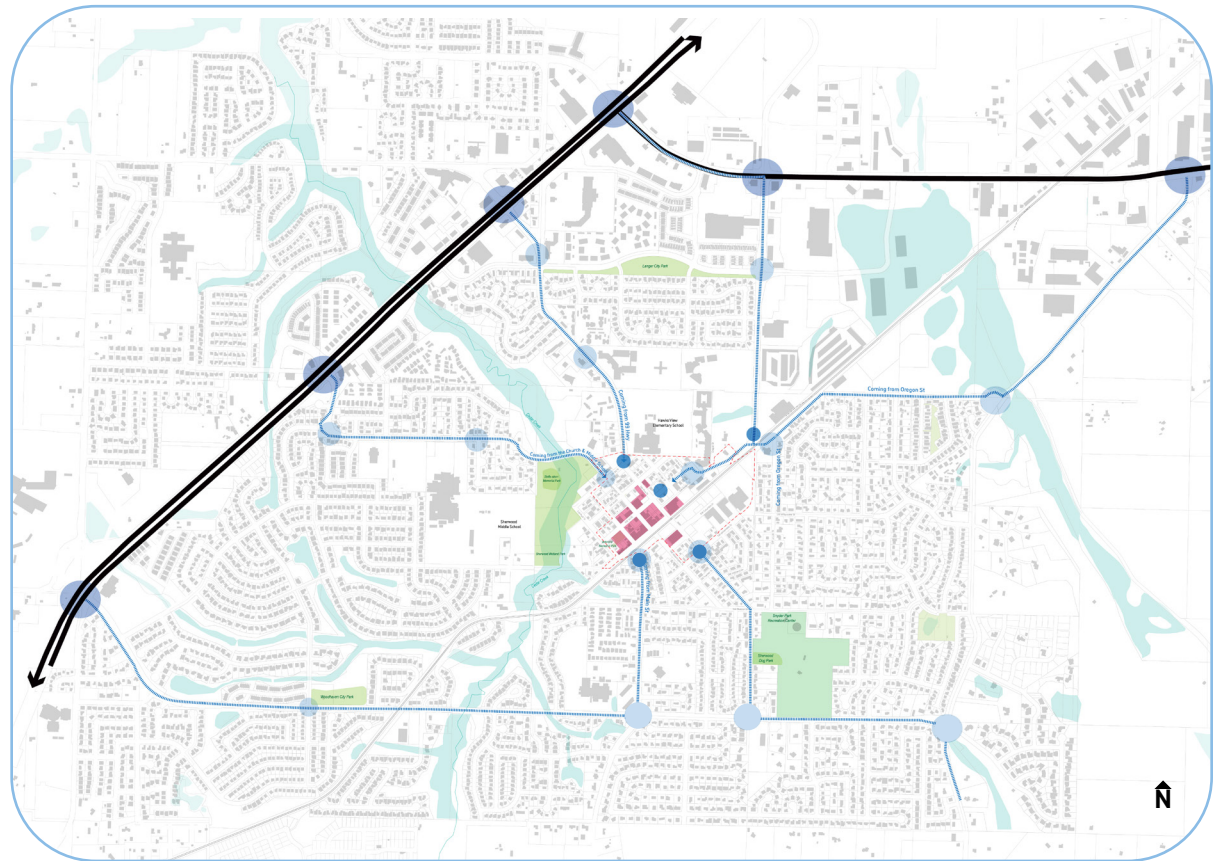


Fig. 47. Wayfinding and Signage

# ACTION PLAN

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 currently limits access between Old Town businesses, the Arts Center, and public parking that serves the district. A pedestrian crossing at SW Washington Street would provide a critical connection and improve 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 undergrounding utilities to eliminate PGE setback requirements, power lines, and poles that constrain redevelopment of vacant and underutilized sites.
2. Extending SW Columbia Street to the SW Oregon Street intersection to create a major gateway into Old Town and open access to vacant sites and the future redevelopment of the Public Works Yard. This would include initiating 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, in coordination with ODOT Rail, the rail owner, and state legislative partners, to reestablish this critical connection.
4. Extending the Oregon Street “promenade” within the alley between SW Pine Street and SW Park Street, creating a pedestrian connection between the Library and Veterans Memorial Park. 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.

# 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

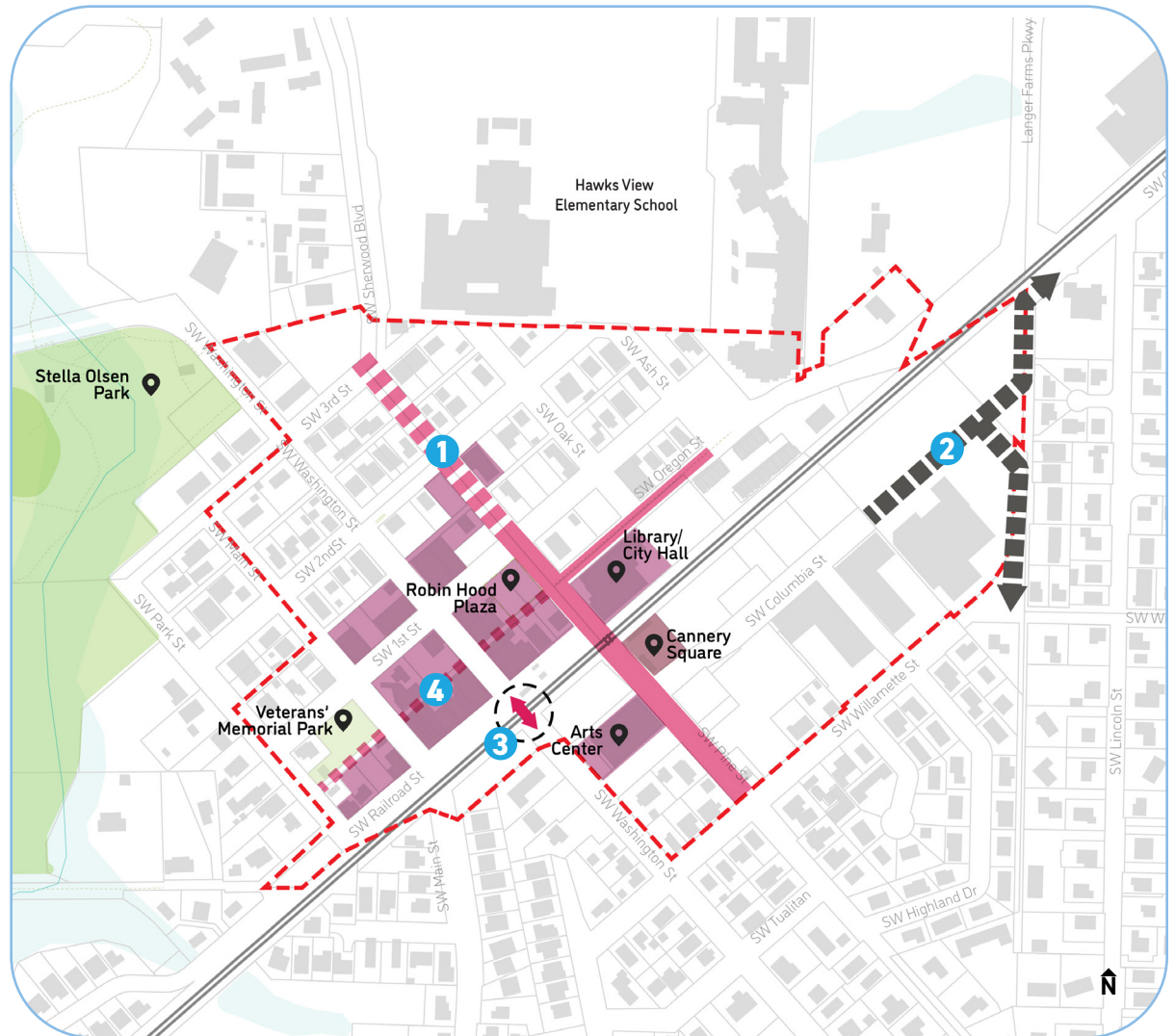


Fig. 48. Improve Access & Streetscapes

# ACTION PLAN



Shared Use Path

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"



Trail

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.



Shared Roadway

- 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

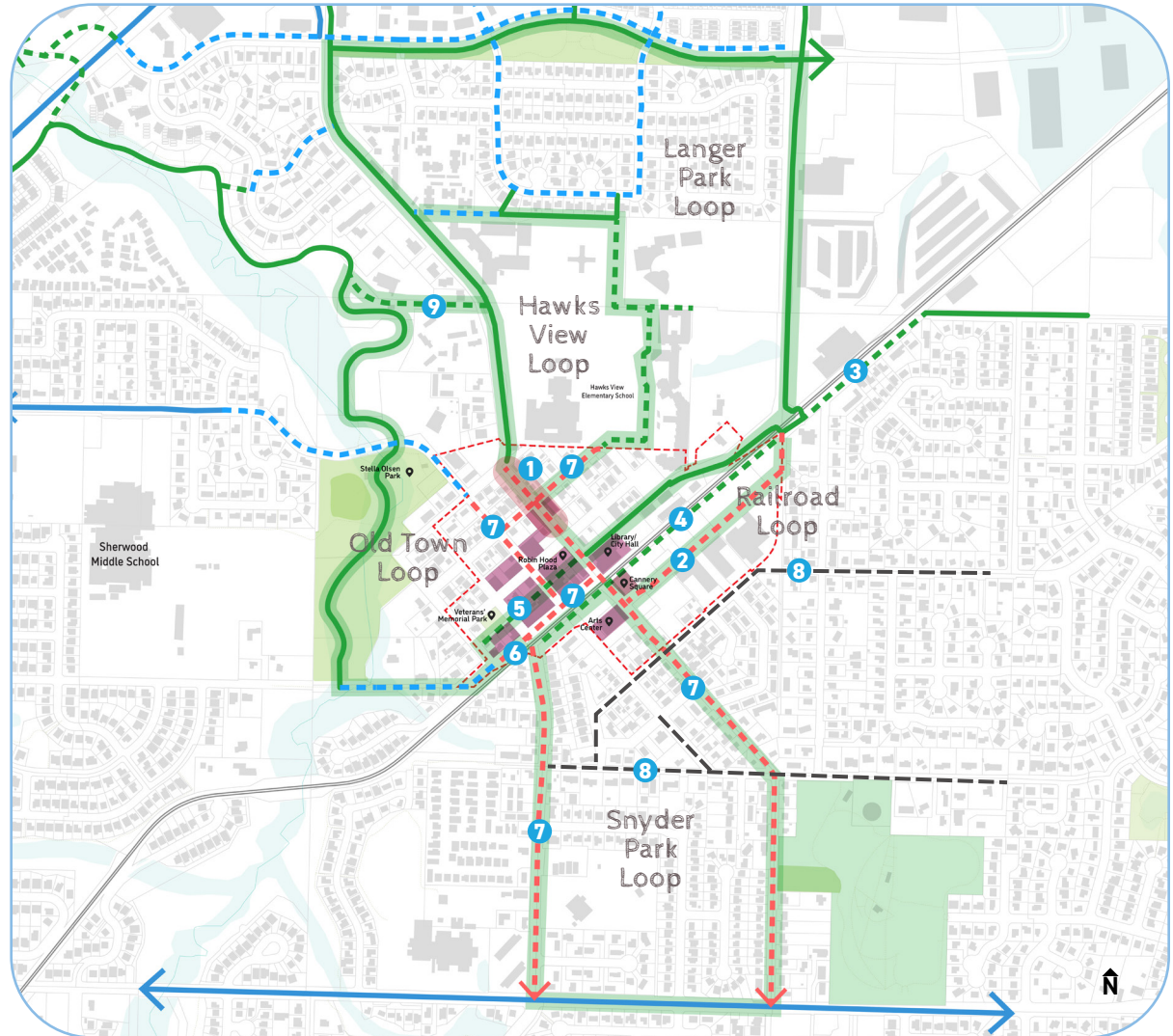


Fig. 49. Walk, Bike and Roll Improvements and "Loops"

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.

# ACTION PLAN



**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](#)  
\*Annelise 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

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. Amend the 2021 Sherwood Urban Renewal Plan-** Coordinate plan amendments to incorporate targeted business and redevelopment incentives for Old Town.
- 2. Activate & Refresh the Old Town Façade Grant Program –** Relaunch Sherwood's inactive façade grant program with updated guidelines, streamlined applications, and active promotion.
- 3. 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.
- 4. Launch Alley Activation Mini-Grants –** Fund improvements like lighting, paving, murals, and shared trash enclosures to enhance safety, aesthetics, and usability of alleys.
- 5. 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.
- 6. 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 the façade grant program, seed alley mini-grants, and provide targeted fee relief.
- » Establish quick-permit pathways, timelines, and assign a business liaison single point of contact.
- » Promote programs, leverage resources, and expand participation.
- » Publicize grant opportunities and success stories, reinforcing Old Town as a supportive, investment-ready destination.
- » Pursue outside funding to expand available resources.



# 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 site at Pine Street and Columbia Street from High Density Residential (HDR) to Retail Commercial (RC) to ensure active storefronts oriented to 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 (between two (2) feet and ten (10) feet above grade) 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. Prior to the sale, lease, or redevelopment of any City-owned property, the City should conduct a site-specific parking evaluation to assess impacts on public parking supply and identify replacement or shared parking strategies.

The following actions are recommended:

- 1. Conduct Parking Study** – Assess supply, demand, and turnover to guide near- and long-term parking solutions.
- 2. Manage Parking More Effectively** – Explore shared parking, employee parking strategies, and time-limit options to maximize customer access.
- 3. Improve Parking 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

C1

### Identify Priority Redevelopment Sites



Prioritize redevelopment of vacant and underutilized City-owned sites to strengthen Old Town's economy and leverage developer interest. Before any sale, lease, or redevelopment, evaluate parking impacts and identify replacement or shared parking strategies.

**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.

**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, curbless 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

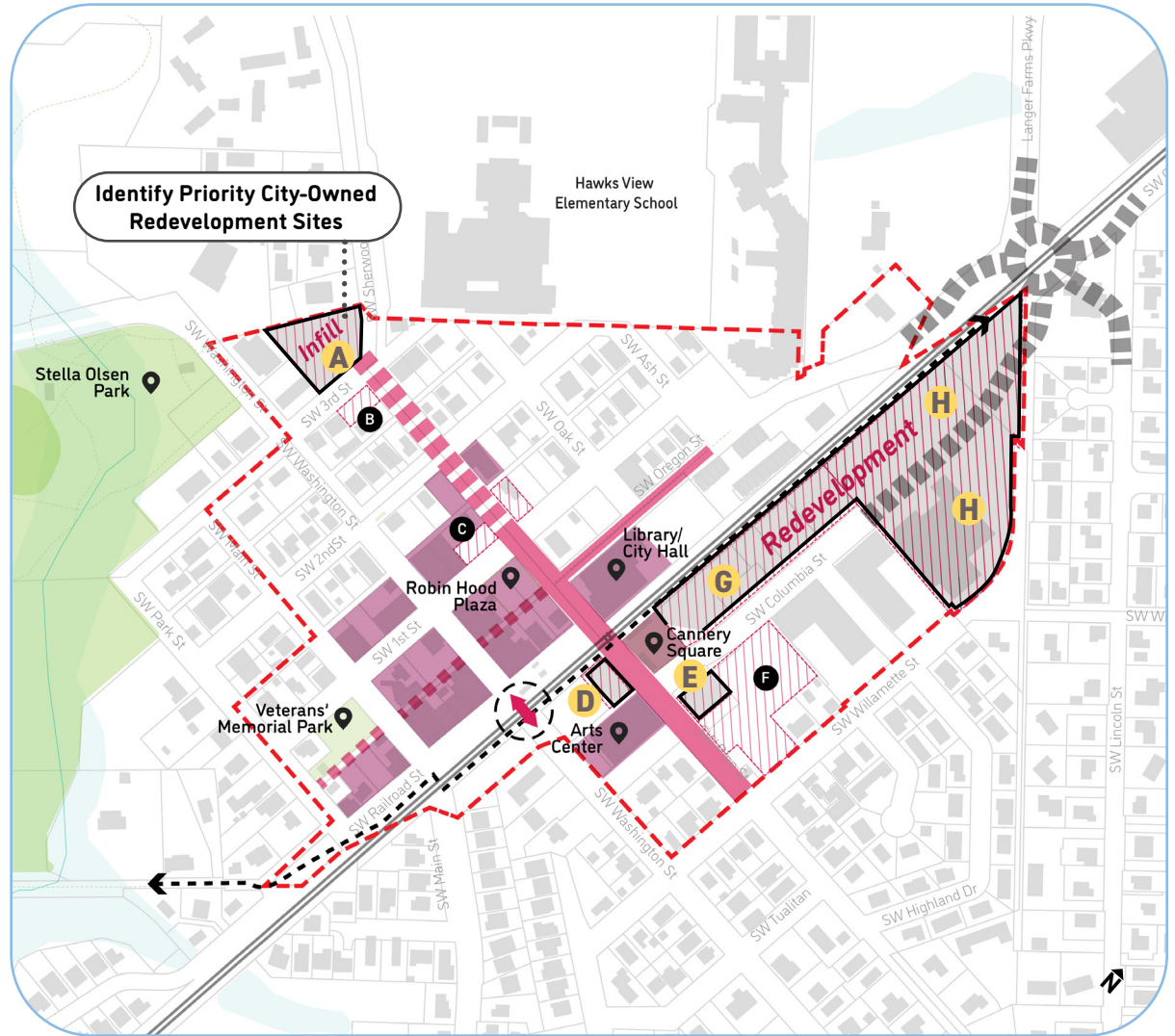


Fig. 50. Priority Redevelopment Sites

# 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 Funding and Development Incentives 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.

- 1. Amend the 2021 Sherwood Urban Renewal Plan**—incorporate incentives for Old Town, leveraging tax increment financing (TIF) and other urban renewal tools.
- 2. Evaluate Funding Tools** – Advance a Local Improvement District (LID) that equitably shares costs among benefiting properties, paired with a tiered assessment structure (direct frontage, adjacent block, district-wide).
- 3. 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**.
- 4. 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.
- 5. City Participation** – Include City-owned properties in any LID assessment to demonstrate commitment and fairness, or provide offsetting contributions where appropriate.
- 6. Stakeholder Engagement** – Conduct early outreach with property owners and businesses to explain benefits, tiered assessments, and potential impacts, building transparency and support.
- 7. 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.

To support coordinated implementation, the actions are organized within a five-year timeline and supported by an implementation framework that clarifies roles, sequencing, and measures of success. This structure is intended to align decision-making, staffing, funding, and partnerships in a coordinated and strategic manner.



B. Infrastructure & Development

### A. CITY LED PROJECTS

#### 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**

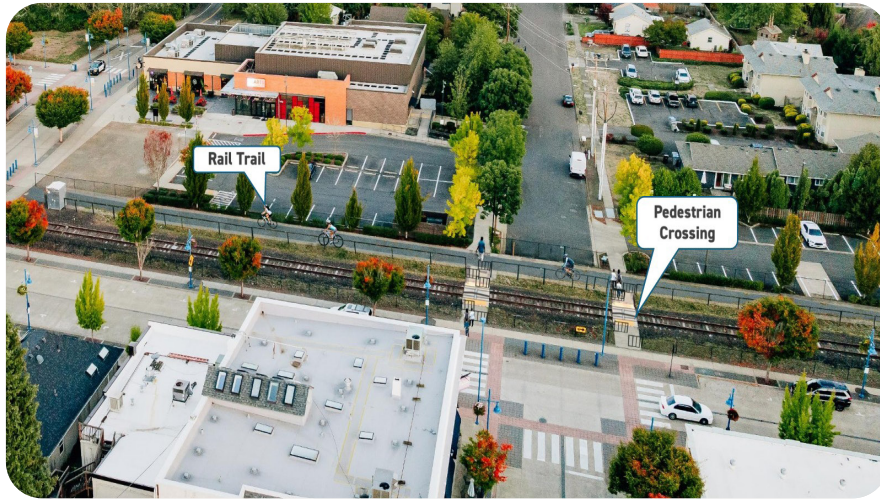
- » Program design and administration
- » Outreach and technical assistance

### **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 1- 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 1- 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 1- 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 1- Months 8-9)**

##### **5. Implement and Phase Improvements. (Year 1-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 aoption
- » **Year 4:** Implementation




## IMPLEMENTATION FRAMEWORK

The priority actions outlined above are supported by a framework that identifies key responsibilities, timeframes, and measures of success. This framework is intended to guide annual work planning, support coordination across City departments and partners, and ensure accountability over time.

Each action contributes to the Strategic Plan’s broader goals and is associated with one or more performance metrics, as described in Chapter 5. The framework below provides a summary-level overview of how the City would organize and track implementation.

Action	Core Element	Lead	Timing	Key Partners	Primary Metric
● <b>A1. Arts Center Pad Redevelopment</b>	Infrastructure & Development	City	Years 1-5 (phased: feasibility construction)	Tenant and/or operator	Project completion; investment
● <b>A2. Gateway Redevelopment – Site A</b>	Infrastructure & Development	City	Years 1-5 (feasibility study, design & construction)	ODOT, developers	Redevelopment progress
● <b>B1. Old Town Access Improvement Study</b>	Infrastructure & Development	City	Year 1	ODOT, Rail	Study completion and identified funding source
● <b>B2. Local Improvement District (LID)</b>	Infrastructure & Development	City	Years 1-5 (formation Construction)	Property owners	Infrastructure delivered
● <b>B3. Vertical Housing Development Zone (VHDZ)</b>	Infrastructure & Development	City	Years -5 (adoption activation)	Property owners and developers	Program adoption; Housing development activity

Action	Core Element	Lead	Timing	Key Partners	Primary Metric
 <b>C1. Zoning Code Amendments</b>	Business Health & Growth	City	Year 1	Stakeholders	Code amendment adoption
 <b>C2. Business Retention &amp; Incentive Programs</b>	Business Health & Growth	City	Ongoing	Chamber, Sherwood Main Street	Number of businesses assisted
 <b>C3. Pedestrian Rail Crossing (Washington St.)</b>	Sense of Arrival	City	Years 2–3	Rail, partners	Feasibility completed
 <b>D1. Old Town Branding</b>	Sense of Arrival	City	Years 1–2	Chamber of Commerce	Brand adoption, business participation
 <b>D2. Wayfinding &amp; Signage Plan</b>	Sense of Arrival	City	Years 1-5	Regional Partners	Percent of signage installed
 <b>D3. Parking Study &amp; Management Plan</b>	Business Health & Growth	City	Years 1-2	Businesses	Utilization rate, management strategies implemented

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

# 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

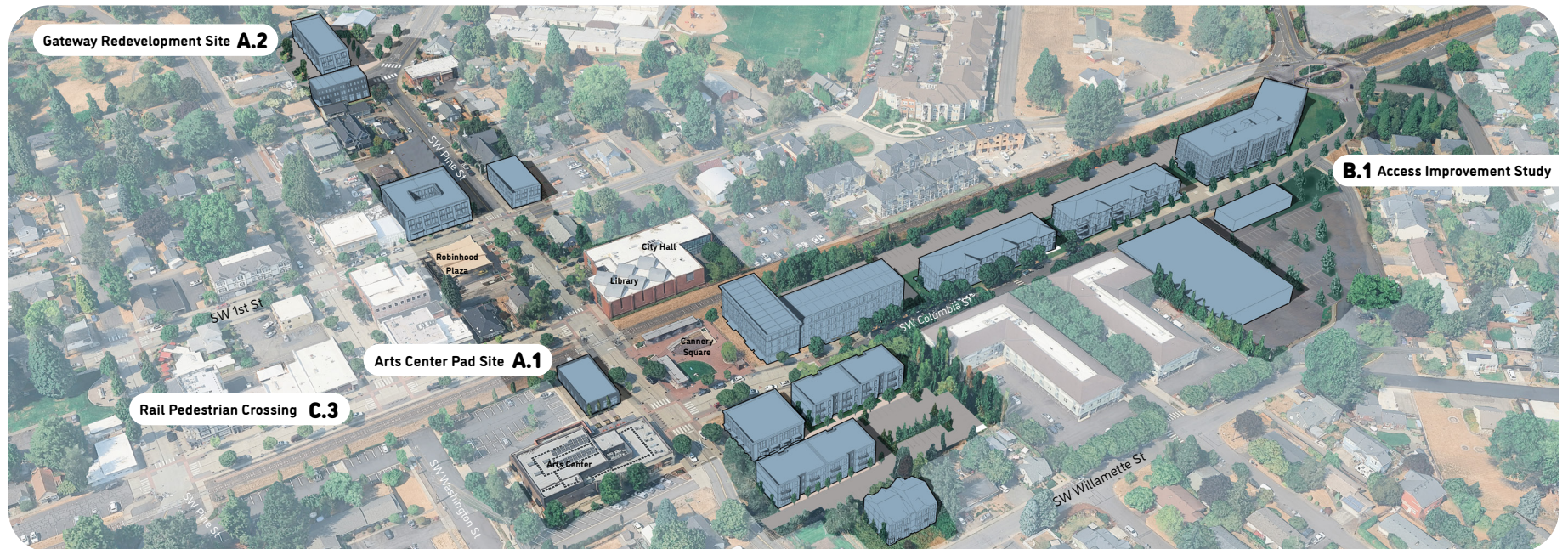
**C2. BUSINESS RETENTION & INCENTIVE PROGRAMS –** Years 1–5 (ongoing)

**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 1: Partner convening, consultant selection, parking inventory and analysis, management plan and adoption



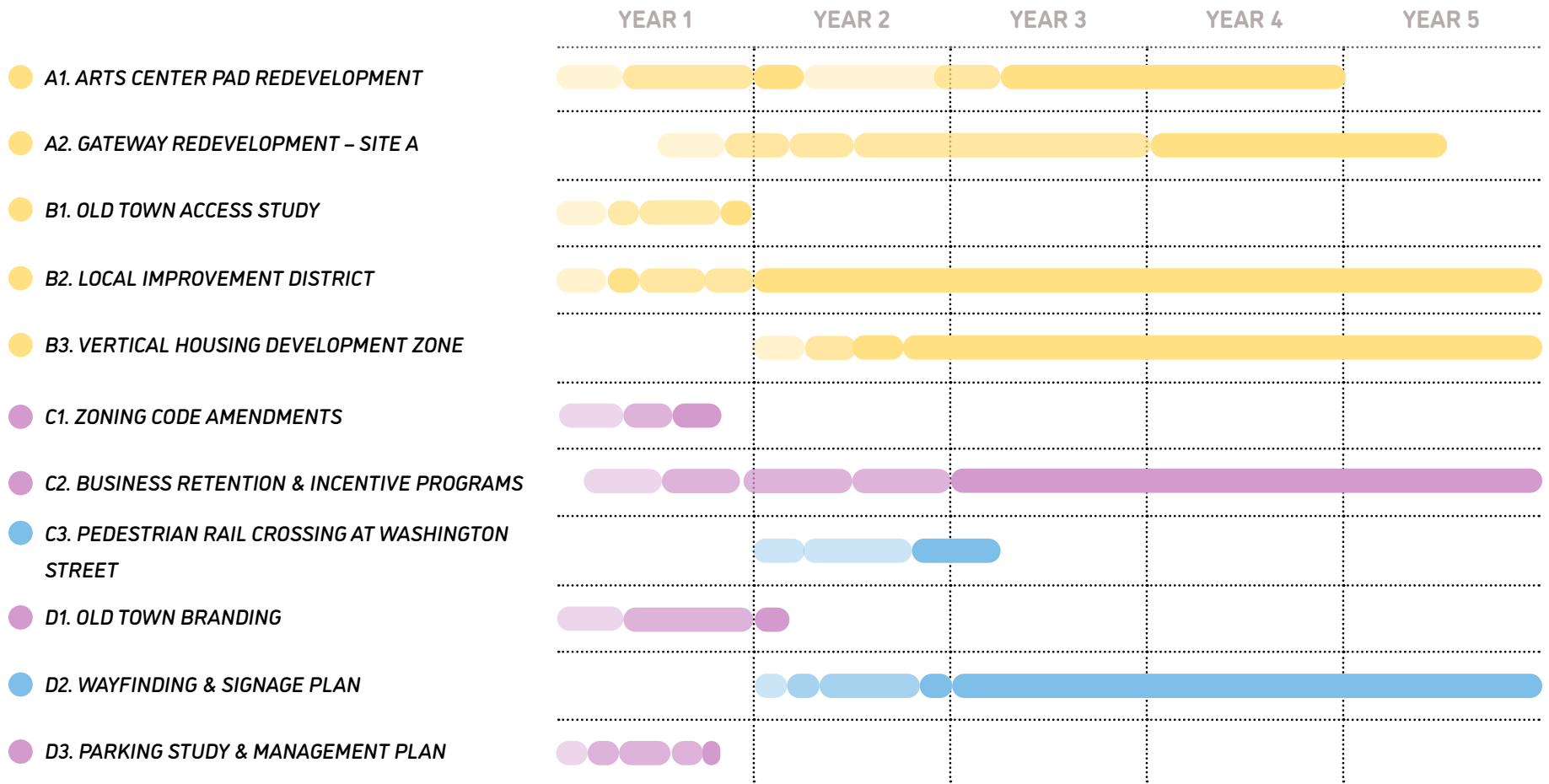


Fig. 51. Priority Actions 5-year Timeline

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



# **METRICS, PERFORMANCE INDICATORS, & MONITORING**

# METRICS, PERFORMANCE INDICATORS AND MONITORING

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

The performance indicators and monitoring approach are intended to support ongoing decision-making, inform annual work planning, and allow the City to refine strategies over time. To support this effort, the City should track a focused set of key metrics that reflect the health of Old Town’s businesses, public spaces, and development activity.

## KEY METRICS

The following key metrics provide a practical and consistent way to measure progress toward the Strategic Plan’s goals. Metrics are organized around the plan’s three focus areas and are intended to be tracked annually, using readily available data where possible.

A. Sense of Arrival	<table border="1"> <thead> <tr> <th data-bbox="369 716 877 753">Core Element</th> <th data-bbox="877 716 1465 753">Metric</th> </tr> </thead> </table>	Core Element	Metric
Core Element	Metric		
	<table border="1"> <tbody> <tr> <td data-bbox="369 753 877 878"> <b>A. Sense of Arrival</b> </td> <td data-bbox="877 753 1465 878"> <ul style="list-style-type: none"> <li>• Foot traffic (if available)</li> <li>• Event attendance</li> <li>• Wayfinding/signage completion</li> </ul> </td> </tr> </tbody> </table>	<b>A. Sense of Arrival</b>	<ul style="list-style-type: none"> <li>• Foot traffic (if available)</li> <li>• Event attendance</li> <li>• Wayfinding/signage completion</li> </ul>
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B. Business Health & Growth	<table border="1"> <thead> <tr> <th data-bbox="369 906 877 943">Action</th> <th data-bbox="877 906 1465 943">Metric</th> </tr> </thead> </table>	Action	Metric
Action	Metric		
	<table border="1"> <tbody> <tr> <td data-bbox="369 943 877 1133"> <b>B. Business Health &amp; Growth</b> </td> <td data-bbox="877 943 1465 1133"> <ul style="list-style-type: none"> <li>• Vacancy rate in Old Town</li> <li>• Number of new businesses annually</li> <li>• Business retention rate</li> <li>• Participation in grant/incentive programs</li> </ul> </td> </tr> </tbody> </table>	<b>B. Business Health &amp; Growth</b>	<ul style="list-style-type: none"> <li>• Vacancy rate in Old Town</li> <li>• Number of new businesses annually</li> <li>• Business retention rate</li> <li>• Participation in grant/incentive programs</li> </ul>
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B. Infrastructure & Development	<table border="1"> <thead> <tr> <th data-bbox="369 1166 877 1203">Action</th> <th data-bbox="877 1166 1465 1203">Metric</th> </tr> </thead> </table>	Action	Metric
Action	Metric		
	<table border="1"> <tbody> <tr> <td data-bbox="369 1203 877 1385"> <b>Infrastructure &amp; Development</b> </td> <td data-bbox="877 1203 1465 1385"> <ul style="list-style-type: none"> <li>• Private investment leveraged</li> <li>• Number of redevelopment sites activated</li> <li>• Housing units added; program utilization</li> <li>• Access study completed and construction design funding identified</li> </ul> </td> </tr> </tbody> </table>	<b>Infrastructure &amp; Development</b>	<ul style="list-style-type: none"> <li>• Private investment leveraged</li> <li>• Number of redevelopment sites activated</li> <li>• Housing units added; program utilization</li> <li>• Access study completed and construction design funding identified</li> </ul>
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## 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.

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
<b>A.1 Develop a Wayfinding &amp; Signage Plan</b>	<ul style="list-style-type: none"> <li>• Wayfinding plan adopted</li> <li>• Number of signs installed</li> <li>• Visitor navigation satisfaction</li> </ul>	Plan adoption date; sign inventory; intercept or online visitor surveys
<b>A.2 Improve Access &amp; Streetscapes</b>	<ul style="list-style-type: none"> <li>• Linear feet of curbless streets completed</li> <li>• Columbia Street extension milestones (study, design, construction)</li> <li>• Washington Street rail crossing and Oregon Street promenade extension</li> </ul>	Capital project tracking; Rail coordination for pedestrian crossing; engineering milestones; Public Works reporting
<b>A.3 Complete Neighborhood Connections</b>	<ul style="list-style-type: none"> <li>• Miles of new or improved sidewalks, trails, or shared-use paths</li> <li>• Number of priority gaps closed</li> <li>• Funding secured for connections</li> </ul>	Transportation CIP updates; grant awards; GIS mapping
<b>A.4 Promote Walk, Bike &amp; Roll "Loops"</b>	<ul style="list-style-type: none"> <li>• Number of branded loops established</li> <li>• Number of community walk/bike events held annually</li> <li>• Participation levels</li> </ul>	Event counts; attendance tracking; Parks Community Services reporting

Performance Indicator

**B**

### ***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>B.1 Support Old Town Branding</b>	<ul style="list-style-type: none"> <li>• Brand toolkit completed and in use</li> <li>• Number of partner campaigns featuring Old Town</li> <li>• Website and social media engagement</li> </ul>	Marketing metrics; partner reporting; website analytics
<b>B.2 Expand Events &amp; Programs</b>	<ul style="list-style-type: none"> <li>• Number of annual events</li> <li>• Event attendance totals</li> <li>• Business participation rates</li> </ul>	Event permits; attendance estimates; post-event surveys
<b>B.3 Attract Targeted Businesses</b>	<ul style="list-style-type: none"> <li>• Number of new businesses opened</li> <li>• Reduction in storefront vacancy rate</li> <li>• Diversity of business types</li> </ul>	Business license data; vacancy audits; economic development tracking
<b>B.4 Incentivize Investment</b>	<ul style="list-style-type: none"> <li>• Number of façade / improvement grants awarded</li> <li>• Private dollars leveraged</li> <li>• Average permit review time</li> </ul>	Grant program records; permit system data
<b>B.5 Initiate &amp; Adopt Regulatory Modifications</b>	<ul style="list-style-type: none"> <li>• Code amendments adopted</li> <li>• Number of projects using updated standards</li> <li>• Developer satisfaction</li> </ul>	Planning Commission/Council records; permit review outcomes
<b>B.6 Develop a Parking Strategy</b>	<ul style="list-style-type: none"> <li>• Parking study completed and adopted</li> <li>• Management strategies implemented</li> <li>• Customer satisfaction with parking</li> </ul>	Study adoption; signage inventory; business/visitor surveys

Performance Indicator



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

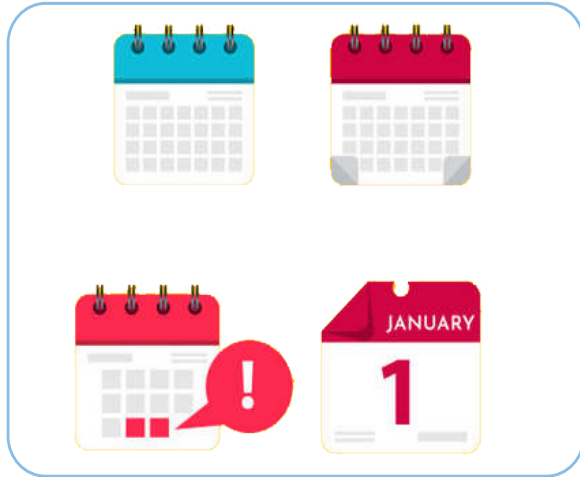
The committee would be convened and facilitated by City staff—such as Economic Development, Planning, or the Assistant City Manager—with support from other departments as appropriate, including Public Works, Parks and Recreation, and City Manager's Office communications support.

#### *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](#)







# MEMORANDUM

## Sherwood Old Town Strategic Plan

To: Sean Conrad (City of Sherwood); Eric Rutledge (COS)

From: Jason Graf, (First Forty Feet); Tyler Sauter, (FFF); Sijin Sun, (FFF)

Date: July 5, 2025. Amended May 1, 2026

Subject: Recommendations for Zoning Code Modifications

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### Purpose

This memorandum supports the Sherwood Old Town Strategic Action Plan by identifying recommended zoning code modifications for the Old Town Overlay District and related commercial zoning standards. The recommendations are intended to encourage compatible infill and redevelopment, strengthen active storefront conditions, improve upper-story façade design, and reinforce Old Town as a vibrant, walkable community destination.

The memo focuses on key locations and standards that shape Old Town's pedestrian environment, including Pine Street, Columbia Street, the area surrounding Cannery Square, and the Smockville and Old Cannery subareas. The proposed changes address where active ground-floor uses should occur, how parking can be incorporated without undermining the streetscape, and how building design standards can better support Old Town's historic character and long-term economic development goals.

Yellow-highlighted text in the memo identifies recommended amended or new code language, including sections proposed for modification. The accompanying background, issue statements, and key benefits explain the purpose of each proposed change and how it would support Old Town strategic planning objectives.

The recommended amendments address:

- High-quality and authentic building materials;
- Traditional roof forms that reinforce Old Town character;
- Ground-floor and upper-story window standards;
- Recessed windows and façade articulation to add depth and visual interest;
- Consistent design standards between the Smockville District and the Old Cannery Area within the Old Town Overlay Zone.

### Summary of Proposed Zoning Code Amendments

The following summary lists the proposed zoning code amendments in this memo and identifies the relevant sections of the Sherwood Municipal Code proposed for modification:

#	Title	Zoning Section	Summary
1	<b>Parking Modification</b>	Chapter 16.22 – Commercial Land Use Districts Section 16.22.020 – Uses (Footnote 1)	Allows limited, well-designed parking in mixed-use buildings while preserving active commercial frontages and walkability.
2	<b>Upper-Story Window Standards (Old Town Overlay District)</b>	Chapter 16.162 - OT Overlay District Section 16.162.080 - Standards for Commercial, Institutional and Mixed-Use Structures Section 16.162.090 - Old Town Smockville Design Standards	Rezones the city-owned parcel at SW Pine Street and SW Columbia Street from HDR to RC to support active ground-floor commercial use near Cannery Square.
3	<b>Zoning Change, City-Owned Parcel (Pine &amp; Columbia)</b>	Chapter 16.162 – OT Overlay District Section 16.162.030 – Permitted Uses	Rezones a vacant city-owned parcel from HDR to RC to activate Cannery Square’s southern edge and complete the retail frontage along Pine Street.
4	<b>Hardscape Setback Requirement – Old Cannery Area</b>	Chapter 16.162 – OT Overlay District Section 16.162.080 – Subsection A	Updates setback amenity standards and adds multi-family structures to the applicable standards list.
5	<b>Transparency Requirement – Old Cannery Area</b>	Chapter 16.162 – OT Overlay District Section 16.162.080 – Subsection H	Aligns Old Cannery ground-floor transparency standards with Smockville standards and clarifies the measurement zone.
6	<b>Roof Requirement – Old Cannery Area</b>	Chapter 16.162 – OT Overlay District Section 16.162.080 – Subsection J	Prohibits single-slope (shed) roofs and reinforces traditional forms like gable, mansard, or flat with parapets/cornices.
7	<b>Transparency Requirement – Smockville District</b>	Chapter 16.162 – OT Overlay District Section 16.162.090 – Commercial Standard 2	Clarifies window verticality and transparency standards; defines how to measure and locate transom windows.
8	<b>Roof Requirement – Smockville District</b>	Chapter 16.162 – OT Overlay District Section 16.162.090 – Commercial Standard 7	Prohibits gable and single-slope roofs; removes exceptions for screening with parapets or false fronts.
9	<b>Exterior Materials – Smockville District</b>	Chapter 16.162 – OT Overlay District Section 16.162.090 – Commercial Standard 8	Removes 10% exception for faux materials; ensures use of authentic, high-quality materials consistent with Old Town’s historic character.

## Amendment #1: Parking Modification

### Division II. LAND USE AND DEVELOPMENT

#### Chapter 16.22 COMMERCIAL LAND USE DISTRICTS

##### 16.22.020 Uses

D. Additional limitations for specific uses are identified in the footnotes of this table.

	OC	NC <sup>1</sup>	RC	GC
<b>RESIDENTIAL</b>				
<ul style="list-style-type: none"> <li>• Multi-Family dwelling housing, subject to all of the following:                             <ol style="list-style-type: none"> <li>1. Multi-family housing is only permitted on one or more of the upper floors of a building and only when a non-residential use that is permitted in the underlying zone is located on the ground floor. Parking is not a permitted ground floor use. The ground floor non-residential use must occupy the entire ground floor, with the exception of a lobby, utilities, stairways, elevators, and similar facilities.</li> <li>2. Site plan review process in section 16.90.020.D.6.</li> <li>3. Maximum density limits of the High Density Residential (HDR) zone.</li> <li>4. Dimensional standards of the underlying zone.</li> <li>5. The minimum ceiling height shall be 12 feet measured from the finished floor to the lowest point of the surface of the ceiling.</li> <li>6. If any part of a structure is within 100 feet of a residential zone, the height limits of the HDR zone shall apply.</li> <li>7. A building with multi-family housing is limited to two stairwells that can be entered from the ground floor of the building. There are no limits on the number of stairwells that are not able to be entered from the ground floor except as provided by this code.</li> <li>8. The required parking for the multi-family housing use shall be in addition to the minimum required for the non-residential use(s).</li> </ol> </li> </ul>	P	P	P	P

**Background**

The current language in Chapter 16.22.020.D (Footnote 1) of the Sherwood Municipal Code allows multifamily housing in commercial zones only when a permitted non-residential use occupies the ground floor. It prohibits parking as a ground-floor use and requires the non-residential use to occupy the entire ground floor, except for limited support areas such as lobbies and utility spaces.

This provision was intended to reinforce active commercial frontages and promote walkability in mixed-use areas. However, in practice, the lack of flexibility regarding parking may pose challenges for development feasibility, especially in Old Town, where:

- Automobile usage is currently the predominant mode of travel for residents and visitors;
- High-capacity or frequent transit service is not currently available to serve Old Town residents;
- Some residential parking is necessary to meet market expectations and to secure financing, as lenders often require off-street parking as a condition of project financing.

As such, an updated standard is proposed to reflect these realities while maintaining a strong pedestrian-oriented streetscape.

### **Proposed Modification**

The proposed amendment would refine the code to strengthen the intent of promoting walkable, mixed-use environments with some limited provisions for off-street parking. Key changes include:

- **Minimum Commercial Use Depth:**  
Requires ground-floor commercial uses fronting the street to have a minimum depth of 30 feet, promoting viable, leasable space for retail, service, office, or other permitted tenants.
- **Limitation on Non-Commercial Uses at Ground Floor:**  
Allows lobbies, utilities, stairwells, and similar uses on the ground floor only if they do not exceed 25% of the ground floor area.
- **Parking Standards for Mixed-Use Buildings:**  
Clarifies that ground-floor parking is generally not permitted, but includes exceptions when the design meets the following conditions:
  - Must be located to the **side or rear of the building**;
  - Limited to **30% of total parcel area and 25% of street frontage**;
  - Requires **alley or secondary street access where feasible**;
  - Curb cuts must be limited to **20 feet in width and located at least 30 feet from corners**.
  - Must be screened from public view with landscaping or architectural treatments.

### **Purpose and Benefits**

This code update balances the need for development flexibility with the community's goals for a vibrant, walkable Old Town. It acknowledges Sherwood's current transportation context—where personal vehicles remain the dominant form of mobility—and the practical realities facing mixed-use development.

### **Key Benefits**

- **Allowing limited parking helps support new housing over commercial uses in areas lacking robust transit;**

- **Addresses lender and market requirements**, improving the viability of redevelopment and investment in Old Town;
- **Ensures any parking is minimized**, well-designed, and screened to protect the pedestrian realm and maintain an active streetscape;
- Provides **clear standards to ensure commercial space remains functional and visible** along the street frontage.

## **Amendment #2: Upper-Story Window Standards (Old Town Overlay District)**

### **Division IX. HISTORIC RESOURCES**

#### **Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT**

##### **Issue to Address**

Current Old Town Overlay standards emphasize ground-floor transparency but do not provide clear requirements for upper-story window design. As a result, upper façades may lack sufficient articulation, rhythm, and visual interest, leading to blank or inactive building elevations that detract from the pedestrian environment.

##### **Background**

Best practices in downtown and historic districts focus not only on activating the ground floor, but also on ensuring upper stories contribute to a cohesive and visually engaging streetscape. While “transparency” is typically not regulated above the ground floor, standards for **fenestration (window coverage, proportion, and spacing)** are commonly used to:

- Reinforce traditional building patterns
- Maintain human-scaled architecture
- Avoid large blank wall areas
- Ensure compatibility with historic development

In Sherwood’s Old Town, particularly along Pine Street and Columbia Street, consistent upper-story window standards would:

- Complement ground-floor storefront requirements
- Improve architectural continuity between the Smockville and Old Cannery subareas
- Strengthen the overall identity and quality of the built environment

**Proposed Modification**

Add new standards for upper-story windows within both the Old Cannery Area and the Smockville District to establish consistent expectations for window coverage, proportions, and façade articulation.

***RECOMMENDED Code-Ready Language***

**A. Old Cannery Area**

**Section 16.162.080 – Standards for Commercial, Institutional and Mixed-Use Structures**

**I. Upper-Story Windows**

**Purpose.**

The purpose of this standard is to ensure upper-story façades contribute to a visually engaging, pedestrian-friendly environment and are compatible with the historic character of Old Town.

**Standards.**

All exterior walls above the ground floor that face a street lot line, sidewalk, plaza, or other public open space or right-of-way must meet the following:

1. **Minimum Window Area**  
Windows must comprise a minimum of **30 percent (30%)** of the wall area for each story above the ground floor.
2. **Window Proportions**  
Window openings must maintain a generally **vertical proportion**, with a minimum height-to-width ratio of **1.5:1**, except for accent or clerestory windows.
3. **Rhythm and Spacing**  
Windows must be arranged in a **regular and consistent pattern** reflecting traditional façade rhythms.
4. **Alignment**  
Upper-story windows must be aligned with ground-floor storefront bays or structural elements where feasible.
5. **Articulation**  
Windows must include **recesses, trim, or framing elements** with a minimum depth of **two (2) inches**.
6. **Blank Wall Limitation**  
No uninterrupted blank wall area greater than **twenty (20) feet** in width is permitted.
7. **Glazing**  
Window glazing must be **clear or lightly tinted**. Reflective or opaque glazing is prohibited on street-facing façades.

**B. Smockville District**  
**Section 16.162.090 – Old Town Smockville Design Standards**  
**Commercial Standard 2: Openings**

**c. Upper-Story Windows**

Upper-story façades shall be designed to maintain a pedestrian-friendly scale and reflect the traditional character of Old Town.

1. **Minimum Window Area**  
Windows must comprise a minimum of **30 percent (30%)** of the wall area for each story above the ground floor.
2. **Vertical Proportion**  
Window openings must maintain a generally **vertical orientation** (minimum **1.5:1 height-to-width ratio**).
3. **Rhythm and Alignment**  
Windows must be arranged in a **regular pattern** and aligned with storefront openings or structural bays below.
4. **Detail and Articulation**  
Windows must include **trim, recesses, or other architectural detailing**.
5. **Blank Wall Limitation**  
No blank wall area greater than **twenty (20) feet** in width is permitted.
6. **Glazing**  
Glass must be **clear or lightly tinted**. Reflective or opaque glazing is prohibited.

**Key Benefits**

- Strengthens architectural quality and consistency across Old Town
- Reinforces historic development patterns and character
- Prevents blank or inactive upper façades
- Complements existing ground-floor transparency standards
- Aligns design expectations between Smockville and Old Cannery districts

**Amendment #3: Zoning Change, City-Owned Parcel (Pine & Columbia)**

**Division IX. HISTORIC RESOURCES**

**Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\***

**16.162.030 Permitted Uses**

- H. Uses permitted outright in the RC zone are allowed within the HDR zone when limited to the first floor, adjacent to and within 100 feet of, Columbia Street within the Old Town Overlay District.

**Issue to Address:** The existing High Density Residential (HDR) zoning does not guarantee active ground-level commercial uses. A key criterion for ensuring Cannery Square becomes a vibrant and well-used public space is the presence of retail storefronts surrounding it. While the HDR zone permits ground-level commercial uses, it does not require them. Requiring active storefronts around Cannery Square would create stronger conditions for a successful retail node and enhance the use and function of this important community gathering space.

### **Background**

The current language in Chapter 16.162.030 Permitted Uses H. allows commercial uses outright when limited to the first floor and located within 100 feet of Columbia Street. However, this provision does not adequately address the development potential of the **vacant, city-owned property at the corner of Pine Street and Columbia Street**, located just south of the Cannery Square plaza and public gathering space. Under the existing High Density Residential (HDR) zoning, there is no guarantee that an **active ground-floor commercial use** will be required to front Pine Street. As a result, the opportunity to **activate the southern edge of the plaza** and complete the **continuous retail frontage envisioned for Pine Street**—a key downtown signature street—may be lost (see Figure 3).

### **Proposed Modification**

Rezone the city-owned parcel located at the southeast corner of SW Pine Street and SW Columbia Street from High Density Residential (HDR) to Retail Commercial (RC).

#### **Key Benefits of Amendment #3 Zoning Change**

- **Ensures Active Ground-Floor Use:**  
Unlike the HDR zone, the RC zone requires ground-floor commercial use, which will help activate the south edge of Cannery Square and contribute to a continuous retail frontage along Pine Street.
- **Aligns with Old Town’s Vision:**  
This change supports the goal of establishing Pine Street as a signature downtown street characterized by walkable, edge-to-edge ground-level storefronts and a strong street-level presence.
- **Maximizes Public Investment:**  
The parcel’s location adjacent to Cannery Square—a key public space—makes it a strategic site for complementary commercial uses such as cafes, retail shops, or flexible indoor/outdoor spaces that enhance the plaza’s functionality.
- **Improves Economic Development Potential:**  
The RC zone allows a range of commercial uses, which can attract private investment, increase daytime foot traffic, and support growth of small businesses and new uses in Old Town.
- **Supports Urban Form and Design Goals:**  
Rezoning the property ensures future development will follow commercial design standards that prioritize transparency, street frontage, and pedestrian-oriented site planning—reinforcing the area’s cohesive urban character.
- **Preserves Housing Opportunities on Upper Floors:**  
Mixed-use development with housing above remains allowable in the RC zone, ensuring residential density goals can still be achieved while prioritizing active commercial uses at street level.

### **Amendment #4: Old Cannery Area Hardscape Setback Requirement**

#### **Division IX. HISTORIC RESOURCES**

##### **Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\***

##### **16.162.080 Standards for All Commercial, Multi-family, Institutional and Mixed-Use Structures in the Old Cannery Area.**

- A. Building Placement and the Street. The purpose of this standard is to create an attractive area when commercial or mixed-use structures are set back from the property line. Landscaping, an arcade, or a hard-surfaced expansion of the pedestrian path must be provided between a structure and the street.

Structures built to the street lot line are exempt from the requirements of this subsection. Where there is more than one street lot line, only those frontages where the structure is built to the street lot line are exempt from the requirements of this paragraph. All street-facing elevations must comply with one of the following options:

3. Option 3: Hard-surface sidewalk extension. The area between the building and the street lot line must be hard-surfaced for use by pedestrians as an extension of the sidewalk:
- a. The building walls may be set back no more than six (6) feet from the street lot line.
  - b. For each one-hundred (100) square feet of hard-surface area between the building and the street lot line at least one of the following amenities must be provided.
    - (1) A bench or other seating.
    - ~~(2) A tree.~~
    - (3) A landscape planter.
    - ~~(4) A drinking fountain.~~
    - ~~(5) A kiosk.~~

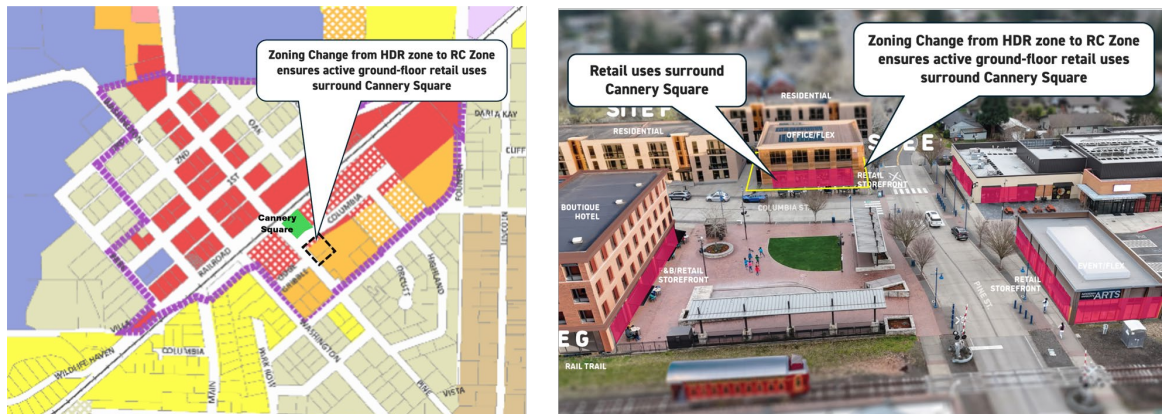


Figure 2: Zone Change- City-owned Parcel (Corner of Pine and Columbia)

### Background

Standards currently apply to all commercial, institutional and mixed-use structures in the Old Cannery area. Multi-family should be included in the list.

The amenities currently described for 3. Option 3: Hard-surface sidewalk extension for inclusion in private setbacks are not well-aligned with the physical and functional constraints of the allowed setback widths. Specifically:

- **Tree placement** requires adequate horizontal space from buildings to allow for healthy canopy and root growth, which is often not feasible within narrow private setbacks. Appropriate spacing and soil volume are better accommodated in the public right-of-way or landscape strips.

- **Drinking fountains** are more appropriate in the **public realm**, such as on sidewalks, plazas, or other publicly accessible open spaces, where they can serve a broader range of users and be maintained by the City or a public agency.
- **Kiosks and wayfinding signage** should be located in the **public right-of-way**, where visibility and accessibility to pedestrians are prioritized, and where their placement can be coordinated with the City's broader signage or branding strategy.

#### **Proposed Modification**

Add multi-family to the standards list so it reads: "Standards for All Commercial, Multi-Family, Institutional and Mixed-Use Structures in the Old Cannery Area."

Eliminate elements that do not contribute to the hardscape setback area between the building and the sidewalk. Replace them with entry features that are appropriately scaled to the setback area, such as retail display areas and bicycle parking.

### **Amendment #5: Old Cannery Area Transparency Requirement**

#### **Division IX. HISTORIC RESOURCES**

##### **Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\***

##### **16.162.080 Standards for All Commercial, Multi-family, Institutional and Mixed-Use Structures in the Old Cannery Area.**

- A. **Building Placement and the Street.** The purpose of this standard is to create an attractive area when commercial or mixed-use structures are set back from the property line. Landscaping, an arcade, or a hard-surfaced expansion of the pedestrian path must be provided between a structure and the street.

Structures built to the street lot line are exempt from the requirements of this subsection. Where there is more than one street lot line, only those frontages where the structure is built to the street lot line are exempt from the requirements of this paragraph. All street-facing elevations must comply with one of the following options:

- H. **Ground Floor Windows.** The purpose of this standard is to encourage interesting and active ground floor uses where activities within buildings have a positive connection to pedestrians in Old Town. All exterior walls on the ground level which face a street lot line, sidewalk, plaza or other public open space or right-of-way must meet the following standards:
1. Windows must be at least fifty percent (50%) of the length and twenty-five (25%) of the total ground-level wall area. Ground-level wall areas include all exterior wall areas up to nine (9) feet above the finished grade. This requirement does not apply to the walls of residential units or to parking structures when set back at least five (5) feet and landscaped to at least the Section 16.92.030C standard.

#### **Background**

Standards currently apply to all commercial, institutional and mixed-use structures in the Old Cannery area. Multi-family should be included in the list.

The Old Town Overlay Zone includes two subareas—Smockville and Old Cannery—that are intended to support a vibrant, pedestrian-friendly commercial environment. However, current zoning standards for ground-floor window transparency are inconsistent between these two districts:

- In the **Smockville District**, ground-floor transparency requirements are **75% of the wall area**.
- In the **Old Cannery area**, current standards require transparency for **50% of the façade length** and **25% of the total wall area** up to 9 feet above grade.

This discrepancy is especially problematic along **Pine Street**, which traverses both districts and serves as a primary commercial corridor in Old Town. Higher transparency requirements support:

- Greater visual connection between indoor and outdoor spaces;
- Enhanced safety and activity through passive surveillance;
- A more attractive pedestrian environment.

#### **Proposed Modification**

Add multi-family to the standards list so it reads: "Standards for All Commercial, Multi-Family, Institutional and Mixed-Use Structures in the Old Cannery Area."

1. Storefront windows must be "transparent," with a minimum of 75% glazed surface area, including entry doors. Ground-level wall areas include all exterior wall areas between two (2) feet and ten (10) feet above grade along the street-facing façade. This requirement does not apply to the walls of residential units or to parking structures when set back at least five (5) feet and landscaped to at least the Section 16.92.030C standard.

#### **Key Benefits**

- Applies standards to all structures.
- Creates a Consistent Design Standard Across Old Town - Aligns transparency requirements in both the Smockville and Old Cannery subareas to eliminate regulatory inconsistency along Pine Street and promote cohesive development.
- Supports an Active and Inviting Pedestrian Environment - A 75% transparency standard increases visibility into storefronts, enhancing walkability and creating a more engaging streetscape.
- Reinforces Pine Street as a Primary Retail Corridor - Ensures new development and infill along this signature street contribute to a continuous, high-quality retail edge, consistent with the long-term vision for Old Town.

## **Amendment #6: Old Cannery Area Roof Requirement**

### **Division IX. HISTORIC RESOURCES**

#### **Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\***

#### **16.162.080 Standards for All Commercial, Multi-family, Institutional and Mixed-Use Structures in the Old Cannery Area.**

- J. Roof. The purpose of this standard is to encourage traditional roof forms consistent with existing development patterns in Old Town. Roofs should have

significant pitch, or if flat, be designed with a cornice or parapet. Buildings must have either:

1. A sloped roof with a pitch no flatter than 6/12; or
2. A roof with a pitch of less than 6/12 and a cornice or parapet that meets the following:
  - a. There must be two parts to the cornice or parapet. The top part must project at least six (6) inches from the face of the building and be at least two (2) inches further from the face of the building than the bottom part of the cornice or parapet.
  - b. The height of the cornice or parapet is based on the height of the building as follows:
    - (1) Buildings sixteen (16) to twenty (20) feet in height must have a cornice or parapet at least twelve (12) inches high.
    - (2) Buildings greater than twenty (20) feet and less than thirty (30) feet in height must have a cornice or parapet at least eighteen (18) inches high.
    - (3) Buildings thirty (30) feet or greater in height must have a cornice or parapet at least twenty-four (24) inches high.

### **Background**

Standards currently apply to all commercial, institutional and mixed-use structures in the Old Cannery area. Multi-family should be included in the list.

Traditional styles like gable, mansard, and flat roofs with cornices or parapets contribute to the area's historic and pedestrian-friendly feel. A recent project has introduced a single-slope (shed) roof, which appears out of scale and inconsistent with Old Town's architectural pattern. These designs have raised concerns from the City Council and community about compatibility and visual quality.

While current standards encourage traditional roof forms, they do not prohibit single-slope roofs or distinguish roof types by use. The proposed amendment addresses this gap by prohibiting single-slope roofs and reinforcing traditional forms appropriate to residential, commercial, and mixed-use buildings.

### **Proposed Modification**

- J. Roof. Roofs in Old Town consist of pitched roofs such as gable or mansard forms, as well as flat roofs with a cornice or parapet. The purpose of this standard is to reinforce these traditional roof types and ensure architectural consistency with Old Town's historic development pattern. To that end, single continuous slope (shed) roofs are not permitted.

Buildings must have one of the following roof forms:

1. A sloped roof with a pitch no flatter than 6:12 (i.e., six inches of vertical rise for every twelve inches of horizontal run). Gabled, hipped, or mansard roofs are acceptable.
2. A flat roof with a parapet or cornice that meets the following design standards:

- a. The cornice or parapet must have two distinct parts:
    - The top part must project at least six (6) inches from the face of the building;
    - The top part must project at least two (2) inches further than the bottom part.
  - b. Minimum height of the cornice or parapet shall be based on the height of the building:
    - (1) Buildings 16–20 feet tall: minimum 12 inches high
    - (2) Buildings >20 and <30 feet: minimum 18 inches high
    - (3) Buildings ≥30 feet: minimum 24 inches high
3. Allowed roof types by use:
- a. Residential buildings (including townhomes): may use gable, hipped, mansard, or flat roofs with a compliant cornice or parapet as described in subsection 2.
  - b. Commercial buildings: may use flat roofs with compliant cornices/parapets or sloped roof forms.
  - c. Mixed-use buildings: may use either gabled/mansard roofs or flat roofs with compliant cornices/parapets.
4. Prohibited roof forms: A single continuous slope (shed) roof is prohibited for all building types, including residential, commercial, and mixed-use.

#### **Key Benefits**

- Preserves and Reinforces Old Town Character - By requiring pitched roofs (gable or mansard) or flat roofs with architectural detailing, the amendment maintains the traditional roof forms already found in Old Town and prevents out-of-character contemporary forms, such as continuous single-slope (shed) roofs.
- Improves Design Quality and Consistency - Establishing clear roof type expectations across residential, commercial, and mixed-use buildings promotes cohesive architectural design and elevates the visual quality of the built environment.
- Supports Pedestrian-Friendly Scale - Roofs that incorporate eaves, parapets, or cornices provide human-scaled design elements that help visually terminate building façades and contribute to a comfortable and attractive street-level experience.
- Prevents Low-Cost, Incompatible Development - Prohibiting simple shed roofs reduces the risk of low-quality, box-like buildings that detract from the aesthetic value and long-term investment in Old Town.
- Allows Flexibility While Maintaining Standards - The code allows flat roofs across all building types (residential, commercial, and mixed-use) provided they are designed with appropriate parapets or cornices, offering design flexibility while ensuring compatibility.
- Aligns with Community and Council Expectations - Responds directly to community feedback and recent City Council concerns about townhome and

mixed-use designs with uninterrupted shed roofs that lack visual interest or contextual fit.

- Strengthens Future Development Outcomes - Ensures that infill and redevelopment projects contribute positively to Old Town's identity and walkability, helping attract residents, businesses, and investment to the area.

## **Amendment #7: Smockville District Transparency Requirement**

### **Division IX. HISTORIC RESOURCES**

#### **Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\***

##### **16.162.090 Old Town Smockville Design Standards**

###### **E. COMMERCIAL STRUCTURES:**

The traditional commercial core area of Sherwood, including those properties in the Smockville Plat and First Addition Plat, reflect the historic character of the community as a small, agricultural service area. Buildings here have historically been of modest scale and construction, consistent with the community's vernacular design heritage. In order to maintain that basic character in the core the following standards govern all new commercial construction and remodeling projects requiring a structural building permit.

NOTE: The City encourages applicants to consider mixed-use projects. The following standards covering commercial structures shall apply for all mixed-use projects in the Old Town Smockville Area. The massing of a building includes its overall bulk, orientation, and placement on the site, forming the visual relationship between the building and its surroundings. Individual aspects of massing, particularly height, are subject to specific Standards below:

###### **Commercial Standard 2: Openings**

To maintain and ensure a pedestrian-friendly scale within Sherwood's traditional commercial core, storefronts and upper façades shall reflect the following:

- a. **Verticality:** All façade window openings shall maintain a generally vertical proportion (1.5:1 height/width ratio or greater, i.e. a 24" wide window must be a minimum 36" tall). An exception to this standard is allowed for large fixed storefront windows. Transom panels, spanning the entire storefront glazed area, are encouraged. Transom windows, when provided, shall be located above the primary storefront glazing and entry doors and shall extend across the storefront in alignment with storefront windows to strengthen façade rhythm, reinforce verticality, and introduce additional daylight into commercial spaces.
- b. **Transparency:** Ground floor storefronts should be predominantly "transparent," with a minimum of 75% glazed surface area, including entry doors. Transparency is to be measured (between two (2) feet and ten (10) feet above grade)

## Background

Commercial Standard 2-Openings items a and b establishes requirements for storefront window design to maintain a pedestrian-friendly scale in Sherwood's traditional commercial core. However, the existing language lacks clarity in two key areas: the **placement and purpose of transom windows**, and the **specific area used to measure ground-floor transparency**. These omissions have created uncertainty during project review and made it difficult to ensure consistent application of the standard. The proposed changes provide clear definitions and guidance to better support high-quality, human-scaled storefront design that reflects Sherwood's historic character.

## Proposed Modification

### Commercial Standard 2: Openings

To maintain and ensure a pedestrian-friendly scale within Sherwood's traditional commercial core, storefronts and upper façades shall reflect the following:

- a. Verticality: All façade window openings shall maintain a generally vertical proportion (1.5:1 height/width ratio or greater, i.e. a 24" wide window must be a minimum 36" tall). An exception to this standard is allowed for large fixed storefront windows. Transom panels, spanning the entire storefront glazed area, are encouraged. **Transom windows shall be located above the primary storefront windows or doors, spanning the width of the glazed storefront area to enhance vertical emphasis and natural light.**
- b. Transparency: Ground floor storefronts (defined as the portion of a building façade located at the ground floor that is oriented to and directly accessible from a public street or pedestrian area, and that is designed to accommodate commercial or retail uses), should be predominantly "transparent," with a minimum of 75% glazed surface area, including entry doors. **Transparency shall be measured within the ground-floor wall zone between two (2) feet and ten (10) feet above finished grade along the street-facing façade. Glazing must be clear and non-reflective to count toward this requirement.**

## Key Benefits

- Improves Clarity and Enforceability - Defining the exact measurement area for transparency (2-10 feet above grade) eliminates ambiguity and ensures consistent application during design review and building permitting.
- Encourages Traditional Storefront Patterns - Specifying transom window placement at the top of the storefront reinforces historic main street design elements commonly found in Sherwood's traditional commercial buildings.
- Enhances Daylight and Visual Interest - Transom windows allow additional natural light into interiors and break up blank wall areas, creating a more dynamic and human-scaled façade.

## Amendment #8: Smockville District Roof Requirement

### Division IX. HISTORIC RESOURCES

#### Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\*

##### 16.162.090 Old Town Smockville Design Standards

#### Commercial Standard 7: Roof Forms

Traditional commercial roof forms, including flat, single-slope, or bowstring and other trussed roofs, are all typical of downtown Sherwood. Other roof forms, particularly gables, were screened from the public right-of-way.

- a. Gable, hipped or similar residential style roof forms are prohibited for commercial buildings unless screened from the public right-of-way by a parapet or false front façade. **Remove reference to parapet or false front façade.**
- b. Mansard-type projecting roof elements, other than small, pent elements of 6/12 pitch or less that are incorporated into a cornice treatment, are prohibited for commercial buildings in the Old Town Area.

Add a third element that prohibits single-slope roof forms.

#### Background

Community feedback and City Council concerns have highlighted a recent project with a **single-slope (shed) roof form that has been deemed** inconsistent with the desired character of Old Town Sherwood. The **continuous single-slope roofs** are perceived as visually monotonous, industrial in character, and incompatible with the historic, pedestrian-oriented fabric of Old Town. These roof types undermine the community's vision for a high-quality, historic downtown.

#### Proposed Modification

##### Commercial Standard 7: Roof Forms

Traditional commercial roof forms, including flat, or bowstring and other trussed roofs, are all typical of downtown Sherwood. Other roof forms, particularly gables, were screened from the public right-of-way.

- a. Gable, hipped or similar residential style roof forms are prohibited for commercial and mixed-use buildings.
- b. Mansard-type projecting roof elements, other than small, pent elements of 6/12 pitch or less that are incorporated into a cornice treatment, are prohibited for commercial and mixed-use buildings in the Old Town Area.
- c. Single-slope roof forms are prohibited for all buildings.

#### Key Benefits

- **Clarifies that gable and hipped roofs are prohibited for commercial and mixed-use buildings in Old Town.**
- **Removes exception when allowing parapets or false front façades to screen prohibited roof forms.**
- **Adds a new provision explicitly prohibiting single-slope roof forms for buildings.**
- Ensures future development **aligns with Old Town's traditional architectural character.**
- **Responds directly to concerns raised by City Council and the community about roof form compatibility.**

## **Amendment #9: Smockville District Exterior Materials Requirement**

### **Division IX. HISTORIC RESOURCES**

#### **Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\***

##### **16.162.090 Old Town Smockville Design Standards**

###### Commercial Standard 8: Exterior Surface Materials

Exterior building materials shall be consistent with those traditionally used in commercial construction in Old Town Sherwood. These materials include but are not limited to:

- Horizontal wood siding, painted (concrete fiber cement siding, or manufactured wood-based materials are acceptable under this standard provided they present a smooth finished surface, not "rustic" wood grain pattern)
- True board and batten vertical wood siding, painted
- Brick: Traditional use of red brick laid in common bond is preferred. Rustic, split-faced or "Roman" brick may be appropriate for bulkheads or detail treatments but is prohibited as a primary building material. Highly decorative "washed", glazed, or molded brick forms are prohibited.
- Stucco (for foundations and decorative panels only)
- Poured concrete (painted or unpainted)
- Concrete block: Split faced concrete block is appropriate for foundations, bulkhead, or detail treatments but is prohibited as a primary building material. Smooth-faced Concrete Masonry Units (CMU) are prohibited when visible from the public right-of-way.
- Ceramic tile, as a detail treatment, particularly for use in bulkhead or storefront areas.

Use of the following exterior materials are specifically prohibited within the zone:

- Stucco, as a primary wall surface
- Stucco-clad foam (EIFS) and similar foam-based systems
- Standing seam metal sheet goods for siding or visible roofing
- T-111 or similar 4' × 8' sheet materials and plywood
- Horizontal metal or vinyl siding
- Metal/Glass curtain wall construction
- Plastic (vacuum-formed or sheet goods)
- Faux stone (slumpstone, fake marble, cultured stone) and all similar stone veneer surface treatments. Remove the exception allowing up to 10% of the frontal area to use a brick-type faux material.
- Shingle siding, log construction, fake "rustic" wood, pecky cedar and similar products designed to create a "Frontier" era effect.

#### **Background**

Commercial Standard 8 currently allows brick-type faux materials on up to 10% of a building façade. This exception is not consistent with the historic character of Old Town,

where authentic materials are the standard. A clear prohibition on faux materials is needed to ensure new development complements the area's traditional architectural quality.

#### **Proposed Modification**

Commercial Standard 8: Exterior Surface Materials, change bullet 8 to remove “exception” and to read as follows:

Use of the following exterior materials are specifically prohibited within the zone:

- Faux stone (slumpstone, fake marble, cultured stone) and all similar stone veneer surface treatments.

#### **Key Benefits**

- The change **ensures that new buildings use authentic, durable materials that reflect the historic quality and character of Old Town**, resulting in higher design integrity and long-term visual consistency with surrounding historic structures.

#### **Next Steps**

Staff recommends the Planning Commission review the proposed zoning modifications and provide feedback or direction. If supported, staff will prepare a formal code amendment for public hearing and potential recommendation to City Council.



# Sherwood Old Town Market Analysis

PREPARED FOR



DECEMBER 2024

PREPARED BY



Around 2019, the City of Sherwood embarked on a broad-based effort to grow as a regional hub of business, technology, and culture—built on a foundation of civic pride, local amenities, and a high quality of life. In 2024, the city decided it was time to pursue a key step of this journey: revitalizing Old Town and reaffirming it as the historic heart of the community.

To accomplish this revitalization goal, the City Council engaged an interdisciplinary team led by First Forty Feet, and in partnership with Leland Consulting Group and HHPR, to identify a vision for Old Town, assess economic opportunities, and offer specific policy recommendations. This vision and accompanying analysis will ultimately fold into the “Sherwood Old Town Strategic Action Plan” deliverable to the City Council.

**This document serves as an existing conditions and market analysis for Old Town.** It is intended to contextualize Old Town as part of a larger local and regional market, and identify opportunities and challenges based on current market conditions. The findings in this report will be used to inform policy recommendations later in the process.

This report starts with an executive summary with key takeaways, a SWOT analysis, a description of existing market conditions, demographic and population insights, and a real estate market analysis for retail, multifamily and hospitality.

*“Promote the ongoing revitalization of ‘Old Town’ as the traditional heart of the community. The Strategic Plan should reflect the interests of main street businesses, the community’s vision, and that of Decision-Makers to be the Road Map with actionable steps focused on a 5-year timeframe.”*

*– Sherwood Project Advisory Committee meeting, “Purpose” slide*

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# Executive Summary

## Introduction and Key Takeaways

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. This report includes an analysis of businesses, demographics, and real estate market conditions in Sherwood with comparisons to the broader region. Key takeaways from this analysis are below:

### Business takeaways

- 49 businesses operate in Old Town; over half (57 percent) are miscellaneous service businesses, which draw less foot traffic than retail (16 percent) or dining (14 percent).
- About 50 percent of Old Town businesses are concentrated in the southwest portion near the intersection of SW Washington Street and SW Railroad Street.
- Old Town is a hub for various civic uses already (Arts Center, Field House, Community Garden, City Hall, etc.), representing an existing market for new pedestrian-friendly businesses like restaurants and boutique shops.
- Manufacturing as a Sherwood employment sector grew by 16 percent between 2012 and 2022, representing the second-fastest growth rate behind the education and health care sector. The two industrial centers developing to the east of Old Town—Sherwood Commerce Center and Rock Creek Industrial—reflect and bolster this employment trend locally.
- Old Town must continue to focus on differentiating itself from the retail cluster surrounding Pacific Highway 99W to the north. In contrast to that cluster's big box stores and car-centric strip malls, the revitalized Old Town will offer a pedestrian-friendly, locally-flavored experience for small business shopping, dining, and spending time with family, friends, and neighbors.

### Demographic takeaways

- Sherwood's demographics are broadly conducive to a thriving downtown. The city's high population growth rate relative to the region (12 percent) and high median household income (\$110,000) both signal demand and disposable income for Old Town business development. Also, Sherwood's significantly low renter rate considering its population growth suggests potential demand for multifamily housing construction in Old Town, especially if additions of walkable amenities are projected.
- While Sherwood currently has a high share of prime working-aged adults and children, the city's retiree population is expected to grow significantly in the next decade. Yet Sherwood's housing stock lacks smaller-sized units that are typically more suitable for the older demographic segment. As the Sherwood population ages over time, it will be imperative for the city to offer smaller housing units that better suit elderly households and empty-nesters.

### Real Estate takeaways

- The Improvement to Land Value analysis reveals key opportunity sites in Old Town; two notable examples include an infill site at the corner of Sherwood Boulevard and 3rd Street on the northeastern boundary, and a stretch of contiguous, city-owned vacant parcels along Columbia Street.
- Old Town's land acreage ownership is slightly more concentrated among fewer owners than Old Town's total parcel ownership, which is more fragmented across owners. The City of Sherwood owns the highest percentage of parcels in Old Town—particularly parcels that are contiguous—which is advantageous for catalytic redevelopment.
- Sherwood's regionally low 2024 multifamily vacancy rate (4.5 percent), paired with its regionally high 2024 multifamily asking rent (\$2.44) shows that the city's multifamily market is competitive, and developers should be attracted to Sherwood.

A **SWOT analysis** is an assessment of the strengths, weaknesses, opportunities, and threats in a given area. How these terms are defined is explained in the graphic to the right.

Old Town has many strengths and opportunities, suggesting that **this is an area of significant potential**. Several weaknesses and threats also exist, revolving mainly around the themes of housing costs, business composition, and geographic location.

## Strengths

- Areas where energy should continue to be concentrated to build on existing successes.

## Weaknesses

- Features that detract from the neighborhood's success and future potential.

## Opportunities

- Current trends and future improvements that can help the city prioritize investment.

## Threats

- Trends, typically outside of city control, that could have a negative impact on future growth and economic development if they are not addressed strategically.

<h2>Strengths</h2> <ul style="list-style-type: none"> <li>• Fast-growing, working-age population: up over 12 percent from 2012 to 2022</li> <li>• High median household income compared to peer cities and region, suggesting disposable income for shopping and leisure</li> <li>• High home ownership and values signal strong housing market and continued growth</li> <li>• Six civic institutions in Old Town, representing the heart of the community</li> <li>• Four parks and outdoor spaces in Old Town, including a community garden</li> <li>• One school within Old Town, and another directly on the border</li> <li>• High concentration of business especially in the southwest corner of Old Town</li> <li>• Retail asking rents are higher than the regional average, telling of strong demand</li> <li>• Multifamily vacancy rate of 4.5 percent is below the regional and national average</li> </ul>	<h2>Weaknesses</h2> <ul style="list-style-type: none"> <li>• 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)</li> <li>• Comparatively low renter rate may indicate fewer affordable housing choices for lower-income households</li> <li>• Geographic isolation from easy on/off highway access</li> </ul>
<h2>Opportunities</h2> <ul style="list-style-type: none"> <li>• Dining options catering to Arts Center or other Old Town community events</li> <li>• Shopping experiences that complement existing activities like the Saturday Market</li> <li>• The vacant city-owned parcel at the north end of Old Town is ripe for infill development</li> <li>• The contiguous row of vacant city-owned parcels around SW Columbia Street represent a key redevelopment opportunity</li> <li>• Strong housing demand suggests market could readily absorb small unit development, especially in Old Town with anticipation of walkable amenities</li> <li>• Nearby car-oriented retail centers around Pacific Highway attract shoppers to Sherwood, and Old Town could draw people with local offerings at close distance</li> <li>• National retail trends have shifted toward the style of walkable retail nodes and placemaking for which Old Town is primed</li> </ul>	<h2>Threats</h2> <ul style="list-style-type: none"> <li>• High home prices and low renter rate could continue to put pressure on renter households and serve as a barrier to demographic diversity</li> <li>• Retiree segment expected to increase, necessitating additional housing units to suit a downsized lifestyle</li> <li>• Retail centers around Pacific Highway could draw shoppers away from Old Town, especially if landlords decide to invest in placemaking and walkability</li> <li>• Broader shift to e-commerce could negatively impact Old Town businesses</li> <li>• High interest rates and construction costs could hinder development</li> <li>• Competition from retail centers in Wilsonville, Newberg, Tualatin and other nearby cities</li> </ul>



# Existing Market Conditions

# Study Area

Sherwood, Oregon is an affluent, family-oriented city in the Portland-Vancouver-Hillsboro metropolitan area, located southwest of Portland in Washington County. As of 2022, the city had a population of over 20,286. Sherwood is home to a young population with a high median income and educational attainment compared to the region.

Sherwood's Old Town is based approximately on the following boundaries: the intersection of SW Oregon Street and SW Langer Farms Parkway (east); SW Park Street (west); SW 3<sup>rd</sup> Street (north); SW Willamette Street (south). Old Town is about five miles west of I-5. Hawks View Elementary School is located at the northern boundary of Old Town. Further north beyond the school is a cluster of strip malls and shopping attractions along Pacific Highway 99W and SW Tualatin-Sherwood Road.

There is a mix of commercial, residential, and civic use in Old Town. 49 businesses operate in the area; geographically, about half are concentrated in the southwest portion near the intersection of SW Washington Street and SW Railroad Street. Over half (57 percent) of all Old Town businesses are service-oriented, either professional (accountants and law firms) or personal care (salons and barbershops). In addition to business, Old Town is a cultural and civic destination thanks to the Sherwood Center for the Arts, and the location of Sherwood City Hall and Public Library. Residents also enjoy indoor recreation at the Sherwood Field House.

## Old Town Sherwood



Sherwood’s Old Town is host to a variety of uses. Its uses can be grouped into two broad use buckets: 1) Businesses and 2) Local Points of Interest & Civic Spaces. The next slide identifies the 49 specific businesses in Old Town, ranging from restaurants to professional services to retail. The slide after that identifies local points of interest and civic spaces like parks, schools, the library, arts center, government institutions, and other public uses.

Notably, nearly six out of ten Old Town businesses are service-oriented businesses; at the same time, only three out of ten Old Town businesses are retail or dining establishments. **While service industries of all kinds have value for a local economy, retail and dining businesses are best at attracting people to shop, dine, and spend time in a downtown district like Old Town.**

Below is a summary of the various sub-categories within each of the two use buckets.

### Businesses

The 49 businesses are categorized as follows:

Business type	Count	Share
Services/office	28	57%
Retail	8	16%
Dining	7	14%
Other	4	8%
Medical/wellness	1	2%
Wholesale	1	2%
<b>Total</b>	<b>49</b>	

### Local Points of Interest & Civic Spaces

The 12 points of interest are categorized as follows:

Site type	Count	Share
Civic	6	50%
Park/outdoor	4	33%
School	2	17%
<b>Total</b>	<b>12</b>	

# Existing Businesses

Name	ID	Type	Name	ID	Type	Name	ID	Type	Name	ID	Type
Hill Tax, Payroll & Bookkeeping	1	Services/office	Sherwood Tailoring	15	Retail	Gardner Team Real Estate   Premiere Property Group, LLC	29	Services/office	Andy's Auto & Truck Service Inc	43	Services/office
Crestwood Consulting Services, LLC	2	Services/Office	Barking Frog Winery	16	Dining	Laurie H Zwingli Law Office	30	Services/office	Treetop Preschool	44	Other
Sherwood Tax and Accounting	3	Services/office	Kitts Law Group, LLC	17	Services/office	Pacific Handling Systems Inc	31	Wholesale	Larry's Barbershop	45	Services/office
J Rallison Cellars	4	Retail	The Portland SEO Company - A Digital Marketing Agency	18	Services/office	Law Office of David Blair	32	Services/office	Ditters Insurance	46	Services/office
Cedar & Stone Mercantile, LLC	5	Retail	Black Mountain Consulting LLC	19	Services/office	Symposium Coffee	33	Dining	Escape To Yoga	47	Other
StreetWise Property Management	6	Services/office	A-1 Remodeling	20	Services/office	Clancy's	34	Dining	Casey Hill - State Farm Insurance Agent	48	Services/office
We Are Technology	7	Services/office	Kelly Martin Insurance Agency Inc.	21	Retail	Katlin Ronningen, Realtor	35	Services/office	Rebecca Fairbanks: Allstate Insurance	49	Services/office
Knapp Todd D	8	Services/office	Rainbow Market	22	Dining	Hair by Janelle	36	Services/office			
Sherwood Family Law	9	Services/office	The Hungry Hero Dessert Co.	23	Services/office	Gogh Box Art Crate	37	Other			
Adams & Stewart	10	Services/office	McGrath Learning Systems	24	Services/office	Sherwood Old Town Dental	38	Medical/wellness			
Mark Stewart Home Design	11	Services/office	Breakaway Bookkeeping & Advising	25	Dining	Fat Milo's	39	Dining			
Allied Products, LLC	12	Retail	503 Uncorked	26	Dining	Aracell's Cocina	40	Dining			
Oregon Unemployment Lawyer	13	Services/office	Sherwood Broadband	27	Services/office	E-Bike Central	41	Retail			
Karta Wines	14	Retail	Honey Rose Boards	28	Other	Railroad Street Antique Mall	42	Retail			

## Businesses in the Old Town Study Area



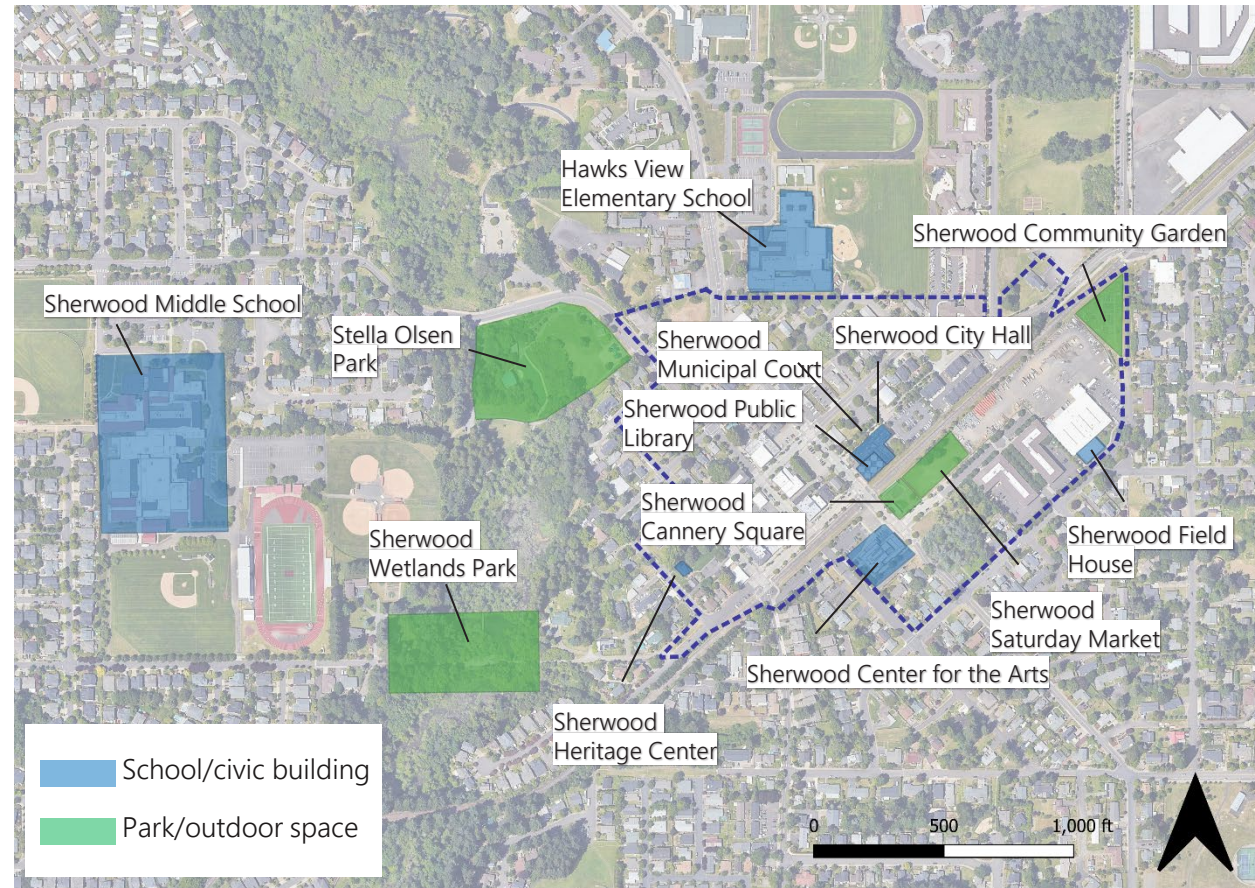
# Local Points of Interest & Civic Spaces

Old Town is situated among several local points of interest and civic spaces. These spaces cater to both recreation, education, and public administration. Outdoor community spaces like the Sherwood Community Garden, Sherwood Saturday Market & Sherwood Cannery Square, and the two parks (Stella Olsen and Wetlands) provide accessible and family-friendly opportunities for recreation. The Sherwood Field House—connected to the public works facility—offers organized soccer leagues and private rentals. The Sherwood Center for the Arts hosts regular classes, art exhibits, and other community events. Sherwood City Hall, Sherwood Public Library, and Sherwood Municipal Court are all located in the same complex.

In addition to these permanent institutions, Old Town also hosts regular community programming, especially in the summer. There are regular farmer’s markets, wine and artisan’s festivals, classic car shows, art walks, and music performances.

This high level of civic activity shows that Old Town already acts as a community hub. Tapping into and leveraging Old Town’s existing activity is one of the keys to restoring Old Town to its roots as the commercial *and* civic heart of the community. This may look like more dining options for Arts Center attendees, or more locally-owned accessory shops in which a visitor could spot a new satchel just in time for the Saturday Market haul. There is opportunity for this type of complementary economic activity in Old Town.

Old Town Local Points of Interest and Civic Spaces



Source: LCG.

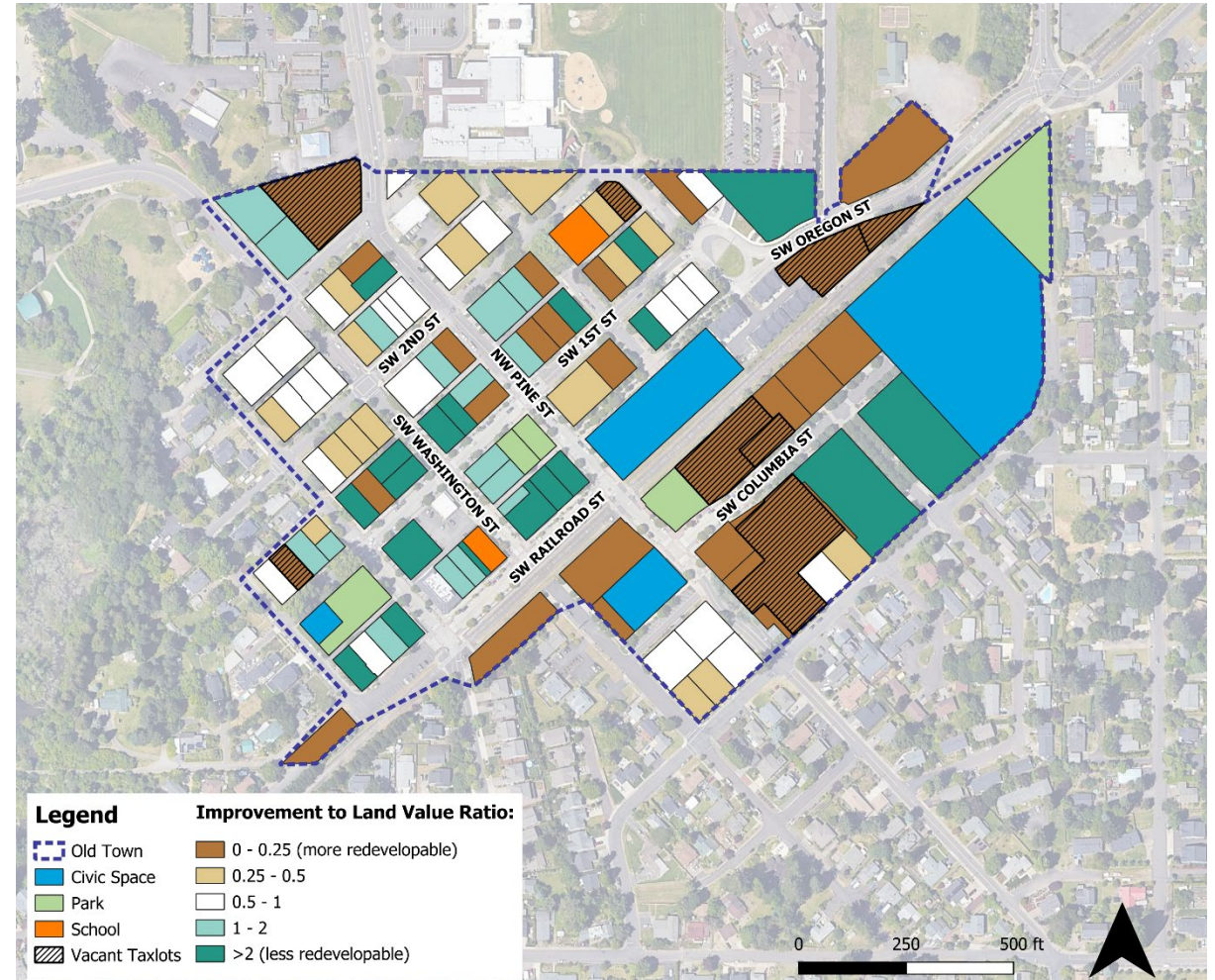
# Underutilized Land

To assess potential development opportunities, LCG analyzed the Improvement to Land Value Ratio (ILV) of parcels in Old Town. ILV is a metric that is used to estimate the development potential of a lot. It is a ratio of the assessed value of improvements to the assessed value of land. An ILV below 1.0 suggests that a site is likely underutilized. **Darker brown parcels indicate higher opportunity sites for future development.**

There are a few key opportunity sites indicated by the ILV map. Most notably, the corridor along SW Columbia Street in the southeast of Old Town has several contiguous parcels with low ILV ratios and vacancy. As shown on the parcel ownership map in the next slide, the contiguous parcels on the north side of SW Columbia Street are also owned by the City of Sherwood. Considered together, a low ILV ratio, vacancy, and municipal ownership are all ingredients for redevelopable land. Even more compelling is that these redevelopable parcels are in the heart of Old Town.

At the opposite end of Old Town at SW 3rd Street, there is also a relatively large, vacant, city-owned parcel. This parcel is zoned for Retail Commercial, and Sherwood’s Project Advisory Committee identified that this intersection needs a greater “sense of arrival.” This parcel is ripe for strategic infill development that could serve as a spot for shopping, gathering, and placemaking at the northern boundary of Old Town.

## Improvement to Land Value Ratio in Old Town



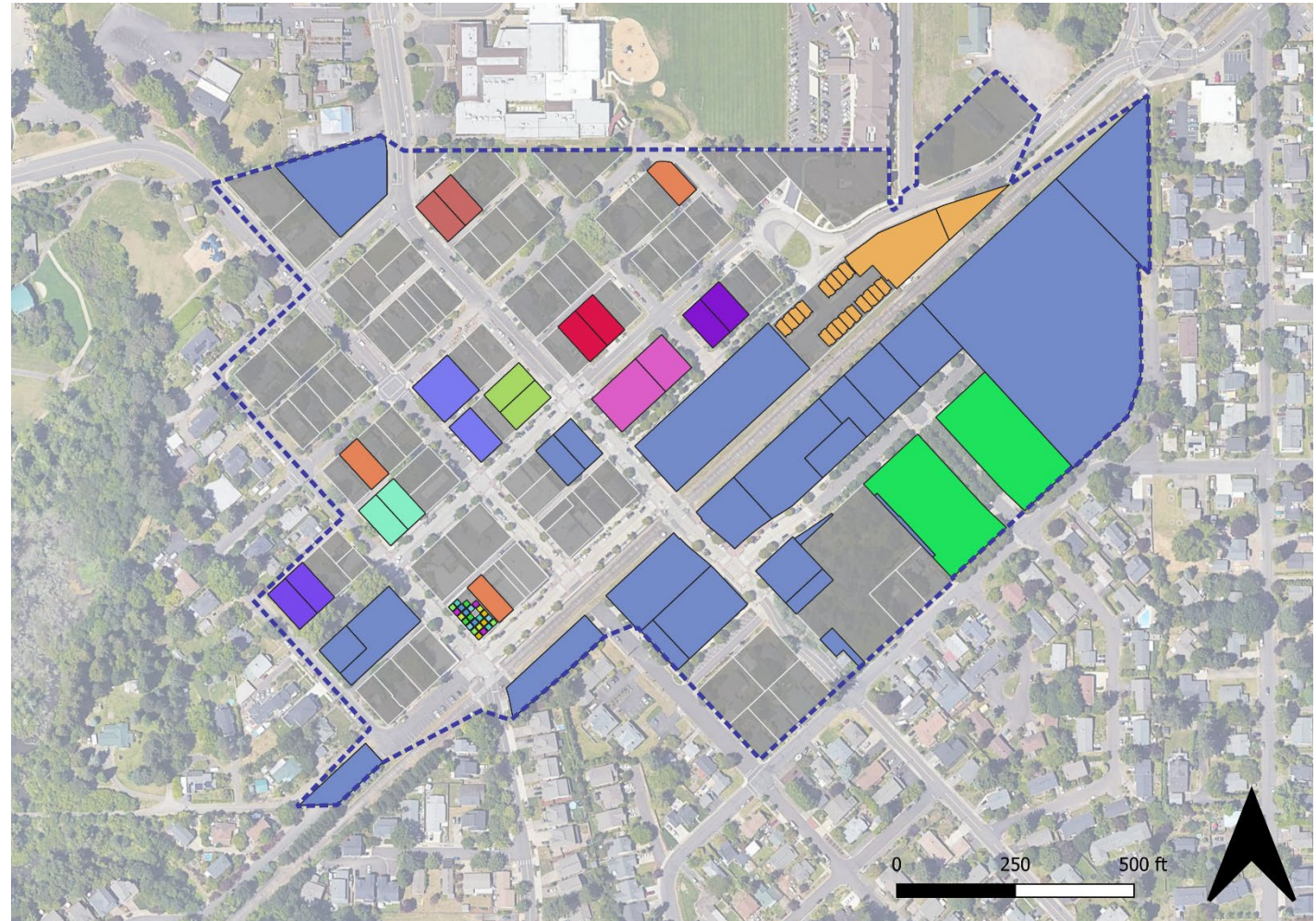
Source: Washington County; LCG.

# Old Town Property Ownership

Multi-parcel Owner	Parcels	AT Acres	Share*
SHERWOOD CITY OF	24	10.93	23.2%
JDR LLC	19	0.56	1.2%
CHILDS JOHN & CAROL REV TRUST	3	0	0.0%
HANSON RICHARD BRIAN	3	0	0.0%
HARBICK CHARLES C & HARBICK PEGGY S	3	0.31	0.7%
HARRISON R BRADLEY	3	0	0.0%
KRAMER JEFFREY M & KRAMER REBECCA L	3	0	0.0%
LEGACY PATRICIA A	3	0	0.0%
STEWART MARK GREGORY & STEWART CHLOE C	3	0	0.0%
VAUGHAN MARGARET	3	0	0.0%
VOELKER GERALD B & VOELKER PATRICIA M	3	0	0.0%
190 WASHINGTON LLC & CACH JOAN L &	2	0.37	0.8%
ARGONNE POST NO.56 OF THE AMERICAN LEGION	2	0.43	0.9%
FRONTIER COMMUNICATIONS NORTHWEST INC	2	0.22	0.5%
MARSHALL JOYCE E	2	0.23	0.5%
OREGON CARE GROUP LLC	2	0.22	0.5%
SHERWOOD URBAN RENEWAL AGENCY CITY OF	2	0.22	0.5%
SIEGFRIED CHRIS	2	0.22	0.5%
SR WATT CANNERY ROW LLC	2	1.79	3.8%
VOXIA COMMUNITY LH LLC	2	0.22	0.5%
<b>Total</b>	<b>88</b>	<b>15.72</b>	<b>33.4%</b>

\*Share of total acreage of parcels which overlap with the boundaries of Old Town.

### Old Town Property Ownership by Parcel, 2024



Source: City of Sherwood Tax Lot Data; LCG

# Old Town Property Ownership

In Old Town, there are 168 parcels owned by 101 registered property owners. **The owners possessing the largest number of parcels are the City of Sherwood (24), who is by far the largest property owner in the Old Town. This presents opportunity for City-led catalytic development through the creative use of their land.** JDR LLC (19) owns the second most parcels, followed by a “long tail” of the other 99 owners each possessing 1 to 3 parcels each.

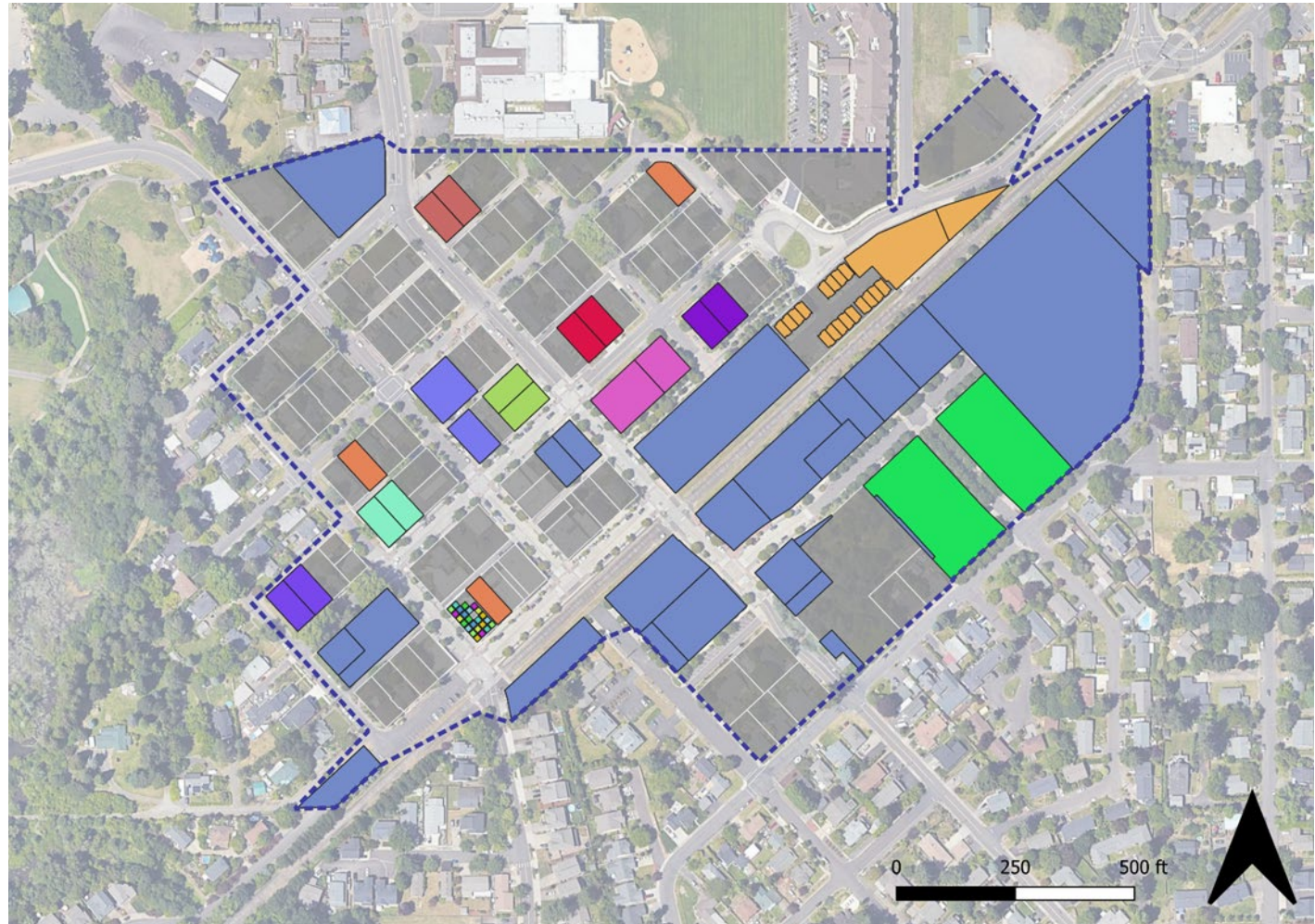
On the other hand, the owners possessing the largest cumulative acreage of parcels are the Sherwood School District (32.4%\*), City of Sherwood (23.2%), and Mountain High Apartments Owner LLC, etc. (10.81%\*).

As the map shows, there are several clusters of property ownership (i.e., one owner possessing multiple parcels in Old Town). The colored parcels are possessed by owners who possess more than one parcel in Old Town. Approximately 15 (32%) of the 47 total acres of Old Town property are distributed across 20 multi-parcel owners. The grey parcels belong to an owner who does not possess any other Old Town parcels.

**Old Town’s property ownership is moderately concentrated.** Using the Herfindahl-Hirschman Index (HHI) of market concentration, we see that acreage ownership slightly more concentrated among fewer owners (HHI = 1,679). Old Town’s total parcel ownership is more fragmented across owners (HHI = 385). According to the DOJ, agencies generally consider markets in which the HHI is between 1,000 and 1,800 points to be moderately concentrated, and markets in which the HHI is greater than 1,800 points to be highly concentrated. (Source: [DOJ](#))

\*These owners have parcels that are partially within the boundaries of Old Town. Therefore, the percentage shares are based on the total acreage of parcels which overlap with the Old Town study area.

Old Town Property Ownership by Parcel, 2024



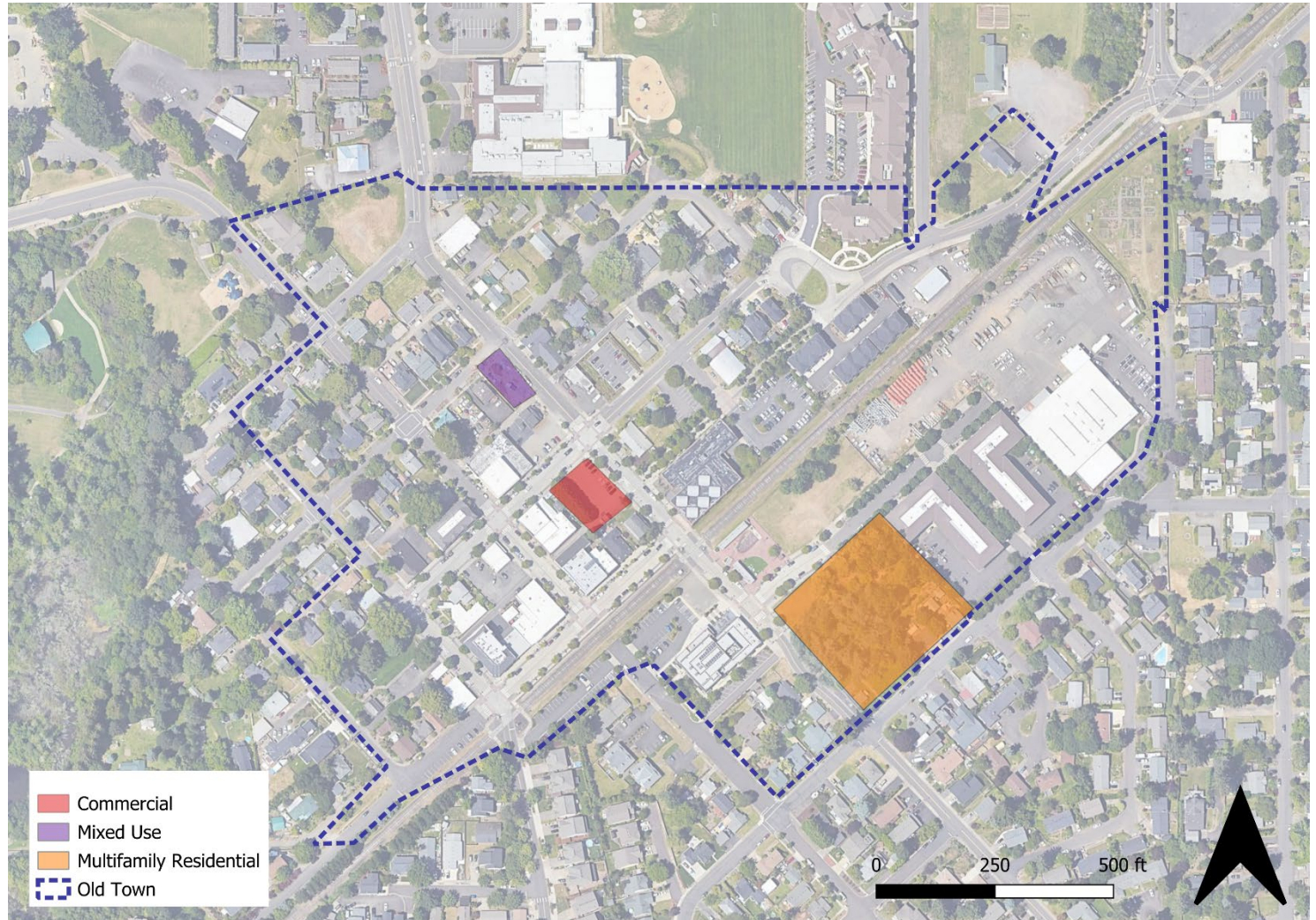
Source: City of Sherwood Tax Lot Data; LCG

# Planned and Recent Development In Old Town

Sherwood is the site of recent and future residential, commercial/industrial, and mixed-use developments. Several of those developments are in Old Town. The following two slides identify seven key developments in Old Town and Sherwood more broadly.

New Old Town developments include a live/work community and a festival plaza. A multifamily development called the Old Town Apartments was permitted in 2022, but construction never began, and the permit has since been closed.

In other parts of Sherwood, the potential expansion of the urban growth boundary westward may pave the way for more residential and commercial development. There is an additional residential development at the southeastern limit of the city, just south of two large, industrial facilities in progress at the eastern limit.



# Planned and Recent Development In Old Town

© 2024  
**Pine Street Live/Work SW Pine Street**



3 stories | 0.11 acres | Completed | Retail, Residential

[Redfin](#)

**Festival Plaza & Parking Lot SW First Street**



Completed | Civic

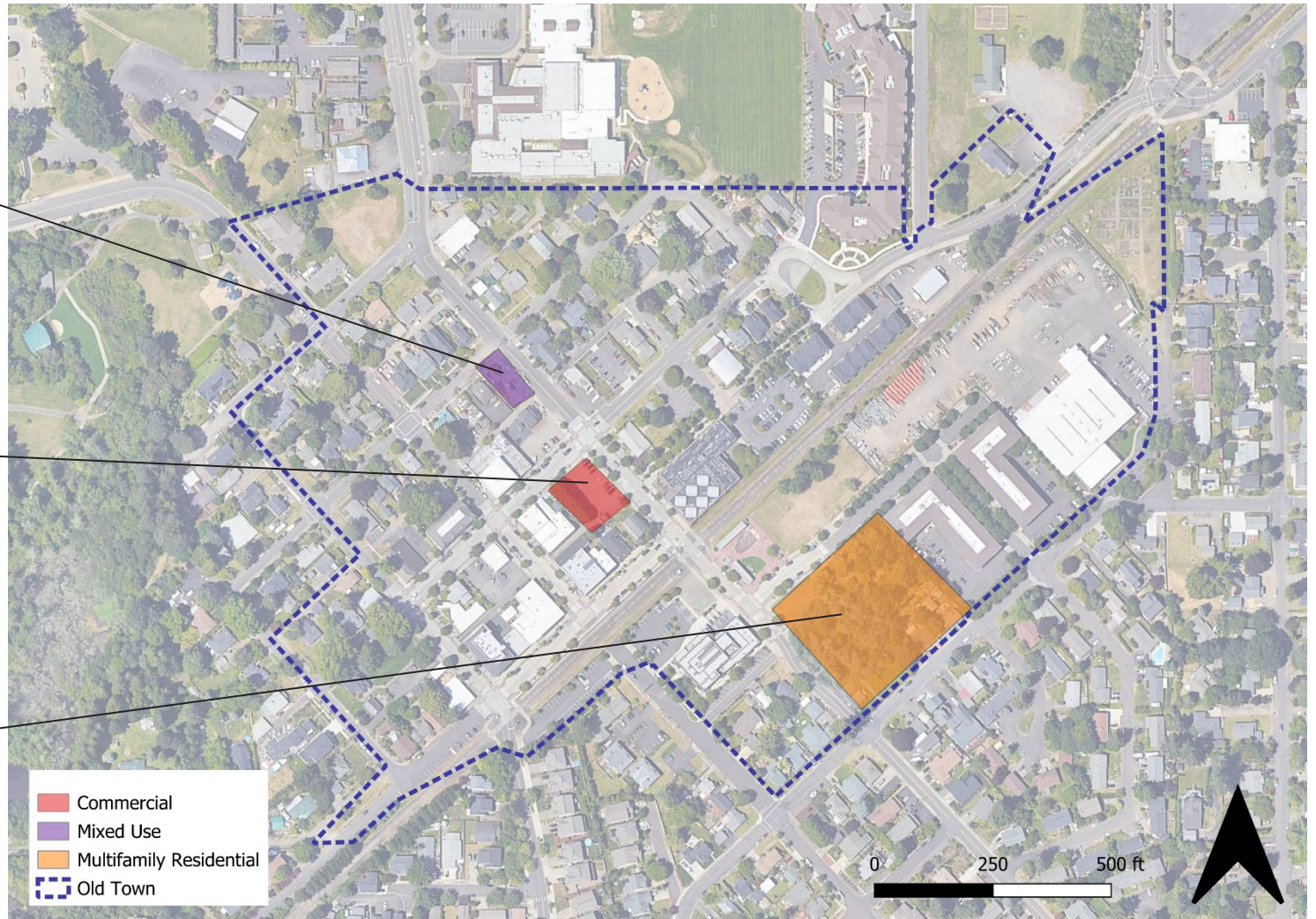
[City of Sherwood](#)

**Old Town Apartments SW Willamette Street**

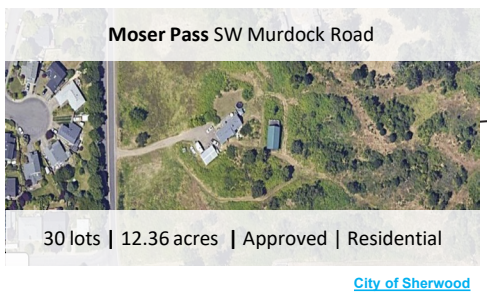
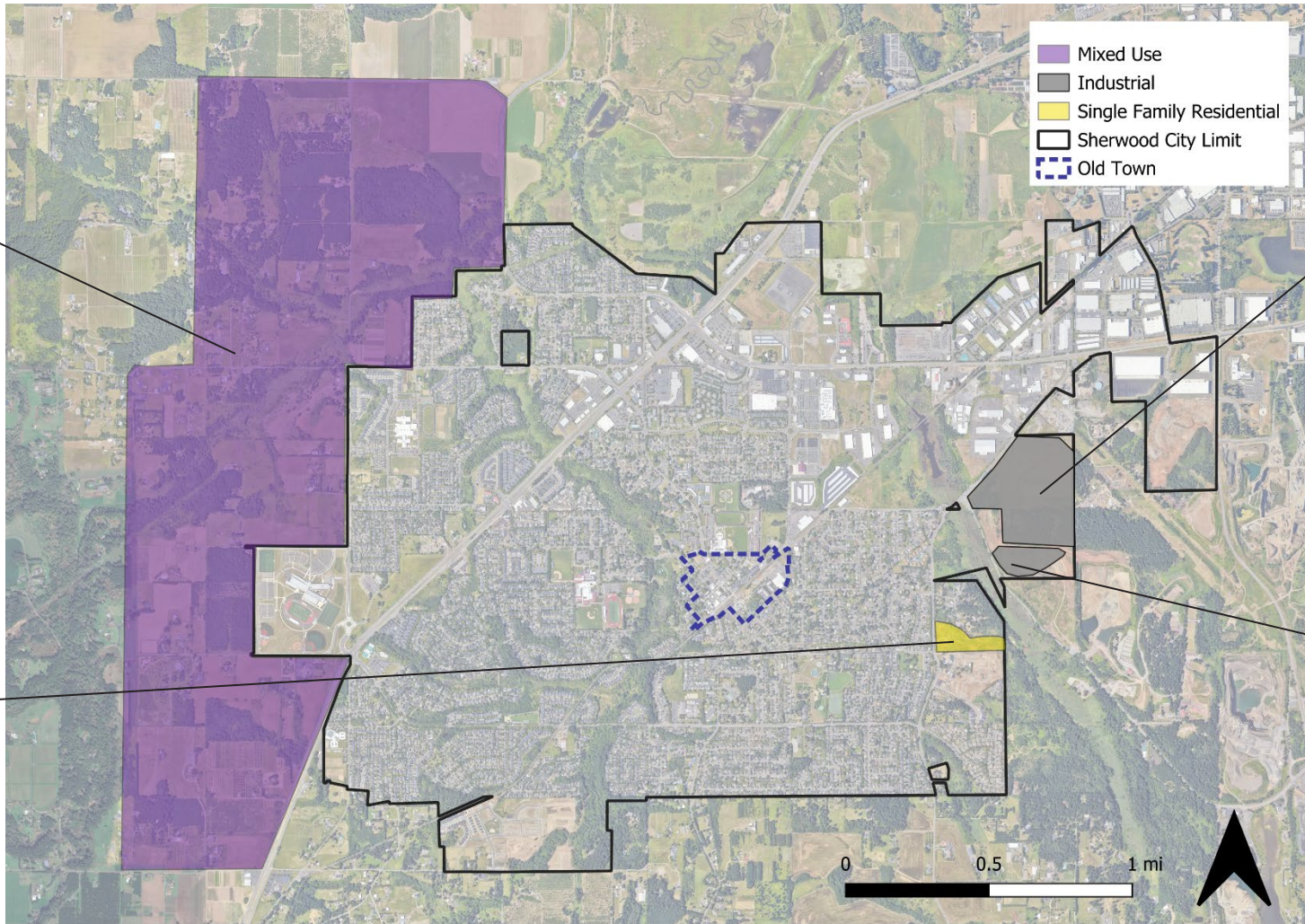
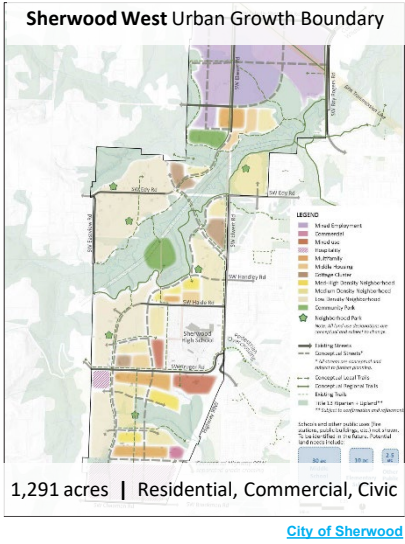


1.14 acres | Closed | Residential

[Capacity Commercial](#)



# Planned Development Near Old Town



# Population & Demographics

## Sherwood is a Fast-Growing City with High Incomes

The demographics of Sherwood are conducive to a thriving Old Town. Three demographic factors stand out as particularly conducive: population, housing tenure (i.e., owner versus renter rates), and income. There is already high spending power and population growth present in the community, and a multifamily rental development in Old Town may draw even more people to the area.

### Population

From 2012 to 2022, Sherwood’s population has grown by about 12 percent – faster than Oregon and roughly in line with the county and Portland metro. There is sustained growth in the community.

### Housing tenure

Only 25 percent of Sherwood residents rent, the lowest share by over 10 percentage points. Paired with the existing growth, there is likely unmet demand for renter households in Sherwood.

### Income

Households in Sherwood earn a median income of almost \$110,000, which is the highest median income among the regional comparison jurisdictions.

### Population & Demographic Comparisons

	Sherwood	Wilsonville	Tualatin	Washington County	Portland MSA	Oregon
<b>Population</b>	20,286	25,992	27,804	599,541	2,505,312	4,229,374
<b>% Change, 2012-2022</b>	12.15%	34.94%	6.50%	12.73%	12.21%	10.24%
<b>Households</b>	6,829	10,614	10,909	230,122	986,857	1,680,800
<b>% Renter</b>	25.85%	49.37%	44.94%	39.09%	37.80%	36.78%
<b>People per Household</b>	2.96	2.33	2.53	2.57	2.5	2.46
<b>Median Household Income</b>	\$109,770	\$83,210	105,542	\$100,121	\$90,451	\$76,632
<b>Median Age</b>	36.4	38.3	37.3	37.5	38.8	39.9
<b>% Bachelors or Higher (25+)</b>	49.16%	46.16%	45.79%	42.53%	41.33%	35.48%
<b>Median Home Value</b>	\$520,500	\$547,800	\$544,500	\$504,300	\$490,400	\$437,900

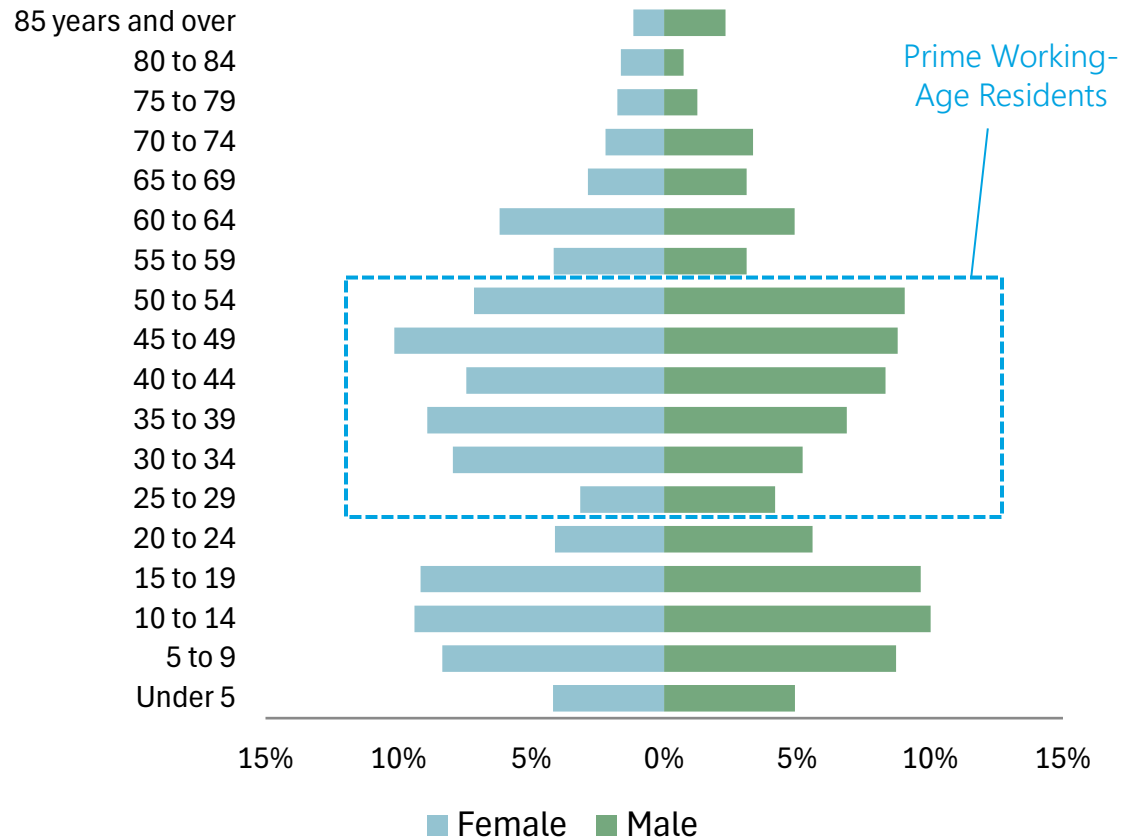
Source: Census ACS 2022 5-Year Estimates

## Prime-Working Ages and Retirees Expected to Increase; Youth to Decrease

Sherwood’s population is slightly younger than that of the region – the median age is about 36, while the Portland metro is 39 and the state of Oregon is 40. Prime working age residents (those between the ages of 25-54) make up 44 percent of the total population. This group is expected to grow by 204 net residents by 2029.

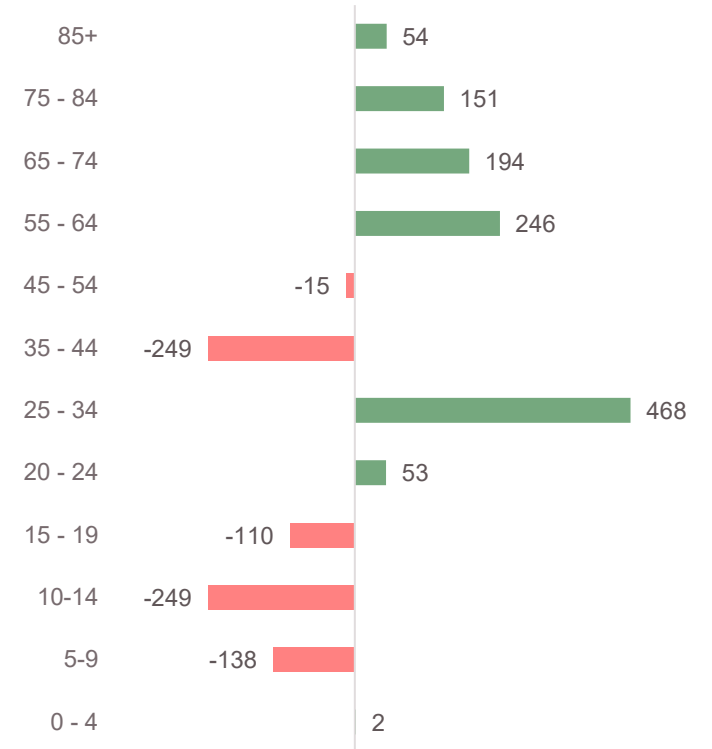
The other demographic projected to increase in Sherwood are residents over 55. Currently, this group makes up about 1 in 5 Sherwood residents and is expected to increase by 645 people in the next five years. On the other hand, youth (younger than 20) is projected to decline by 496 people in the next five years. Youth currently make up a third of Sherwood’s total population.

Population & Demographic Comparisons



Source: US Census via Esri Business Analyst.

Expected Population Change by Age Group, 2024-2029



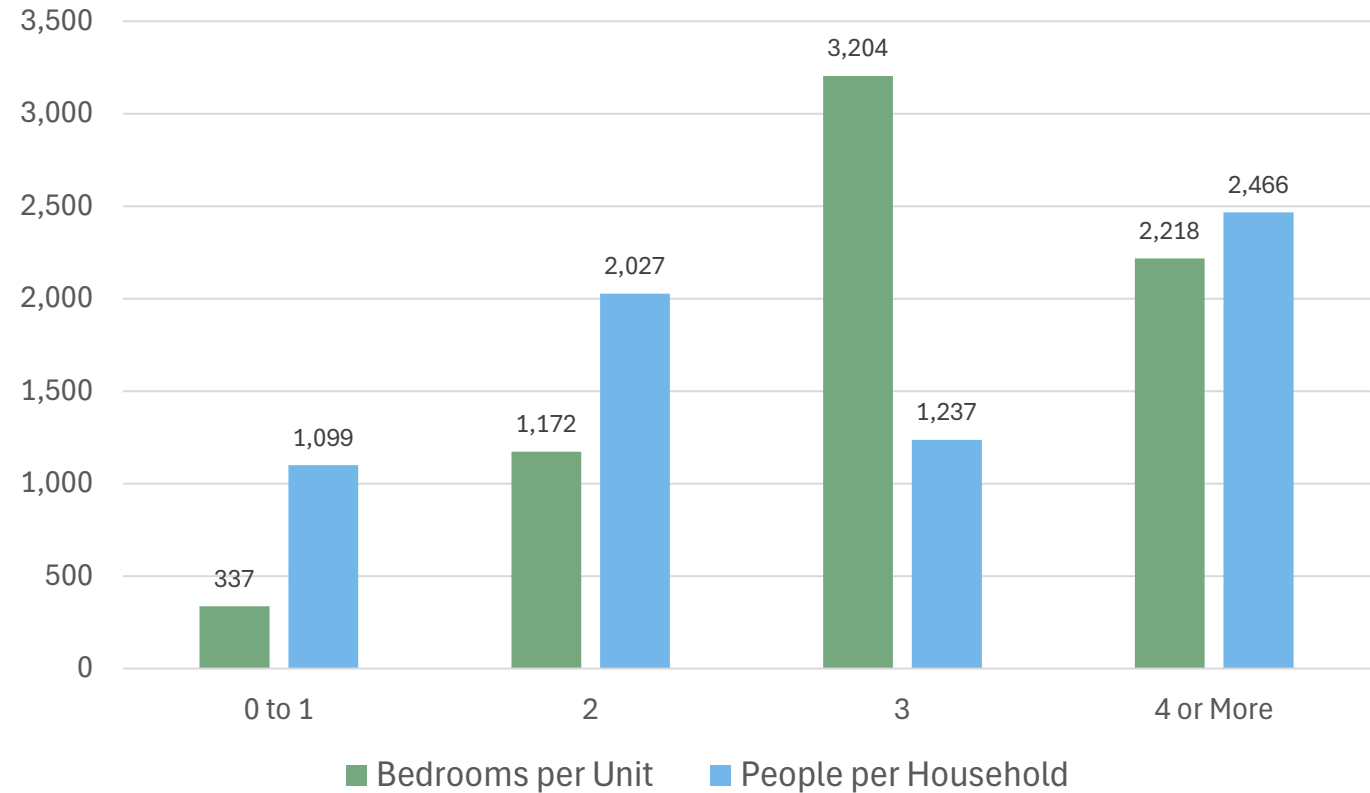
## There May Be Unmet Demand for Smaller Units in Sherwood

In Sherwood, over three quarters (78 percent) of housing units have at least three bedrooms. However, a little over half (54 percent) of households have three or more people. While some households may prefer to have an extra bedroom as flexible space for a guest room, office, or gym, the current housing mix in Sherwood offers few opportunities for households seeking smaller homes.

As the City works to achieve its housing goals over the next ten years, it should focus on adding smaller housing units catering to the 46 percent of households with fewer than three members.

Given Sherwood's existing strong housing demand, it would be reasonable that the market would quickly absorb any additional smaller and cheaper housing supply, especially if this development was focused in Old Town with the anticipation of walkable amenities.

### Bedrooms per Unit and People per Household



Source: US Census Bureau 2022 ACS, Table DP04.

## Sherwood Has More People Per Household Than Region

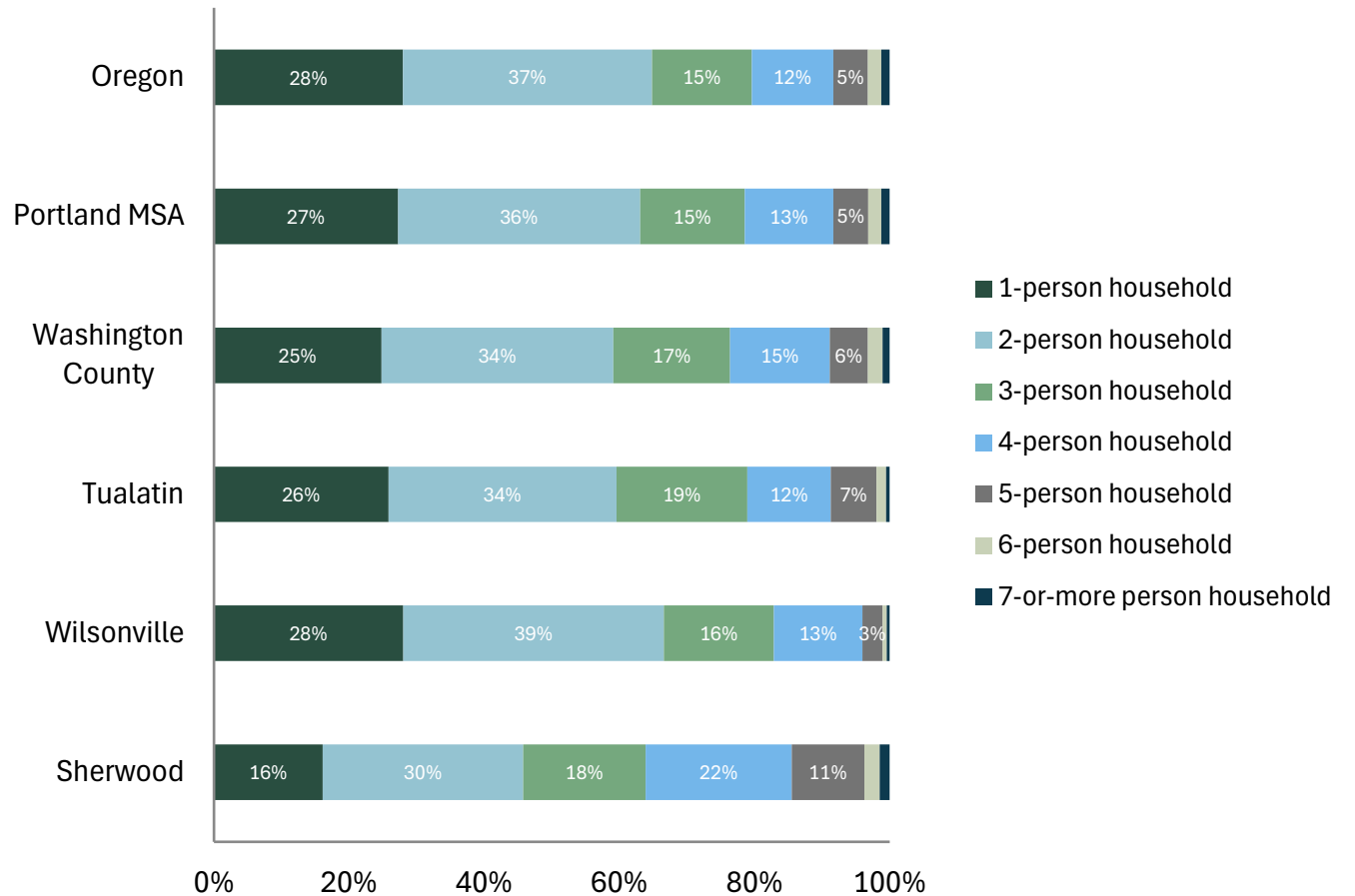
Analyzing housing unit and household sizes may be extended with a regional comparison, which further points to a lack of housing options for smaller households in Sherwood.

Sherwood has a significantly higher share of 4+ person households than the comparison jurisdictions. For instance, the share of 4 or 5-person households in Sherwood (33 percent) is nearly double the share of those households in the state of Oregon (17 percent). These figures are reflected in Sherwood’s average household size of 2.96 being 20 percent larger than Oregon’s average (2.46).

Conversely, Sherwood has a relatively small share of 1 or 2-person households compared to the other jurisdictions. While these smaller households make up 46 percent of Sherwood households, they make up 67 percent of Wilsonville households and 65 percent of Oregon households. Sherwood’s 3-person household share (18 percent) is roughly in line with the comparison jurisdictions.

As the Sherwood population ages, it will be imperative for the city to offer smaller housing units that better suit elderly households and empty-nesters.

Share of Households by Number of Residents

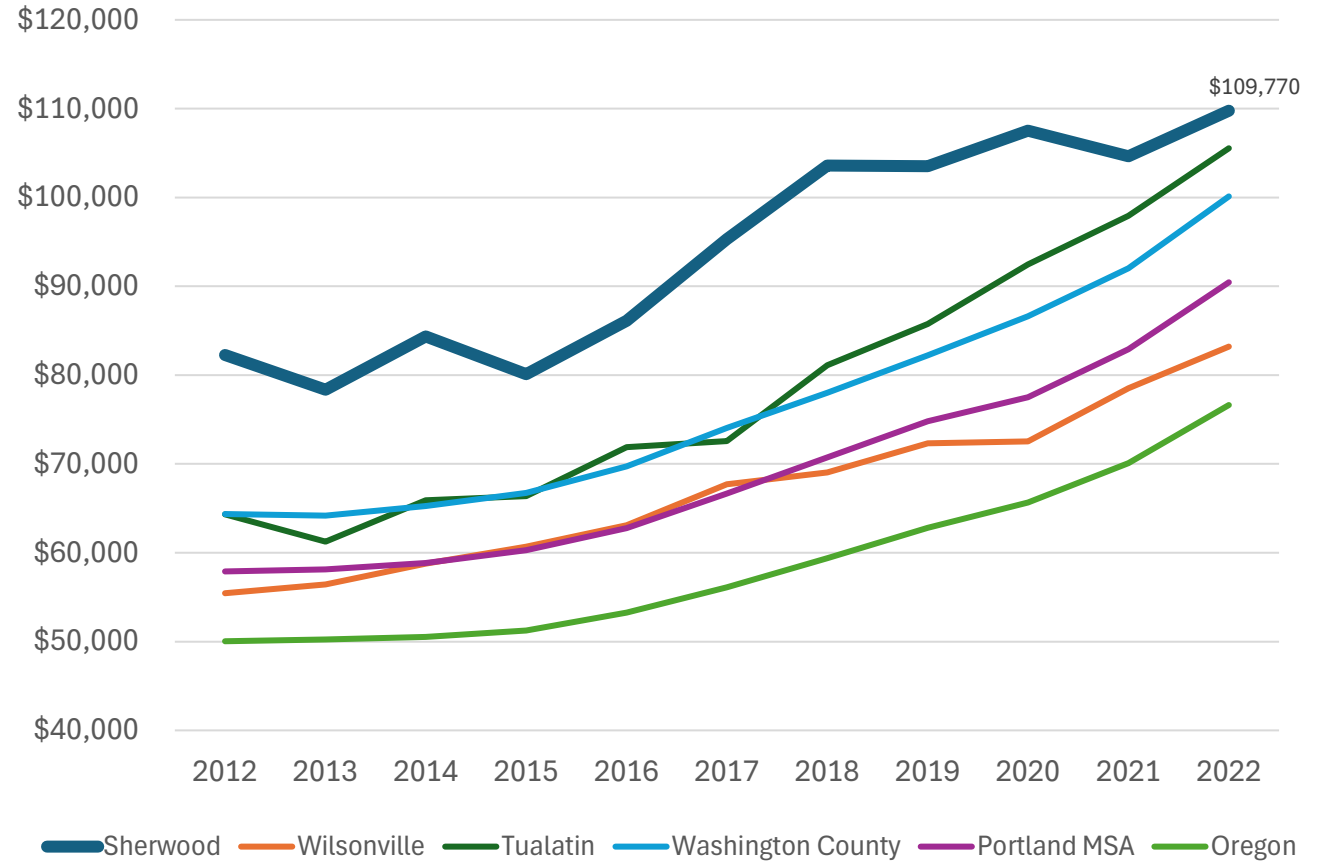


Source: US Census Bureau 2022 5-Year ACS, Table B11016.

## Sherwood Household Incomes Highest, but Growing Slower than Region

Sherwood has had a median household income above the regional median for the past decade. Between 2012 and 2022, the median household income in Sherwood increased from \$82,257 in 2012 to \$109,770 in 2022. Over the same period, the median household income in the Portland Metro Area rose from \$57,896 in 2012 to \$90,451 in 2022. Though Sherwood’s incomes have been higher in terms of dollar value, the rate of change has been slower in Sherwood. From 2012 to 2022, Sherwood incomes rose by 33 percent, while the Portland metro’s incomes rose by 56 percent. Moreover, Tualatin’s median household income has increasingly closed the gap with Sherwood’s after lagging for the past ten years.

Median Household Income, 2012-2022

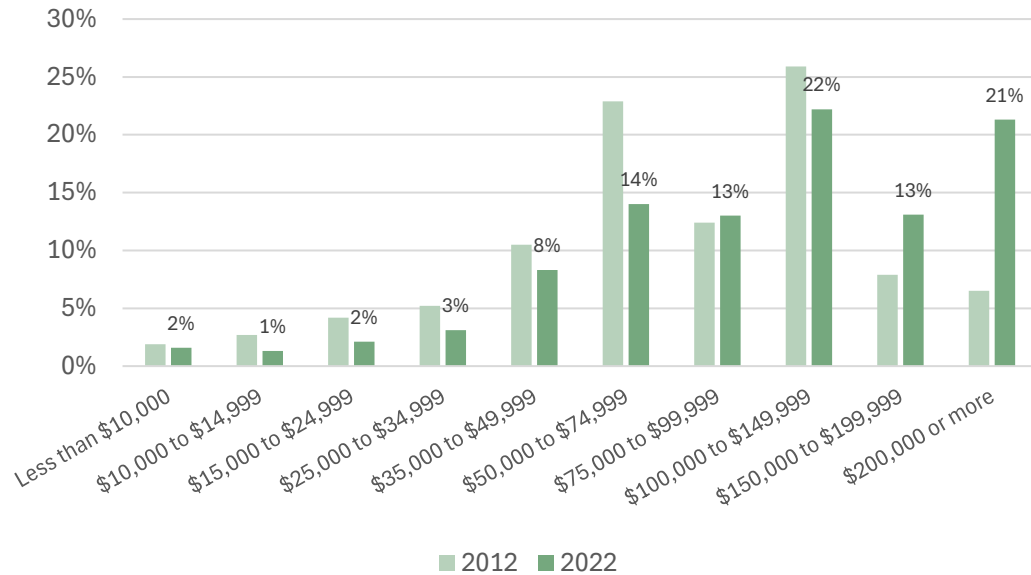


Source: US Census Bureau 5-Year ACS, Table S1901.

## Sherwood Household Incomes Outpace Portland's

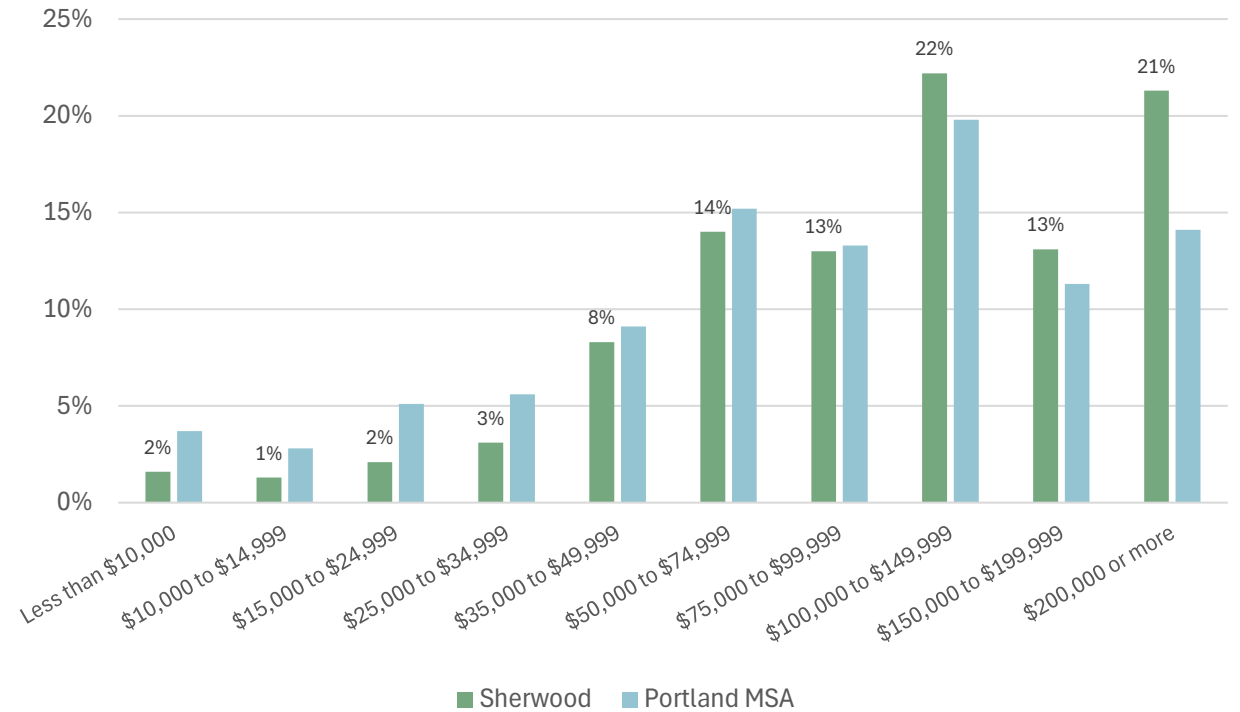
As of 2022, 83 percent of households in Sherwood made more than \$50,000 per year, compared with 73 percent in the Portland Metro Area. Sherwood also has a higher share of households in each income bracket above \$100,000, and a third more households than Portland in the \$200,000 or more bracket.

**Income Distribution among Sherwood Households, 2012 vs. 2022**



Source: US Census Bureau 5-Year ACS, Table S1901.

**Household Income Distribution, Sherwood and the Portland Metro Area (2022)**



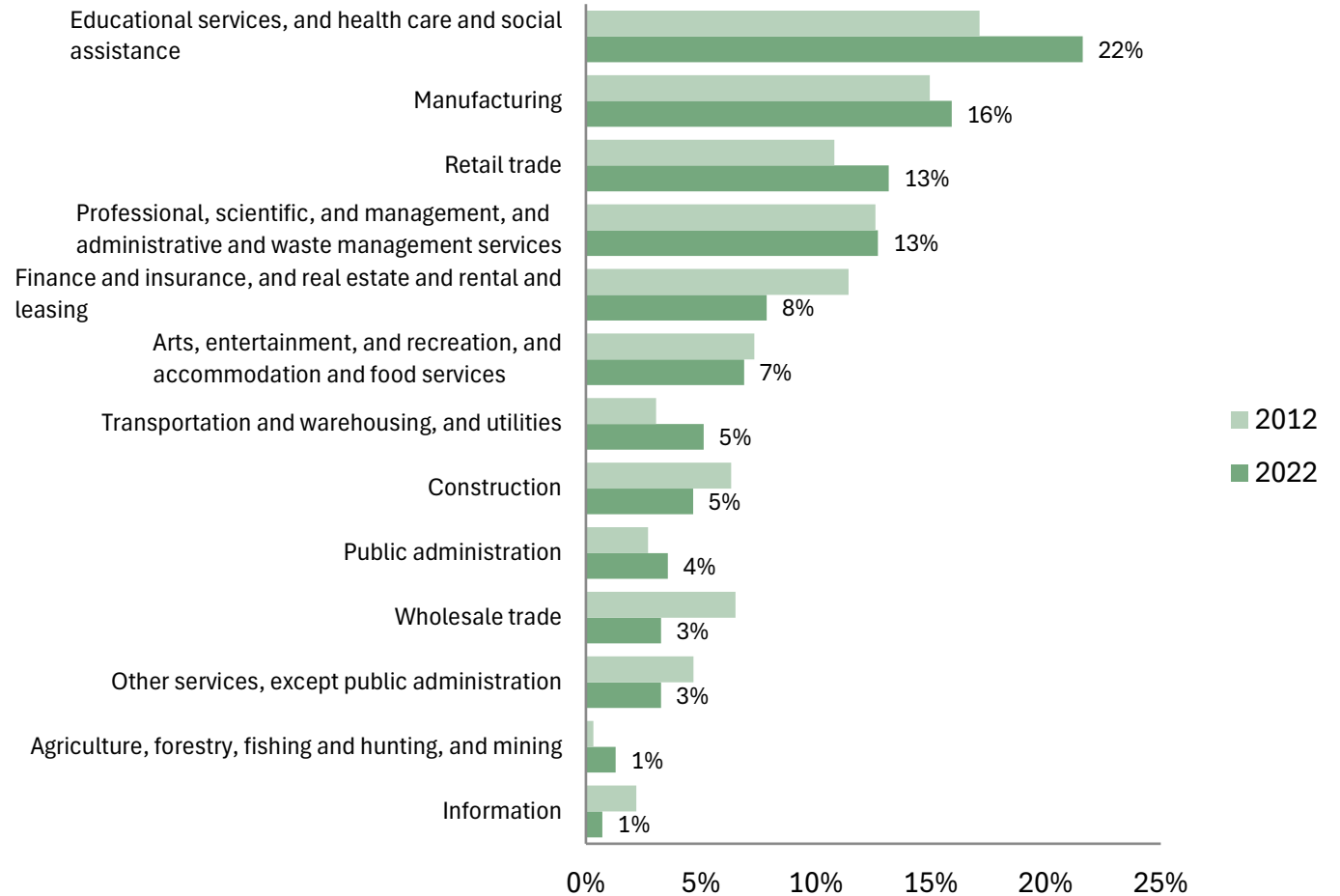
Source: US Census Bureau 2022 5-Year ACS, Table S1901.

## Sherwood employment led by education/healthcare, manufacturing, and retail trade

In 2022, Sherwood’s leading employment sector was educational services & health care, followed by manufacturing and retail trade. The city’s least prevalent employment sector was information, followed by agriculture and other services except public administration.

Between 2012 and 2022, Sherwood saw growth in about half of its employment sectors; the fastest-growing sectors were agriculture, transportation & warehousing, and educational services & health care. Sherwood’s largest declines were in finance & insurance, construction, information, and wholesale trade.

Sherwood Employment Growth by Sector (2012 vs. 2022)



Source: US Census Bureau 5-Year ACS, Table S1901.

Source: US Census Bureau 2022 5-Year ACS, Table S1901.



# Local Market Context

# Old Town Retail Market

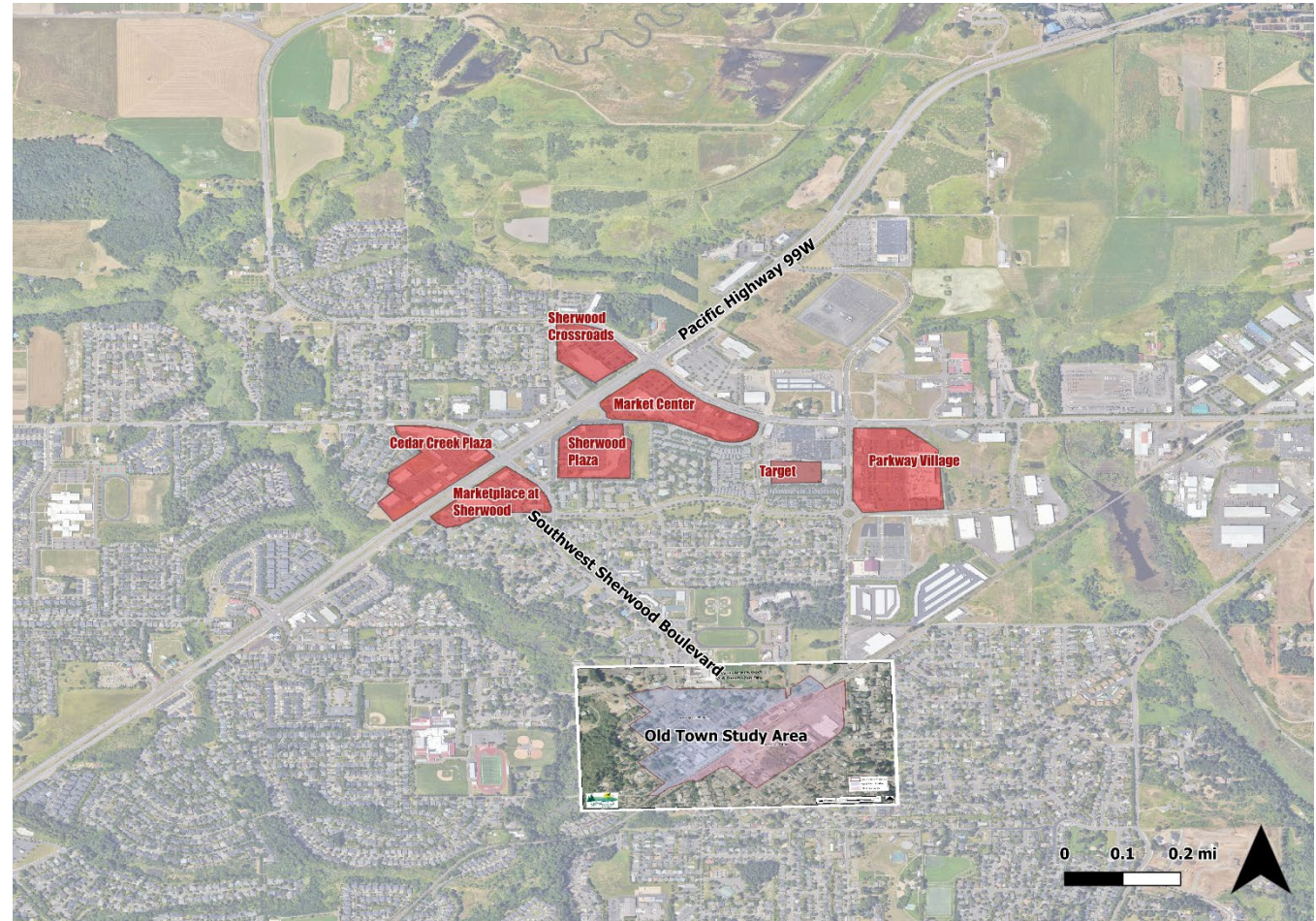
## Old Town Needs to Differentiate from Nearby Retail Centers

While the “existing businesses” slide captures Old Town’s current commercial profile – primarily consisting of retail, professional services, and restaurants – this section of the report includes an analysis of nearby retail sites.

To the north of Old Town there is a cluster of traditional retail shopping centers along Pacific Highway 99W. Although proximity can be a benefit in retail, these shopping centers are designed to be accessible by car and are not within walking distance of Old Town. Indeed, these suburban-style shopping centers serve a purely utilitarian purpose compared to Old Town, which has the potential to be a thriving hub of local businesses and character.

Included in the Pacific Highway retail cluster are the following destinations: Sherwood Crossroads, Cedar Creek Plaza, Sherwood Plaza, Market Center, Marketplace at Sherwood, Parkway Village, and a Target store.

### Shopping Centers Near Old Town



Source: LCG.

## Old Town Needs to Differentiate from Nearby Retail Centers

In addition to the existing retail in Sherwood, there are three sites of ongoing retail development. These sites are located around the existing Pacific Highway retail cluster.

### 16000 SW Tualatin Sherwood Road

Type: Freestanding retail

GLA: 4,000 SF

Construction start : March 2025

### 15995 SW Tualatin Sherwood Road

Type: Freestanding retail

GLA: 100,000 SF

Construction start: September 2025

### 21305 SW Pacific Parkway

Type: Storefront retail (strip center)

GLA: 13,300 SF

Construction start: April 2025

### Upcoming Shopping Centers Near Old Town

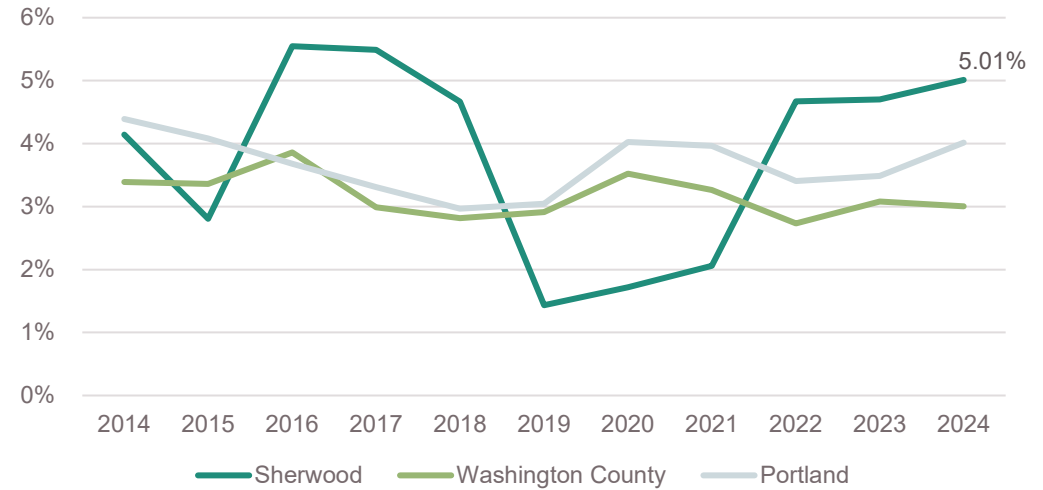


## Sherwood Retail Vacancy and Asking Rent Higher than Region

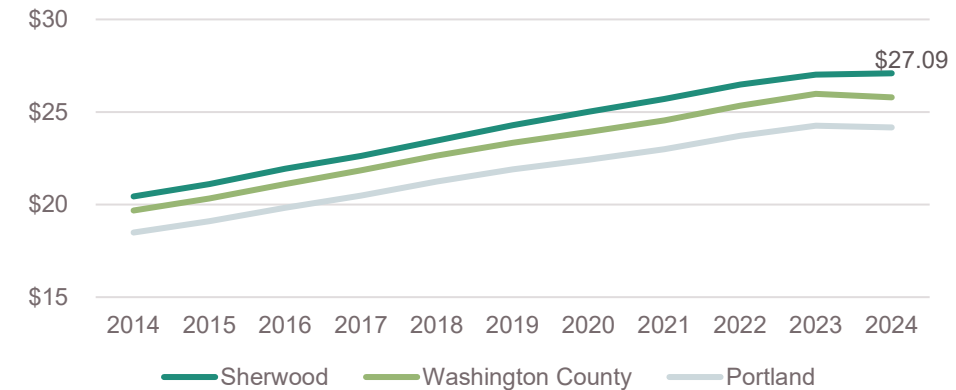
Despite local retail development, Sherwood has a higher retail vacancy rate (5 percent) than Washington County (3 percent) and Portland (4 percent). According to CoStar data, the variability of Sherwood’s retail vacancy in the past ten years has also been larger than the other two geographies in the same time frame. At the same time, retail rents are still higher than the regional averages. Considering that a 5 percent vacancy rate is still roughly in line with U.S. national average, this data indicates that Sherwood has a healthy and competitive retail market, where space commands higher rents than the region at large.

Nationwide, retail trends have been shifting away from traditional centers toward walkable retail nodes featuring businesses and placemaking that offer a unique experience. The most successful retail centers now offer a variety of shops and services, all-day vibrancy, and places designed for visitors to stop and linger. Combining retail with other uses such as housing, office, hospitality, or civic space can help support local businesses in these centers. In addition, the inclusion of smaller or shared retail or restaurant spaces can help to support local entrepreneurs who are testing new business ideas.

Retail Vacancy Rate, 2014-2024



Retail Asking Rent per Square Foot, 2014-2024



Source: CoStar.

# Multifamily & Hospitality Trends

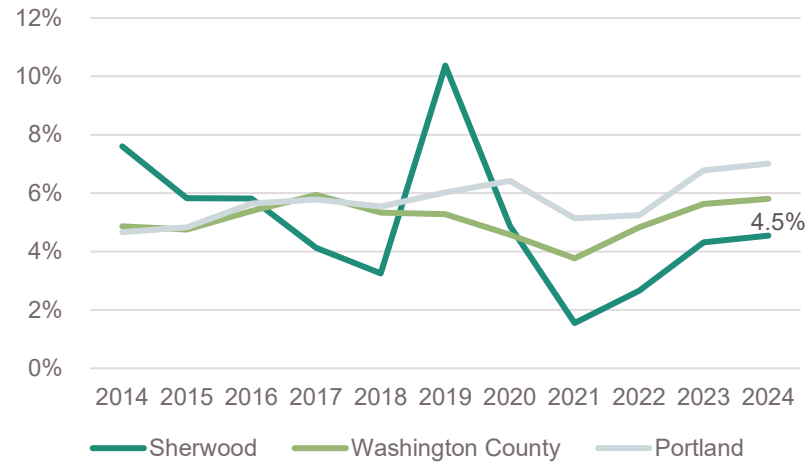
## Multifamily Vacancy and Rents Suggest In-Demand Market

Sherwood’s multifamily vacancy rate saw a temporary increase in 2019, likely due to the completion of two new multifamily developments (Oregon Street Townhomes and Ackerly). The citywide vacancy rate stabilized after that property leased up. Prior to 2019, the multifamily vacancy rate in Sherwood had been declining from about 8 percent to below 4 percent, which is below the 5 percent benchmark for a healthy market.

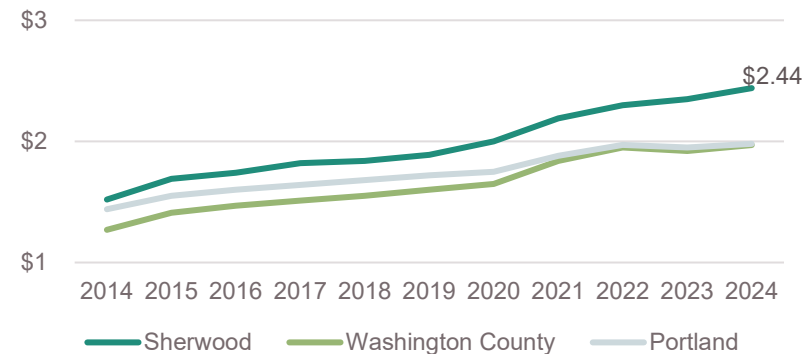
In terms of how Sherwood’s multifamily vacancy compares to Washington County and Portland, Sherwood has had higher vacancy rate variability. This pattern is similar to its retail vacancy variability. While the county and Portland have had relatively stable vacancy rates over the past ten years, Sherwood’s vacancy rate has fluctuated. Still, Sherwood’s 2024 vacancy rate is about 4.5 percent, slightly lower than the county and Portland’s vacancies.

Furthermore, multifamily asking rents per square foot in Sherwood have consistently been higher than in the county and Portland. In 2024, the average asking rent per square foot in Sherwood was \$2.44, almost twenty-five percent higher than the county and Portland (\$2). Together, these two data suggest that Sherwood’s multifamily market is more competitive than the county and Portland’s markets, as property owners can charge tenants higher rent for fewer vacant spaces.

### Multifamily Vacancy Rate, 2014-2024



### Multifamily Asking Rent per Square Foot, 2014-2024



Source: CoStar.

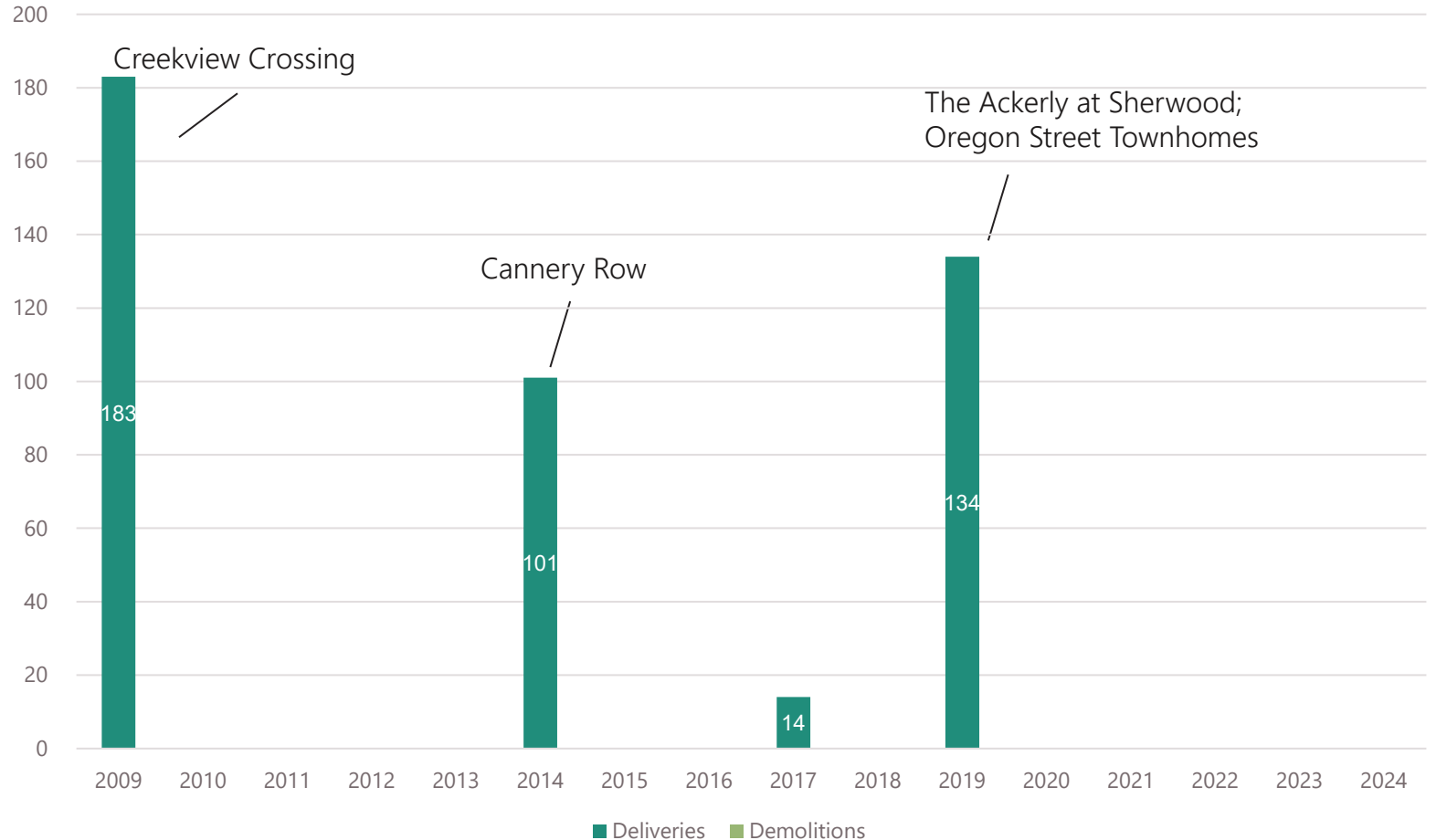
## Sherwood Has Added 100+ Unit Development Every 5 Years

Sherwood added 433 multifamily housing units between 2009-2024. The largest properties built over that period were Creekview Crossing, The Ackerly, and Cannery Row. These developments consisted of over 100 units, were separated by about 5 years each.

The Ackerly is one of the most recent multifamily developments in Sherwood. Built in 2019, the 109-unit assisted-living facility is located across Pacific Highway from Old Town. The monthly rent per unit is \$5,483.

There are no known large apartment projects in the project pipeline at time of writing (December 2024).

### Multifamily Deliveries & Demolitions in Sherwood (Units)



Source: CoStar.

## Recent Large Multifamily Developments in Sherwood



### Cannery Row

22550 SW Highland Dr

Units: 101	Year Built: 2014
Rent / Unit: \$2,004	Rent / SF: \$2.40
Affordability: Market	Density: 56 units/acre



### Oregon Street Townhomes

15790 SW Oregon St

Units: 25	Year Built: 2019
Rent / Unit: \$2,070	Rent / SF: --
Affordability: Market	Density: 21 units/acre



### The Ackerly at Sherwood

16872 SW Edy Rd

Units: 109	Year Built: 2019
Rent / Unit: \$5,483*	Rent / SF: \$7.83*
Affordability: Market	
*Senior living facility rents incorporate services and other living expenses	
Density: 27 units/acre	

# Recent Urban-Style Washington County Housing Development



**Savanna at Reed's Crossing**  
 3405 SE Reed Drive  
 Hillsboro, OR

Units: 301                      Year Built: 2024  
 Rent / Unit: \$2,444          Rent / SF: \$2.44  
 Affordability: Market      Density: 59 units/acre



**Merrill Gardens at Hillsboro**  
 146 NE 4<sup>th</sup> Avenue  
 Hillsboro, OR

Units: 141                      Year Built: 2024  
 Rent / Unit: \$4,787\*          Rent / SF: \$7.49\*  
 Affordability: Market      Density: 168 units/acre  
 \*Senior living facility rents incorporate services and other living expenses



**The Steward**  
 7007 SW Hampton Street  
 Tigard, OR

Units: 55                      Year Built: 2024  
 Rent / Unit: \$2,343          Rent / SF: \$2.89  
 Affordability: Market      Density: 114 units/acre

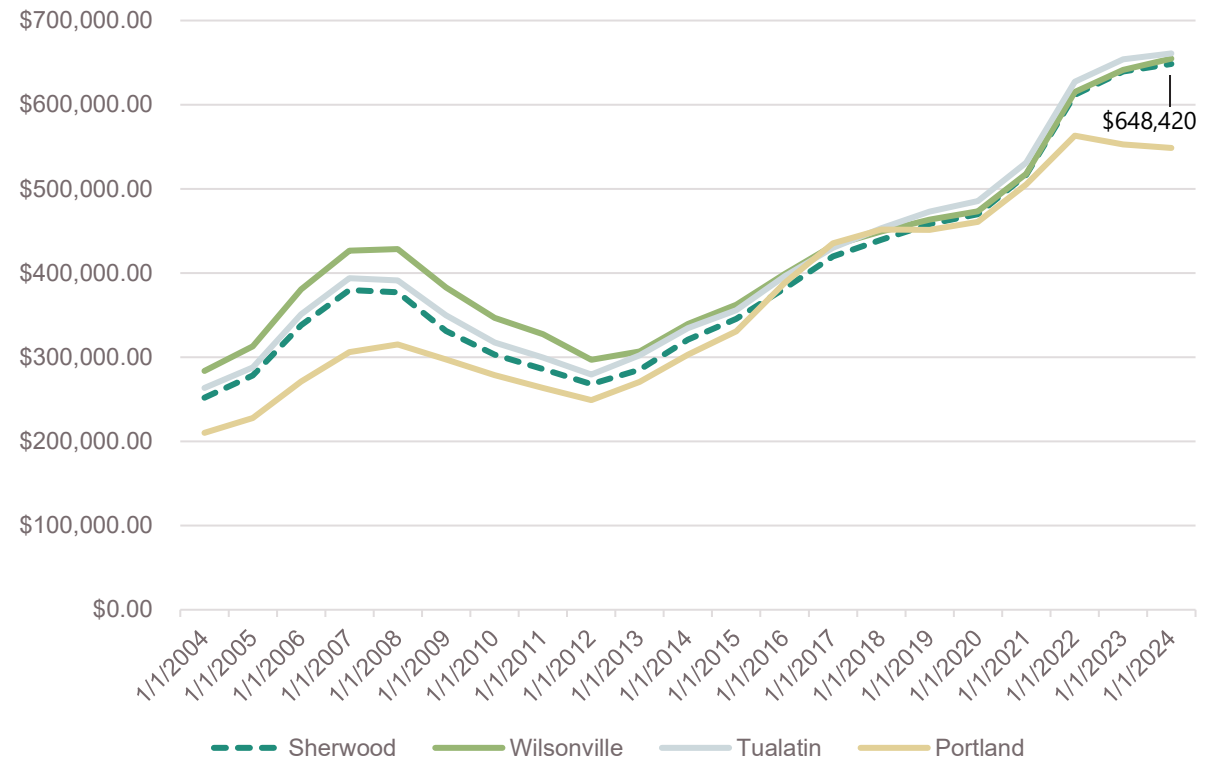
## Single Family Home Values

The Zillow Home Value Index (ZHVI) reflects the typical value of homes in the 35th to 65th percentile range. Based on the ZHVI, the typical home value in Sherwood is \$648,420. This figure is higher than the typical home value in the city of Portland, but commensurate with home values in Wilsonville and Tualatin.

Over the past 20 years, the typical home value in Sherwood has grown by 157 percent. In January 2004, the typical home price was just over \$250,000. Over the same period, Wilsonville home values grew by 131 percent, and Tualatin home values grew by 151 percent. Portland saw the greatest increase of 161 percent. Values surged across the board from 2020 to 2022, and have since experienced slower growth.

The high home values and strong growth in Sherwood reflect the regional (and national) housing shortage stemming from strong population growth and homebuilding that has not kept pace with demand.

### Typical Home Value, Sherwood & Neighboring Cities, 2004-2024



Source: Zillow Home Value Index (ZHVI).

# Sherwood Has One Hotel, Another On The Way

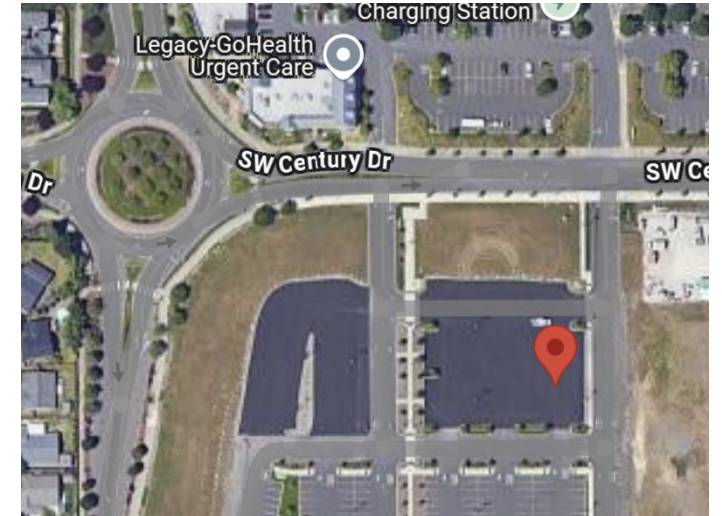
Sherwood currently has one hotel (Hampton Inn), located northwest of Old Town within driving distance. A new hotel has received land use approval (SpringHill Suites), and will be located slightly closer to Old Town, an approximate 15-minute walk.

Future accommodation in or around Old Town should focus on a boutique hotel or bed and breakfast style, in line with the city's vision for Old Town as an inherently local experience.



**Hampton Inn Sherwood Portland**  
 22000 SW Meinecke Parkway  
 Sherwood, OR

Rooms: 73	Year Built: 2020
Rate / Night: \$124	Meeting space: 920 SF
Affordability: Upper Midscale	GBA: 56,794 SF



**SpringHill Suites by Marriott Sherwood**  
 14958 SW Tualatin Sherwood Rd  
 Sherwood, OR

Rooms: 100	Year Built: 2026 (est.)
Rate / Night: --	Meeting space: --
Affordability: Upscale	GBA: 75,000 SF



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Strategic Advisors to Public and Private Development

## MEMORANDUM



Date: January 8, 2026  
Recipient: Jason Graf, ASLA | First Forty Feet  
From: Ben Austin, PE | HHPR  
Subject: **Sherwood Old Town Strategic Plan | Infrastructure Opportunities and Constraints Analysis**

---

The Sherwood Old Town Strategic Plan aims to revitalize Old Town as the traditional heart of the community. The plan will include actionable steps to be implemented over the next five years, promoting growth and vibrancy in the district. The purpose of this memorandum is to document opportunities and constraints with the infrastructure in Old Town Sherwood to support the proposed strategic plan.

### UTILITIES

#### Sanitary Sewer

The 2016 Sanitary Sewer Master Plan identifies three downtown sewer condition projects (projects 8, 11, and 22) to repair or replace aging infrastructure. The Old Town area falls on the divide of the Cedar Creek basin and the Rock Creek basin, with the majority of Old Town in the Cedar Creek basin and the Langer Farms Parkway/Oregon Street intersection in the Rock Creek basin. No sanitary sewer capacity deficiencies were identified.

Sanitary sewer in SW Columbia Street was previously extended to the northeast property line of the cannery site and is approximately 7 feet deep. This is sufficient to provide sewer service to future development on the public works site.

Engineering staff have noted maintenance issues in the downstream system, but the sewer system is sufficient to support growth within the district. However, we recommend that the upcoming sewer master plan incorporate potential increased development within Old Town.

#### 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 does not identify any condition improvements needed in the Old Town area. The Master Plan does identify improvements to the 2<sup>nd</sup> Street and Park Street

regional stormwater facility, which provides management for much of the Old Town Sherwood stormwater.

The following is an overview of the stormwater management in the area. The Old Town/Cannery stormwater falls into four basins.

- **2<sup>nd</sup> Street and Park Street Regional Facility.** This is a large regional facility that provides management for the majority of Old Town that is zoned retail commercial. Residential-zoned properties are anticipated to be managed on-site if redeveloped.
- **Villa Road Mechanical.** This facility provides treatment for runoff in the vicinity of the Railroad Street and Main Street intersection.
- **Columbia Street Stormwater Facility.** This facility provides stormwater management for the area south of the railroad tracks including the Cannery and public work site.

See attached Exhibits A and B for overview maps of these stormwater basins.

Conveyance of stormwater from development of the public works site can largely be completed by extending the existing storm main in SW Columbia Street, which has been extended to the property line.

Depending on the location of development, stormwater facilities may need to be incorporated into development. These facilities are preferable low-impact development stormwater facilities that fit the context and character of the development. The stormwater conveyance system is sufficient to support growth within the district.

#### **Franchise Utilities (Power, Communications, Gas)**

The City of Sherwood requires development that is completing frontage improvements to install utilities underground. Much of Old Town and the Cannery have had streetscape improvements and already have utilities underground. The remaining underground utilities are the result of individual developments.

Utility undergrounding is most efficient in large segments, as additional poles are often required where the utilities convert from underground to overhead. This can result in both significant cost and additional utility clutter when developing single frontages. Depending on the location of development, utility undergrounding may need to be completed.

## **TRANSPORTATION INFRASTRUCTURE**

### **Downtown Streetscape**

The City of Sherwood completed streetscape improvements to Old Town and the Cannery between 2006 and 2013. These improvements implemented parts of the Downtown Sherwood Streetscape Master Plan that was completed in 2003. The Master Plan envisioned



additional phases of streetscape throughout Old Town that have not yet been implemented. See attached Exhibit C. Depending on the location of development, street improvements, including streetscape, may need to be constructed.

### **Sherwood Cannery**

The Sherwood Cannery Planned Unit Development (PUD) was completed in 2011. These improvements constructed the road network and utilities within the Cannery area for development of the adjacent parcels. As part of these improvements, SW Columbia Street was extended to the northeastern property line of the Cannery, abutting the City of Sherwood public works site for future extension. The extension of SW Columbia Street is anticipated to use a similar roadway section, including stormwater planters.

### **Oregon Street Intersection**

The Oregon Street and Langer Farms Parkway intersection was constructed in 2011 as part of the extension of Langer Farms Parkway between Oregon Street and Tualatin-Sherwood Road. The intersection is complicated by the Portland and Western Railroad line that crosses through the intersection.

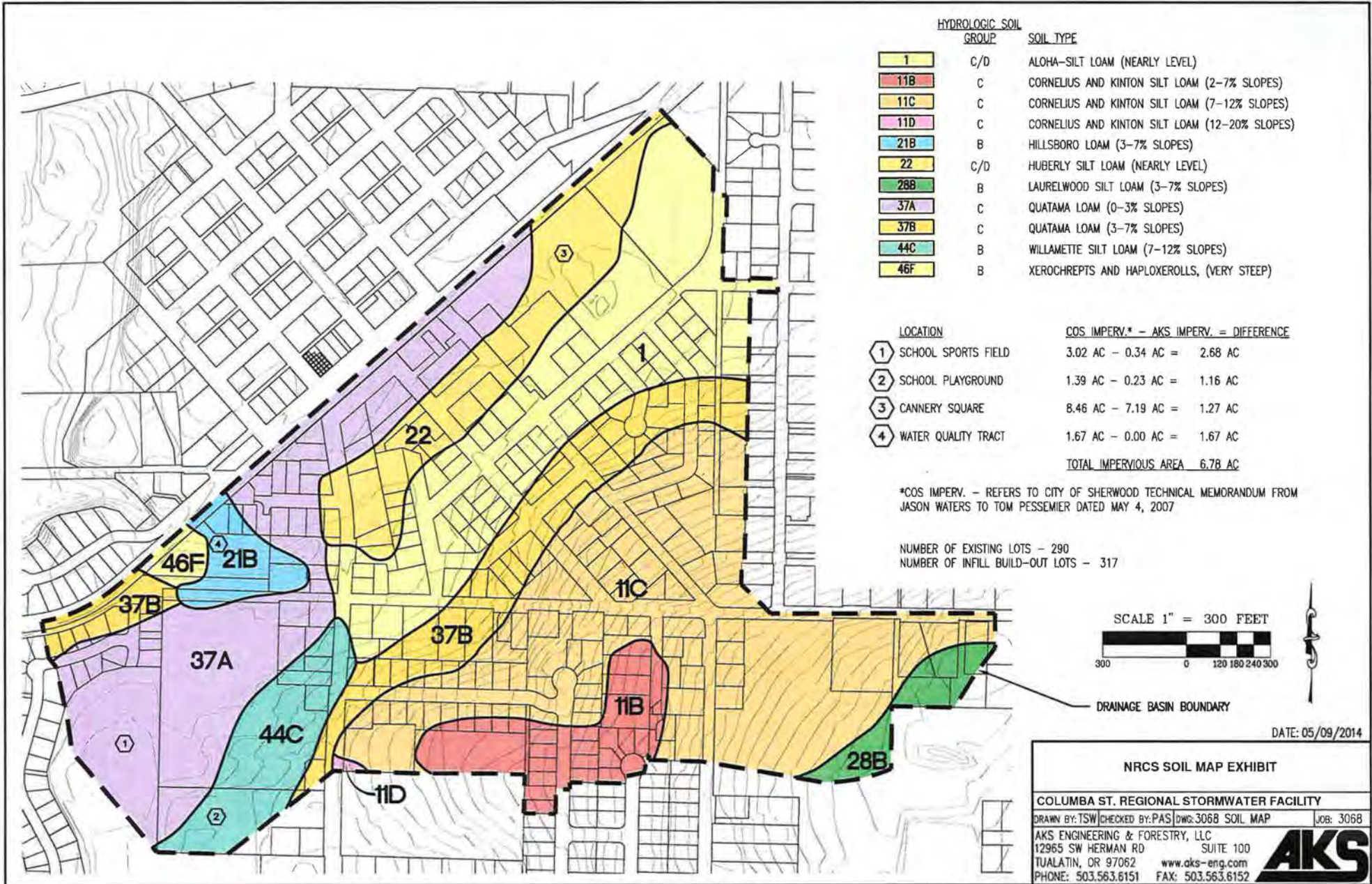
To better align commercial traffic into the Cannery and Old Town, the Sherwood Downtown Strategic Plan explored the potential connection of Columbia Street to this intersection. HHPR developed three concept-level sketches for incorporating SW Columbia Street into this intersection. They include the following options (See attached Exhibits D, E and F):

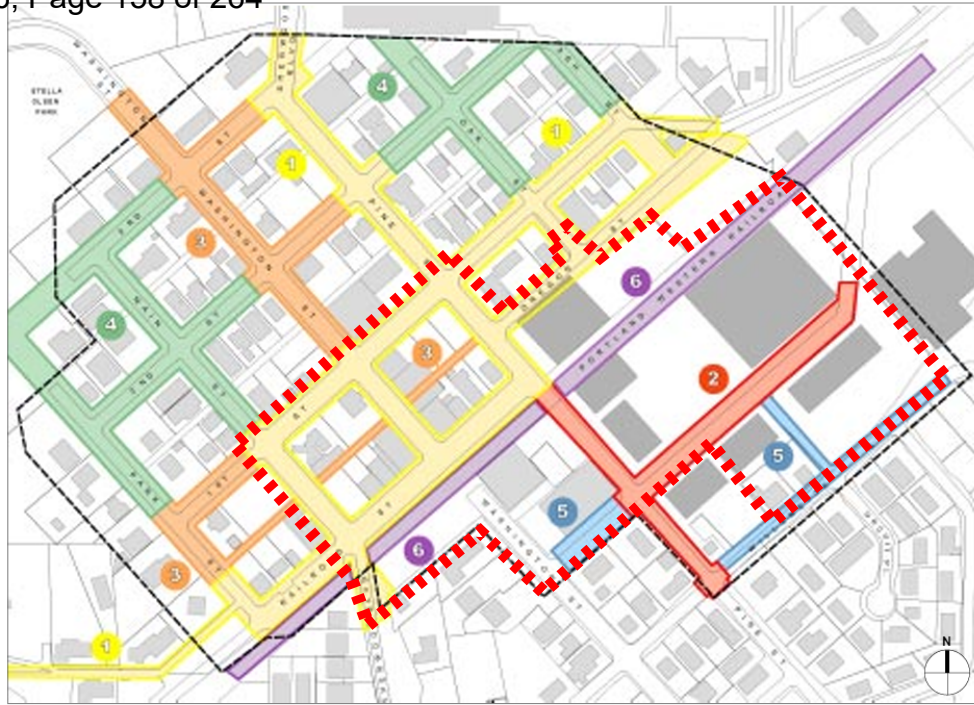
- Alternative 1: 4-leg signalized intersection with Lincoln Street right in/right out/left in
- Alternative 2: 5-leg signalized intersection
- Alternative 3: 5-leg roundabout.

All concepts require early coordination with the railroad owner, operators, and ODOT rail for modification of a public railroad crossing. In particular, integrating the rail crossing into a roundabout will require early coordination as this configuration has only been used at a handful of locations around the country.









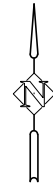
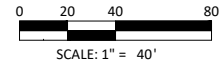
*Construction of the Downtown Streetscape Master Plan will occur incrementally over time. In general, construction will be timed to minimize impacts on festivals and downtown property owners.*

Excerpt from Downtown Sherwood Streetscape Master Plan  
December 9, 2003



Limits of streetscape  
completed

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ALTERNATIVE 1 - 4 LEG

**SW COLUMBIA ST INTERSECTION**

SHERWOOD, OR



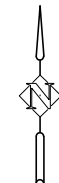
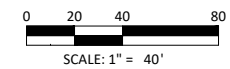
**Harper  
 Houf Peterson  
 Righellis Inc.**  
ENGINEERS \* PLANNERS  
 LANDSCAPE ARCHITECTS \* SURVEYORS  
 205 SE Spokane Street, Suite 200, Portland, OR 97202  
 phone: 503.221.1131 www.hhpri.com fax: 503.221.1171

DESIGNED:	
DRAWN:	
CHECKED:	
DATE:	6/12/2025
R E V I S I O N S	
NO.	DESCRIPTION

SHEET NO.  
**ALT 1**

JOB NO. FFF-01

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ALTERNATIVE 2 - 5 LEG

**SW COLUMBIA ST INTERSECTION**

SHERWOOD, OR



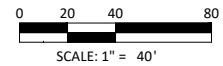
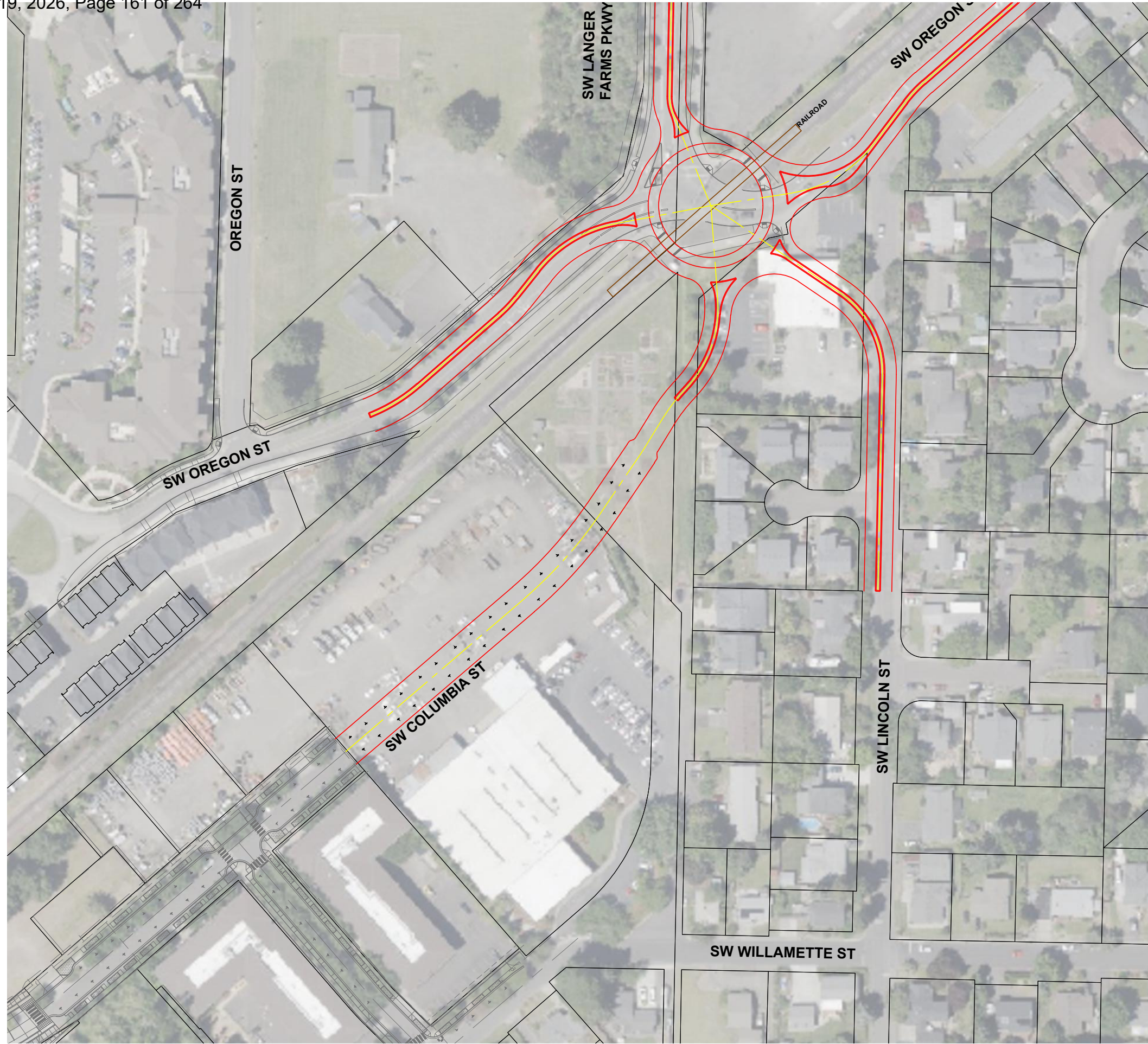
**Harper  
 Houf Peterson  
 Righellis Inc.**

ENGINEERS \* PLANNERS  
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DESIGNED:	
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DATE:	6/12/2025
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NO.	DESCRIPTION

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ALTERNATIVE 3 - ROUNDABOUT  
**SW COLUMBIA ST INTERSECTION**  
 SHERWOOD, OR

**HHPR** Harper Houf Peterson Righellis Inc.  
 ENGINEERS \* PLANNERS  
 LANDSCAPE ARCHITECTS \* SURVEYORS  
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DESIGNED:	
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CHECKED:	
DATE:	6/22/2025

SHEET NO.  
**ALT 3**

JOB NO. FFF-01



Planning  
Urban Design  
Place Strategy

412 NW Couch St, # 405  
Portland, Oregon 97209  
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# MEMORANDUM

## Sherwood Old Town Strategic Plan

To: Sean Conrad (City of Sherwood); Eric Rutledge (COS)  
From: Jason Graf, (First Forty Feet); Tyler Sauter, (FFF); Sijin Sun, (FFF)  
Date: July 5, 2025  
Subject: Recommendations for Zoning Code modifications

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The following memo for the Old Town Strategic Action Plan, outlines recommended zoning code modifications intended to promote compatible development and the strategic location of active storefronts. These changes aim to reinforce Old Town as a vibrant community destination.

The memo identifies key areas—particularly along Pine Street, Columbia Street, and surrounding Cannery Square—where zoning changes can better support successful retail environments and placemaking. Recommendations include rezoning select parcels from High Density Residential (HDR) to Retail Commercial (RC) to ensure active ground-floor uses that contribute to a continuous and engaging streetscape.

The proposed modifications also use the parking policy as a development incentive, supporting infill while preserving Old Town’s walkable, pedestrian-oriented character.

Additional changes clarify and strengthen requirements for:

- Use of high-quality building materials
- Consistent roof forms that reflect traditional character
- Ground-level transparency standards
- Recessed window openings to provide depth along the building facade
- Harmonization of design standards between the Smockville District and Old Cannery Area within the Old Town Overlay Zone

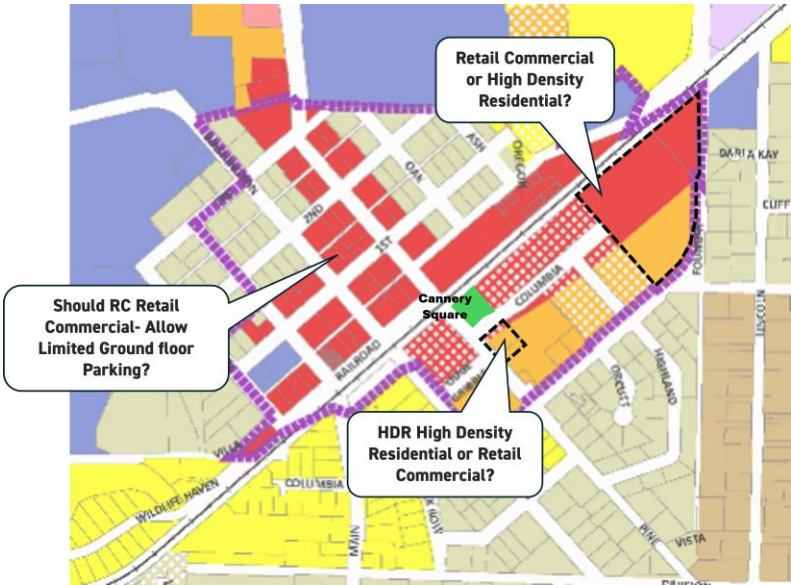


Figure 1: Potential Zoning Modifications

The following is a list of the proposed zoning code amendments from the memo, along with the relevant zoning sections from the Sherwood Municipal Code that are proposed for modification:

#	Title	Zoning Section	Summary
1	Parking Modification	Chapter 16.22 – Commercial Land Use Districts Section 16.22.020 – Uses (Footnote 1)	Allows limited, well-designed parking in mixed-use buildings while preserving active commercial frontages and walkability.
2	Zoning Change – Public Works/Fieldhouse Parcel	Chapter 16.162 – OT Overlay District Section 16.162.030 – Permitted Uses	Rezones city-owned Fieldhouse parcel from HDR to RC to enable retail on both sides of Columbia Street and support a cohesive retail node.
3	Zoning Change – Pine & Columbia Parcel	Chapter 16.162 – OT Overlay District Section 16.162.030 – Permitted Uses	Rezones a vacant city-owned parcel from HDR to RC to activate Cannery Square’s southern edge and complete retail frontage along Pine Street.
4	Hardscape Setback Requirement – Old Cannery Area	Chapter 16.162 – OT Overlay District Section 16.162.080 – Subsection A	Eliminates impractical amenities (e.g., trees, kiosks) in narrow setbacks and replaces with features like retail displays and bike parking.
5	Transparency Requirement – Old Cannery Area	Chapter 16.162 – OT Overlay District Section 16.162.080 – Subsection H	Aligns window transparency requirements with Smockville (75%) and clearly defines the measurement zone.
6	Roof Requirement – Old Cannery Area	Chapter 16.162 – OT Overlay District Section 16.162.080 – Subsection J	Prohibits single-slope (shed) roofs and reinforces traditional forms like gable, mansard, or flat with parapets/cornices.
7	Transparency Requirement – Smockville District	Chapter 16.162 – OT Overlay District Section 16.162.090 – Commercial Standard 2	Clarifies window verticality and transparency standards; defines how to measure and locate transom windows.
8	Roof Requirement – Smockville District	Chapter 16.162 – OT Overlay District Section 16.162.090 – Commercial Standard 7	Prohibits gable and single-slope roofs; removes exceptions for screening with parapets or false fronts.
9	Exterior Materials – Smockville District	Chapter 16.162 – OT Overlay District Section 16.162.090 – Commercial Standard 8	Removes 10% exception for faux materials; ensures use of authentic, high-quality materials consistent with Old Town’s historic character.

## Amendment #1: Parking Modification

### Division II. LAND USE AND DEVELOPMENT

#### Chapter 16.22 COMMERCIAL LAND USE DISTRICTS

##### 16.22.020 Uses

D. Additional limitations for specific uses are identified in the footnotes of this table.

	OC	NC'	RC	GC
<b>RESIDENTIAL</b>				
<ul style="list-style-type: none"> <li>Multi-Family dwelling housing, subject to all of the following:                             <ol style="list-style-type: none"> <li>Multi-family housing is only permitted on one or more of the upper floors of a building and only when a non-residential use that is permitted in the underlying zone is located on the ground floor. <b>Parking is not a permitted ground floor use. The ground floor non-residential use must occupy the entire ground floor, with the exception of a lobby, utilities, stairways, elevators, and similar facilities.</b></li> <li>Site plan review process in section 16.90.020.D.6.</li> <li>Maximum density limits of the High Density Residential (HDR) zone.</li> <li>Dimensional standards of the underlying zone.</li> <li>The minimum ceiling height shall be 12 feet measured from the finished floor to the lowest point of the surface of the ceiling.</li> <li>If any part of a structure is within 100 feet of a residential zone, the height limits of the HDR zone shall apply.</li> <li>A building with multi-family housing is limited to two stairwells that can be entered from the ground floor of the building. There are no limits on the number of stairwells that are not able to be entered from the ground floor except as provided by this code.</li> <li>The required parking for the multi-family housing use shall be in addition to the minimum required for the non-residential use(s).</li> </ol> </li> </ul>	P	P	P	P

### Background

The current language in Chapter 16.22.020.D (Footnote 1) of the Sherwood Municipal Code allows multifamily housing in commercial zones only when a permitted non-residential use occupies the ground floor. It prohibits parking as a ground-floor use and requires the non-residential use to occupy the entire ground floor, except for limited support areas such as lobbies and utility spaces.

This provision was intended to reinforce active commercial frontages and promote walkability in mixed-use areas. However, in practice, the lack of flexibility regarding parking may pose challenges for development feasibility, especially in Old Town, where:

- Automobile usage is currently the predominant mode of travel for residents and visitors;

- High-capacity or frequent transit service is not currently available to serve Old Town residents;
- Some residential parking is necessary to meet market expectations and to secure financing, as lenders often require off-street parking as a condition of project financing.

As such, an updated standard is proposed to reflect these realities while maintaining a strong pedestrian-oriented streetscape.

### Proposed Modification

The proposed amendment would refine the code to strengthen the intent of promoting walkable, mixed-use environments with some limited provisions for off-street parking. Key changes include:

- **Minimum Commercial Use Depth:**  
Requires that ground-floor commercial uses fronting the street have a minimum depth of 30 feet, promoting viable, leasable space for but not limited to retail, service, or office tenants.
- **Limitation on Non-Commercial Uses at Ground Floor:**  
Allows lobbies, utilities, stairwells, and similar uses on the ground floor only if they do not exceed 25% of the ground floor area.
- **Parking Standards for Mixed-Use Buildings:**  
Clarifies that ground-floor parking is generally not permitted, but includes exceptions when the design meets the following conditions:
  - Must be located to the **side or rear of the building**;
  - Limited to **30% of total parcel area and 25% of street frontage**;
  - Requires **alley or secondary street access where feasible**;
  - Curb cuts must be limited to **20 feet in width and located at least 30 feet from corners**.
  - Is **screened from public view** with landscaping or architectural treatments.

### Purpose and Benefits

This code update balances the need for development flexibility with the community's goals for a vibrant, walkable Old Town. It acknowledges Sherwood's current transportation context—where personal vehicles remain the dominant form of mobility—and the practical realities facing mixed-use development.

### Key Benefits

- **Allowing limited parking helps support new housing over commercial uses in areas lacking robust transit;**

- Addresses lender and market requirements, improving the viability of redevelopment and investment in Old Town;
- Ensures any parking is minimized, well-designed, and screened to protect the pedestrian realm and maintain an active streetscape;
- Provides clear standards to ensure commercial space remains functional and visible along the street frontage.

## Amendment #2: Zoning Change- City Owned Parcel (Public Works)

### Division IX. HISTORIC RESOURCES

#### Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\*

##### 16.162.030 Permitted Uses

- H. Uses permitted outright in the RC zone are allowed within the HDR zone when limited to the first floor, adjacent to and within 100 feet of, Columbia Street within the Old Town Overlay District.

**Issue to Address:** Existing High Density Residential (HDR) does not ensure an active commercial use on the ground-level. An important criteria for successful retail is a pattern of edge-to-edge retail storefronts oriented to both sides of a street or intersection. In this location RC zoning is on one side of the street and HDR on the other. While HDR allows for ground-level commercial uses, it does not require it. Replacing HDR zoning with RC along both sides of an extended Columbia Street would create stronger conditions for a vibrant and successful retail node.

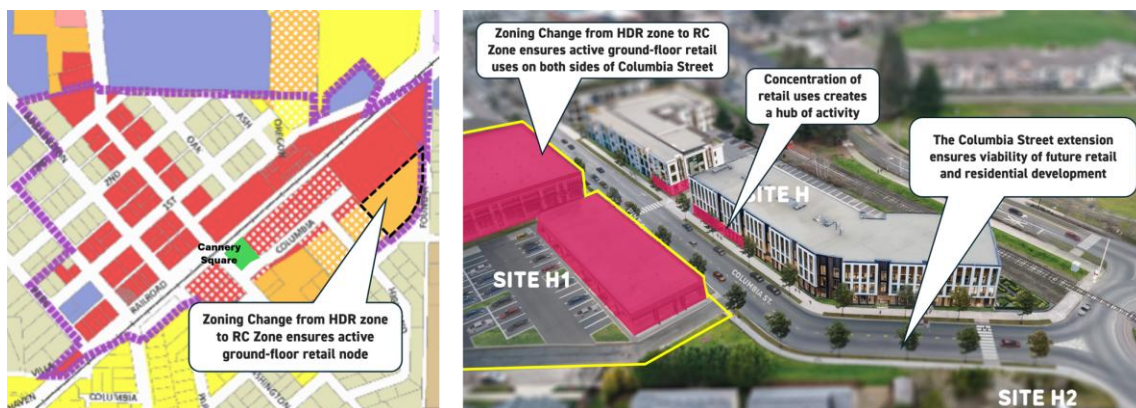


Figure 2: Zone Change- Public Works/Fieldhouse Parcel

### Background

The city-owned properties that include the **Public Works Yard** and the **Fieldhouse sports complex** are currently zoned **Retail Commercial (RC)** and **High Density Residential (HDR)**, respectively. With the potential extension of **Columbia Street**, the viability of retail development on these sites would significantly improve due to increased visibility and access to higher volumes of drive-by traffic.

These **vacant and underutilized properties** present an opportunity for a mix of **retail and housing**, creating a more vibrant and active area. However, the current zoning

inconsistency—with RC on one side of Columbia Street and HDR on the other—creates a barrier to realizing this vision.

To address this, a zone change is proposed to rezone the **Fieldhouse parcel from HDR to RC**. This change would allow for a more cohesive development pattern and unlock the site's potential for contributing to a **distinct retail node** in the Old Cannery area.

**Figure 2** indicates the proposed zoning change and highlights how **retail on both sides of Columbia Street** could reinforce this emerging commercial destination.

#### Proposed Modification

Rezone the city-owned Public Works/Fieldhouse parcel from High Density Residential (HDR) to Retail Commercial (RC)

### Amendment #3: Zoning Change City Owned Parcel (Pine & Columbia)

#### Division IX. HISTORIC RESOURCES

#### Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\*

#### 16.162.030 Permitted Uses

- H. Uses permitted outright in the RC zone are allowed within the HDR zone when limited to the first floor, adjacent to and within 100 feet of, Columbia Street within the Old Town Overlay District.

**Issue to Address:** The existing High Density Residential (HDR) zoning does not guarantee active ground-level commercial uses. A key criterion for ensuring Cannery Square becomes a vibrant and well-used public space is the presence of retail storefronts surrounding it. While the HDR zone permits ground-level commercial uses, it does not require them. Requiring active storefronts around Cannery Square would create stronger conditions for a successful retail node and enhance the use and function of this important community gathering space.

#### Background

The current language in Chapter 16.22.030 Permitted Uses H. allows commercial uses outright when limited to the first floor and located within 100 feet of Columbia Street. However, this provision does not adequately address the development potential of the **vacant, city-owned property at the corner of Pine Street and Columbia Street**, located just south of the Cannery Square plaza and public gathering space. Under the existing High Density Residential (HDR) zoning, there is no guarantee that an **active ground-floor commercial use** will be required to front Pine Street. As a result, the opportunity to **activate the southern edge of the plaza and complete the continuous retail frontage envisioned for Pine Street**—a key downtown signature street—may be lost (see Figure 3).

### Proposed Modification

Rezone the city-owned parcel located at the southeast corner of SW Pine Street and SW Columbia Street from High Density Residential (HDR) to Retail Commercial (RC)

### Key benefits of Amendment #2 and Amendment #3 Zoning Changes

- **Ensures Active Ground-Floor Use:**  
Unlike the HDR zone, the RC zone requires ground-floor commercial use, which will help activate the south edge of Cannery Square and contribute to a continuous retail frontage along Pine Street.
- **Aligns with Old Town's Vision:**  
This change supports the goal of establishing Pine Street as a signature downtown street characterized by walkable, edge-to-edge ground-level storefronts and a strong street-level presence.
- **Maximizes Public Investment:**  
The parcel's location adjacent to Cannery Square—a key public space—makes it a strategic site for complementary commercial uses such as cafes, retail shops, or flexible indoor/outdoor spaces that enhance the plaza's functionality.
- **Improves Economic Development Potential:**  
The RC zone allows a range of commercial uses, which can attract private investment, increase daytime foot traffic, and support growth of small businesses and new uses in Old Town.
- **Supports Urban Form and Design Goals:**  
Rezoning the property ensures future development will follow commercial design standards that prioritize transparency, street frontage, and pedestrian-oriented site planning—reinforcing the area's cohesive urban character.
- **Preserves Housing Opportunities on Upper Floors:**  
Mixed-use development with housing above remains allowable in the RC zone, ensuring residential density goals can still be achieved while prioritizing active commercial uses at street level.

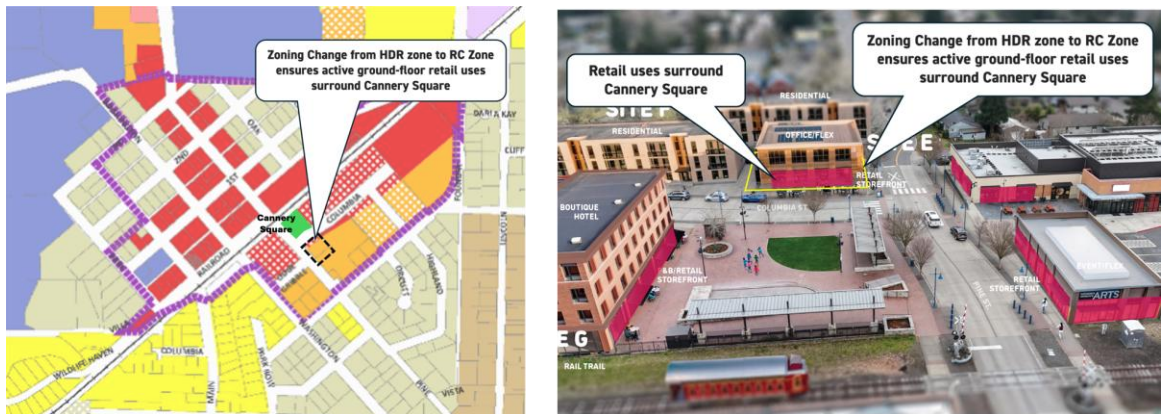


Figure 3: Zone Change- City-owned Parcel (Corner of Pine and Columbia)

## Amendment #4: Old Cannery Area Hardscape Setback Requirement

### Division IX. HISTORIC RESOURCES

#### Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\*

#### 16.162.080 Standards for All Commercial, Multi-family, Institutional and Mixed-Use Structures in the Old Cannery Area.

- A. Building Placement and the Street. The purpose of this standard is to create an attractive area when commercial or mixed-use structures are set back from the property line. Landscaping, an arcade, or a hard-surfaced expansion of the pedestrian path must be provided between a structure and the street.

Structures built to the street lot line are exempt from the requirements of this subsection. Where there is more than one street lot line, only those frontages where the structure is built to the street lot line are exempt from the requirements of this paragraph. All street-facing elevations must comply with one of the following options:

3. Option 3: Hard-surface sidewalk extension. The area between the building and the street lot line must be hard-surfaced for use by pedestrians as an extension of the sidewalk:
  - a. The building walls may be set back no more than six (6) feet from the street lot line.
  - b. For each one-hundred (100) square feet of hard-surface area between the building and the street lot line at least one of the following amenities must be provided.
    - (1) A bench or other seating.
    - (2) A tree.
    - (3) A landscape planter.
    - (4) A drinking fountain.
    - (5) A kiosk.

#### Background

Standards currently apply to all commercial, institutional and mixed-use structures in the Old Cannery area. Multi-family should be included in the list.

The amenities currently described for 3. Option 3: Hard-surface sidewalk extension for inclusion in private setbacks are not well-aligned with the physical and functional constraints of the allowed setback widths. Specifically:

- **Tree placement** requires adequate horizontal space from buildings to allow for healthy canopy and root growth, which is often not feasible within narrow private setbacks. Appropriate spacing and soil volume are better accommodated in the public right-of-way or landscape strips.

- **Drinking fountains** are more appropriate in the **public realm**, such as on sidewalks, plazas, or other publicly accessible open spaces, where they can serve a broader range of users and be maintained by the City or a public agency.
- **Kiosks and wayfinding signage** should be located in the **public right-of-way**, where visibility and accessibility to pedestrians are prioritized, and where their placement can be coordinated with the City's broader signage or branding strategy.

#### **Proposed Modification**

Add multi-family to the Standards list with, All Commercial, Institutional and Mixed-Use Structures in the Old Cannery Area.

Eliminate elements that do not contribute to the hardscape setback area between the building and the sidewalk. Replace with entry features that are appropriately scaled to the setback area such as retail display, and bicycle parking.

### **Amendment #5: Old Cannery Area Transparency Requirement**

#### **Division IX. HISTORIC RESOURCES**

#### **Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\***

#### **16.162.080 Standards for All Commercial, **Multi-family**, Institutional and Mixed-Use Structures in the Old Cannery Area.**

- A. **Building Placement and the Street.** The purpose of this standard is to create an attractive area when commercial or mixed-use structures are set back from the property line. Landscaping, an arcade, or a hard-surfaced expansion of the pedestrian path must be provided between a structure and the street.
- Structures built to the street lot line are exempt from the requirements of this subsection. Where there is more than one street lot line, only those frontages where the structure is built to the street lot line are exempt from the requirements of this paragraph. All street-facing elevations must comply with one of the following options:
- H. **Ground Floor Windows.** The purpose of this standard is to encourage interesting and active ground floor uses where activities within buildings have a positive connection to pedestrians in Old Town. All exterior walls on the ground level which face a street lot line, sidewalk, plaza or other public open space or right-of-way must meet the following standards:
1. Windows must be at least fifty percent (50%) of the length and twenty-five (25%) of the total ground-level wall area. Ground-level wall areas include all exterior wall areas up to nine (9) feet above the finished grade. This requirement does not apply to the walls of residential units or to parking structures when set back at least five (5) feet and landscaped to at least the Section 16.92.030C standard.

## Background

Standards currently apply to all commercial, institutional and mixed-use structures in the Old Cannery area. Multi-family should be included in the list.

The Old Town Overlay Zone includes two subareas—Smockville and Old Cannery—that are intended to support a vibrant, pedestrian-friendly commercial environment. However, current zoning standards for ground-floor window transparency are inconsistent between these two districts:

- In the **Smockville District**, ground-floor transparency requirements are **75% of the wall area**.
- In the **Old Cannery area**, current standards require transparency for **50% of the façade length** and **25% of the total wall area** up to 9 feet above grade.

This discrepancy is especially problematic along **Pine Street**, which traverses both districts and serves as a primary commercial corridor in Old Town. Higher transparency requirements support:

- Greater visual connection between indoor and outdoor spaces;
- Enhanced safety and activity through passive surveillance;
- A more attractive pedestrian environment.

## Proposed Modification

Add multi-family to the Standards list with, All Commercial, Institutional and Mixed-Use Structures in the Old Cannery Area.

1. Storefront windows must be "transparent," with a minimum of 75% glazed surface area, including entry doors. Ground-level wall areas include all exterior wall areas between two (2) feet and ten (10) feet above grade along the street-facing façade.. This requirement does not apply to the walls of residential units or to parking structures when set back at least five (5) feet and landscaped to at least the Section 16.92.030C standard.

## Key benefits:

- **Applies standards to all structures.**
- **Creates a Consistent Design Standard Across Old Town-** Aligns transparency requirements in both the Smockville and Old Cannery subareas to eliminate regulatory inconsistency along Pine Street and promote cohesive development.
- **Supports an Active and Inviting Pedestrian Environment-** A 75% transparency standard increases visibility into storefronts, enhancing walkability and creating a more engaging streetscape.
- **Reinforces Pine Street as a Primary Retail Corridor-** Ensures new development and infill along this signature street contribute to a continuous, high-quality retail edge, consistent with the long-term vision for Old Town.

## Amendment #6: Old Cannery Area Roof Requirement

### Division IX. HISTORIC RESOURCES

#### Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\*

#### 16.162.080 Standards for All Commercial, Multi-family, Institutional and Mixed-Use Structures in the Old Cannery Area.

- J. Roof. The purpose of this standard is to encourage traditional roof forms consistent with existing development patterns in Old Town. Roofs should have significant pitch, or if flat, be designed with a cornice or parapet. Buildings must have either:
1. A sloped roof with a pitch no flatter than 6/12; or
  2. A roof with a pitch of less than 6/12 and a cornice or parapet that meets the following:
    - a. There must be two parts to the cornice or parapet. The top part must project at least six (6) inches from the face of the building and be at least two (2) inches further from the face of the building than the bottom part of the cornice or parapet.
    - b. The height of the cornice or parapet is based on the height of the building as follows:
      - (1) Buildings sixteen (16) to twenty (20) feet in height must have a cornice or parapet at least twelve (12) inches high.
      - (2) Buildings greater than twenty (20) feet and less than thirty (30) feet in height must have a cornice or parapet at least eighteen (18) inches high.
      - (3) Buildings thirty (30) feet or greater in height must have a cornice or parapet at least twenty-four (24) inches high.

### Background

Standards currently apply to all commercial, institutional and mixed-use structures in the Old Cannery area. Multi-family should be included in the list.

Traditional styles like gable, mansard, and flat roofs with cornices or parapets contribute to the area's historic and pedestrian-friendly feel. A recent project has introduced a single-slope (shed) roof, which appears out of scale and inconsistent with Old Town's architectural pattern. These designs have raised concerns from the City Council and community about compatibility and visual quality.

While current standards encourage traditional roof forms, they do not prohibit single-slope roofs or distinguish roof types by use. The proposed amendment addresses this gap by prohibiting single-slope roofs and reinforcing traditional forms appropriate to residential, commercial, and mixed-use buildings.

### Proposed Modification

- J. Roof. Roofs in Old Town consist of pitched roofs such as gable or mansard forms, as well as flat roofs with a cornice or parapet. The purpose of this standard is to reinforce these traditional roof types and ensure architectural consistency with Old Town's historic development pattern. To that end, single continuous slope (shed) roofs are not permitted.

Buildings must have one of the following roof forms:

1. A sloped roof with a pitch no flatter than 6:12 (i.e., six inches of vertical rise for every twelve inches of horizontal run). Gabled, hipped, or mansard roofs are acceptable.
2. A flat roof with a parapet or cornice that meets the following design standards:
  - a. The cornice or parapet must have two distinct parts:
    - The top part must project at least six (6) inches from the face of the building;
    - The top part must project at least two (2) inches further than the bottom part.
  - b. Minimum height of the cornice or parapet shall be based on the height of the building:
    - (1) Buildings 16–20 feet tall: minimum 12 inches high
    - (2) Buildings >20 and <30 feet: minimum 18 inches high
    - (3) Buildings ≥30 feet: minimum 24 inches high
3. Allowed roof types by use:
  - a. Residential buildings (including townhomes): may use gable, hipped, mansard, or flat roofs with a compliant cornice or parapet as described in subsection 2.
  - b. Commercial buildings: may use flat roofs with compliant cornices/parapets or sloped roof forms.
  - c. Mixed-use buildings: may use either gabled/mansard roofs or flat roofs with compliant cornices/parapets.
4. Prohibited roof forms: A single continuous slope (shed) roof is prohibited for all building types, including residential, commercial, and mixed-use.

### Key Benefits

- **Preserves and Reinforces Old Town Character**– By requiring pitched roofs (gable or mansard) or flat roofs with architectural detailing, the amendment maintains the traditional roof forms already found in Old Town and prevents out-of-character contemporary forms like continuous single-slope (shed) roofs.

- **Improves Design Quality and Consistency-** Establishing clear roof type expectations across residential, commercial, and mixed-use buildings promotes cohesive architectural design and elevates the visual quality of the built environment.
- **Supports Pedestrian-Friendly Scale-** Roofs that incorporate eaves, parapets, or cornices provide human-scaled design elements that help visually terminate building facades and contribute to a comfortable and attractive street-level experience.
- **Prevents Low-Cost, Incompatible Development-** Prohibiting simple shed roofs reduces the risk of low-quality, box-like buildings that detract from the aesthetic value and long-term investment in Old Town.
- **Allows Flexibility While Maintaining Standards-** The code allows flat roofs across all building types (residential, commercial, and mixed-use) provided they are designed with appropriate parapets or cornices—offering design flexibility while ensuring compatibility.
- **Aligns with Community and Council Expectations-** Responds directly to community feedback and recent City Council concerns about townhome and mixed-use designs with uninterrupted shed roofs that lack visual interest or contextual fit.
- **Strengthens Future Development Outcomes-** Ensures that infill and redevelopment projects contribute positively to Old Town’s identity and walkability, helping attract residents, businesses, and investment to the area.

## **Amendment #7: Smockville District Transparency Requirement**

### **Division IX. HISTORIC RESOURCES**

#### **Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\***

##### **16.162.090 Old Town Smockville Design Standards**

###### **E. COMMERCIAL STRUCTURES:**

The traditional commercial core area of Sherwood, including those properties in the Smockville Plat and First Addition Plat, reflect the historic character of the community as a small, agricultural service area. Buildings here have historically been of modest scale and construction, consistent with the community's vernacular design heritage. In order to maintain that basic character in the core the following standards govern all new commercial construction and remodeling projects requiring a structural building permit.

NOTE: The City encourages applicants to consider mixed-use projects. The following standards covering commercial structures shall apply for all mixed-use projects in the Old Town Smockville Area. The massing of a building includes its overall bulk, orientation, and placement on the site, forming the visual relationship between the building and its surroundings. Individual

aspects of massing, particularly height, are subject to specific Standards below:

#### Commercial Standard 2: Openings

To maintain and insure a pedestrian-friendly scale within Sherwood's traditional commercial core, storefronts and upper facades shall reflect the following:

- a. Verticality: All facade window openings shall maintain a generally vertical proportion (1.5:1 height/width ratio or greater, i.e. a 24" wide window must be a minimum 36" tall). An exception to this standard is allowed for large fixed storefront windows. Transom panels, spanning the entire storefront glazed area, are encouraged. **Add language describing that transom windows should be located above the primary storefront windows or doors, spanning the width of the glazed storefront area to enhance vertical emphasis and natural light.**
- b. Transparency: Ground floor storefronts should be predominately "transparent," with a minimum of 75% glazed surface area, including entry doors. **Add language that clearly defines the area to be measured to meet the transparency requirement.**

#### Background

Commercial Standard 2-Openings items a and b establishes requirements for storefront window design to maintain a pedestrian-friendly scale in Sherwood's traditional commercial core. However, the existing language lacks clarity in two key areas: the **placement and purpose of transom windows**, and the **specific area used to measure ground-floor transparency**. These omissions have created uncertainty during project review and made it difficult to ensure consistent application of the standard. The proposed changes provide clear definitions and guidance to better support high-quality, human-scaled storefront design that reflects Sherwood's historic character.

#### Proposed Modification

##### Commercial Standard 2: Openings

To maintain and insure a pedestrian-friendly scale within Sherwood's traditional commercial core, storefronts and upper facades shall reflect the following:

- a. Verticality: All facade window openings shall maintain a generally vertical proportion (1.5:1 height/width ratio or greater, i.e. a 24" wide window must be a minimum 36" tall). An exception to this standard is allowed for large fixed storefront windows. Transom panels, spanning the entire storefront glazed area, are encouraged. **Transom window shall be located above the primary storefront windows or doors, spanning the width of the glazed storefront area to enhance vertical emphasis and natural light.**

- b. **Transparency:** Ground floor storefronts (defined as the portion of a building façade located at the ground floor that is oriented to and directly accessible from a public street or pedestrian area, and that is designed to accommodate commercial or retail uses), should be predominately "transparent," with a minimum of 75% glazed surface area, including entry doors. **Transparency shall be measured within the ground-floor wall zone between two (2) feet and ten (10) feet above finished grade along the street-facing façade. Glazing must be clear and non-reflective to count toward this requirement.**

#### Key Benefits

- **Improves Clarity and Enforceability**–Defining the exact measurement area for transparency (2–10 feet above grade) eliminates ambiguity and ensures consistent application during design review and building permitting.
- **Encourages Traditional Storefront Patterns**– Specifying transom window placement at the top of the storefront reinforces historic main street design elements commonly found in Sherwood’s traditional commercial buildings.
- **Enhances Daylight and Visual Interest**– Transom windows allow additional natural light into interiors and break up blank wall areas, creating a more dynamic and human-scaled façade.

### Amendment #8: Smockville District Roof Requirement

#### Division IX. HISTORIC RESOURCES

#### Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\*

#### 16.162.090 Old Town Smockville Design Standards

##### Commercial Standard 7: Roof Forms

Traditional commercial roof forms, including flat, **single-slope**, or bowstring and other trussed roofs, are all typical of downtown Sherwood. Other roof forms, particularly gables, were screened from the public right-of-way.

- a. **Gable, hipped or similar residential style roof forms are prohibited for commercial buildings unless screened from the public right-of-way by a parapet or false front facade. Remove reference to parapet or false front facade.**
- b. **Mansard-type projecting roof elements, other than small, pent elements of 6/12pitch or less that are incorporated into a cornice treatment, are prohibited for commercial buildings in the Old Town Area.**  
**Add a third element that prohibits single-slop roof forms.**

#### Background

Community feedback and City Council concerns have highlighted a recent project with a **single-slope (shed) roof form that has been deemed** inconsistent with the desired character of Old Town Sherwood. The **continuous single-slope roofs** are perceived as

visually monotonous, industrial in character, and incompatible with the historic, pedestrian-oriented fabric of Old Town. These roof types undermine the community's vision for a high-quality, historic downtown.

### **Proposed Modification**

#### **Commercial Standard 7: Roof Forms**

Traditional commercial roof forms, including flat, or bowstring and other trussed roofs, are all typical of downtown Sherwood. Other roof forms, particularly gables, were screened from the public right-of-way.

- a. Gable, hipped or similar residential style roof forms are prohibited for commercial and mixed-use buildings.
- b. Mansard-type projecting roof elements, other than small, pent elements of 6/12 pitch or less that are incorporated into a cornice treatment, are prohibited for commercial and mixed-use buildings in the Old Town Area.
- c. Single-slope roof forms are prohibited for all buildings

### **Key Benefits**

- **Clarifies that gable and hipped roofs are prohibited for commercial and mixed-use buildings in Old Town.**
- **Removes exception when allowing parapets or false front facades to screen prohibited roof forms.**
- **Adds a new provision explicitly prohibiting single-slope roof forms for buildings.**
- **Ensures future development aligns with Old Town's traditional architectural character.**
- **Responds directly to concerns raised by City Council and the community about roof form compatibility.**

## **Amendment #9: Smockville District Exterior Materials Requirement**

### **Division IX. HISTORIC RESOURCES**

#### **Chapter 16.162 OLD TOWN (OT) OVERLAY DISTRICT\***

#### **16.162.090 Old Town Smockville Design Standards**

##### **Commercial Standard 8: Exterior Surface Materials**

Exterior building materials shall be consistent with those traditionally used in commercial construction in Old Town Sherwood. These materials include but are not limited to:

- Horizontal wood siding, painted (concrete fiber cement siding, or manufactured wood-based materials are acceptable under this standard provided they present a smooth finished surface, not "rustic" wood grain pattern)

- True board and batten vertical wood siding, painted
- Brick: Traditional use of red brick laid in common bond is preferred. Rustic, split-faced or "Roman" brick may be appropriate for bulkheads or detail treatments but is prohibited as a primary building material. Highly decorative "washed", glazed, or molded brick forms are prohibited.
- Stucco (for foundations and decorative panels only)
- Poured concrete (painted or unpainted)
- Concrete block: Split faced concrete block is appropriate for foundations, bulkhead, or detail treatments but is prohibited as a primary building material. Smooth-faced Concrete Masonry Units (CMU) is prohibited when visible from the public right-of-way.
- Ceramic tile, as a detail treatment, particularly for use in bulkhead or storefront areas.

Use of the following exterior materials are specifically prohibited within the zone:

- Stucco, as a primary wall surface
- Stucco-clad foam (EIFS) and similar foam-based systems
- Standing seam metal sheet goods for siding or visible roofing
- T-111 or similar 4' × 8' sheet materials and plywood
- Horizontal metal or vinyl siding
- Metal/Glass curtain wall construction
- Plastic (vacuum-formed or sheetgoods)
- Faux stone (slumpstone, fake marble, cultured stone) and all similar stone veneer surface treatments) with the exception of 10% of frontal area is allowed of a brick-type faux material-Remove exception to ensure no faux or similar veneer surface treatment area allowed
- Shingle siding, log construction, fake "rustic" wood, pecky cedar and similar products designed to create a "Frontier" era effect.

## Background

Commercial Standard 8 currently allows **brick-type faux materials** on up to **10% of a building façade**. This exception is **not consistent with the historic character** of Old Town, where authentic materials are the standard. A **clear prohibition on faux materials** is needed to ensure new development complements the area's traditional architectural quality..

## Proposed Modification

Commercial Standard 8: Exterior Surface Materials, change bullet 8 to remove "exception" and to read as follows:

Use of the following exterior materials are specifically prohibited within the zone:

- Faux stone (slumpstone, fake marble, cultured stone) and all similar stone veneer surface treatments.

### Key Benefits

- The change ensures that new buildings use authentic, durable materials that reflect the historic quality and character of Old Town, resulting in higher design integrity and long-term visual consistency with surrounding historic structures.

### Next Steps

Staff recommends the Planning Commission review the proposed zoning modifications and provide feedback or direction. If supported, staff will prepare a formal code amendment for public hearing and potential recommendation to City Council.



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# MEMORANDUM

## Sherwood Old Town Strategic Plan

To: Sean Conrad (City of Sherwood); Eric Rutledge (COS)

From: Jason Graf, (First Forty Feet); Tyler Sauter, (FFF); Sijin Sun, (FFF)

Date: June 25, 2025;

Subject: Considerations for a Local Improvement District to finance key infrastructure improvements to stimulate Old Town investment.

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## Funding Old Town Infrastructure Improvements

The Strategic Action Plan is founded on the principle that targeted City investments in key infrastructure can catalyze both immediate and sustained private investment along the **Pine Street** and **Columbia Street** corridors. Vacant and underutilized sites along these vital streets present significant opportunities for new businesses that will enhance Old Town's mix of retail, dining, commercial, entertainment, arts, and cultural offerings—elements that attract people to the area. Additionally, introducing diverse housing options supports a more active Old Town environment and caters to the local demographic, including an aging population and empty nesters.

These infrastructure improvements aim to complete the “curbless” street design of Pine Street, reinforcing its role as a defining street type and creating a clearly defined beginning, middle, and end to this important street within the Old Town. Furthermore, extending Columbia Street to the Oregon Street intersection will establish a new “front door” to Old Town, enhancing visibility and access while unlocking development potential on currently isolated sites.

With the sunset of the Old Town Urban Renewal District, funding for infrastructure is limited. Existing capital funds are allocated to other essential City projects. Consequently, a dedicated funding source is necessary to support the planning, design, and construction of these critical infrastructure projects.

The following memorandum outlines a recommendation for creating a Local Improvement District (LID) in Old Town, detailing the methods and steps required to establish and implement the district.

To support the funding of critical infrastructure improvements along Pine Street and Columbia Street in Sherwood's Old Town, establishing a Local Improvement District coupled with the State of Oregon Vertical Housing designation can be considered.

To pursue financing for infrastructure in Old Town Sherwood through a **Local Improvement District (LID)** and the **State of Oregon Vertical Housing Development Zone (VHDZ)** program, the City must undertake distinct but potentially complementary processes. The following is an overview of the steps involved in setting up each:

## How the LID and VHDZ Can Work Together

- The LID provides a financing mechanism to build public infrastructure.
- The VHDZ provides a tax incentive for developers to invest in vertical, mixed-use housing, improving project feasibility.
- Used together, these tools can help finance public improvements and attract private development to Old Town.

## Steps to Establish an LID zone and VHDZ designation

### 1. Local Improvement District (LID)

An LID is a financing tool that allows a municipality to assess property owners for the cost of infrastructure improvements that directly benefit their properties.

#### Steps to Establish an LID in Oregon (including Sherwood):

##### 1.1 Feasibility and Outreach

- Identify the project scope, costs, and boundaries.
- Determine the benefit to individual properties.
- Conduct preliminary outreach with affected property owners to assess interest and willingness to participate.

##### 1.2 Council Resolution of Intent

- Prepare a Resolution of Intent to form the LID and hold a public hearing.
- Include estimated costs, boundaries, proposed assessments, and project scope.
- Notify all affected property owners.

##### 1.3 Public Hearing and Protest Period

- Hold a public hearing before the City Council.
- Property owners may object; a project can be stopped if a majority of affected owners representing more than 50% of the assessed value object.

##### 1.4 Council Formation of LID

- If the protest threshold is not met, the Council can adopt a resolution to formally create the LID.
- Include final project scope, cost sharing, financing terms, and assessment methodology.

##### 1.5 Project Delivery

- Proceed with design, engineering, and construction.
- Finance the project via City-issued LID bonds or interim financing.

## 1.6 Final Assessment and Repayment

- Upon project completion, finalize costs and assess properties.
- Property owners may pay assessments upfront or over time (e.g., 10–20 years) with interest.

### References:

- Oregon Revised Statutes Chapter 223 – Local Improvements and Assessments
- Example: Portland’s LID process overview

## 2. Vertical Housing Development Zone (VHDZ) Program

The **State of Oregon VHDZ** program provides property tax exemptions for qualifying mixed-use developments in designated areas to encourage vertical (multi-story) housing in urban areas.

### Steps to Designate a VHDZ:

#### 2.1 Identify Eligible Area

- VHDZs can be designated in areas zoned for mixed-use or residential development within urban growth boundaries.
- Old Town Sherwood likely qualifies if zoning supports mixed-use.

#### 2.2 Adopt a Local Ordinance

- The City must adopt a local ordinance designating the VHDZ area.
- Include a legal description and map of the zone.
- Hold public hearings and gain Council approval.

#### 2.3 Notify the Oregon Housing and Community Services (OHCS) Department

- Submit the VHDZ designation with a certified copy of the ordinance, boundary map, and legal description to OHCS.

#### 2.4 Property Owner Application Process

- Developers must apply to OHCS to receive the exemption after building in a designated VHDZ.
- The exemption applies to the improvement (building) value, not the land, and can last up to 10 years.
- Tax exemption scales with the number of residential stories: 1 story = 20%, 2 stories = 40%, up to 80% for 4+ stories. Up to 100% is possible with affordable housing.

### References:

- Oregon Housing and Community Services VHDZ Program Guide
- Oregon Revised Statutes § 307.841–307.867

## How LID Boundaries Are Identified

### Primary Considerations:

1. **Extent of the Infrastructure Project**
  - The boundary generally includes parcels adjacent to or near the improvement (e.g., street reconstruction, new sidewalk, lighting).
  - It often mirrors the limits of the physical improvement, but can extend beyond it if benefits (e.g., improved access, drainage, aesthetics) reach further.
2. **Special vs. General Benefit**
  - The key legal and financial principle is special benefit—only properties receiving a special (i.e., above general public) benefit can be assessed.
  - "General benefits" to the community at large (e.g., regional traffic flow) cannot be included in the assessment calculation.
3. **Measurable Impact**
  - The City may evaluate changes in access, safety, aesthetics, utility connections, or expected property value increases.
  - Cities sometimes use property appraisal data, benefit zones, or engineering judgment to define this.
4. **Contiguity and Fairness**
  - The boundary must be contiguous and justifiable in terms of benefit distribution.
  - Avoid including properties that do not receive a proportional benefit, as they may have legal grounds to protest or appeal.

## Typical Methods for Defining Boundaries

1. **Frontage-based:** All parcels that front the improvement.
2. **Area-based or Proximity-based:** Includes parcels within a defined radius (e.g., 200 feet) of the improvement.
3. **Access improvement-based:** Parcels gaining new or safer access from the project.
4. **Hybrid models:** Mix of frontage and proximity.

## City-Owned Properties Included in an LID

- The City, like any other property owner, **can be assessed** for its share of costs if its property receives a **special benefit** from the project.
- City participation must be **accounted for in the LID financing plan**—either through General Fund, Capital Improvement funds, or another internal source.

- If the City chooses **not to assess itself**, the cost share may shift to private property owners, which could raise fairness concerns.

### ***Practical and Legal Considerations***

#### **Assessment and Benefit**

- The City must objectively determine whether its parcels receive a **special (not general) benefit**—e.g., does the infrastructure:
  - Improve access to a city facility?
  - Increase developability or value?
  - Enhance stormwater or utility service to that parcel?

If yes, the parcel should be assessed like any other.

### ***Impact on Protest Thresholds***

- Oregon law generally allows LID formation to be blocked if a majority of owners representing more than 50% of the assessed value object.
- If the City is the majority landholder in the LID boundary:
  - Its decision to support or oppose the LID may effectively determine the outcome.
  - Politically, this can look like the City is “voting to tax itself and others,” so transparency is essential.

### ***Policy Options for City-Owned Property in the LID***

#### **a. Full Participation**

- City includes its properties and pays its assessed share.
- Demonstrates commitment and fairness to private owners.
- Helps build political and community support.

#### **b. Partial or Waived Participation**

- City may choose to subsidize its share from other funds (e.g., ARPA, General Fund).
- If the City waives its share, the cost must be redistributed—which may increase opposition.

#### **c. Contribution Outside the LID**

- City could contribute a flat amount or cover specific public elements (e.g., lighting or landscaping) outside the LID assessments.

### ***Potential Steps for Sherwood***

- a. Identify all City-owned parcels in the potential LID boundary.
- b. Assess whether they receive special benefit.

- c. **Decide (and document) whether to assess or subsidize those parcels.**
- d. **Be transparent with stakeholders**—city participation often improves perception of fairness and builds confidence in the process.

## Recommendations for an Old Town Local Improvement District

There is **precedent and a solid policy rationale** for including the **entire Old Town district** (or a defined core area of it) within the LID boundary for infrastructure improvements to **Columbia Street and Pine Street**, in particular because these streets:

- Serve as **primary access corridors** to the district, and
- Provide **district-wide benefits** that enhance commercial viability, visibility, circulation, and investment readiness.

This approach has been used in multiple Oregon cities and elsewhere when:

- A small number of key infrastructure investments catalyze benefits across a larger area.
- Public funding is unavailable or insufficient.
- A district-wide benefit is clear even if the improvement is localized.

### *Precedent and Policy Justification for District-Wide LID Boundaries*

#### 1. Primary Access = Shared Benefit

- Streets like **Pine and Columbia** are the **main public access and circulation spine** for all Old Town businesses, regardless of whether a business fronts the improvement.
- Improving these corridors benefits *all* businesses via:
  - Better traffic flow
  - Enhanced pedestrian access and safety
  - Public realm cohesion
  - Increased visibility and attractiveness of Old Town as a whole

#### 2. District-Wide Identity and Economic Impact

- These projects may not just serve adjacent parcels—they are placemaking and branding projects that make the entire district more marketable and functional.
- As a result, even side street or alley-fronting businesses benefit from increased foot traffic and reinvestment interest.

#### 3. Precedent in Other Oregon Cities

- McMinnville, Astoria, Bend, and Springfield have used LIDs to fund "gateway" or "main street" infrastructure projects with district-wide boundaries.
- Example: McMinnville's Alpine Avenue project used an LID to improve a few blocks, but assessed a broader area based on district benefit.

- Portland has also applied this principle for Green Streets and Main Street reconstructions, assessing broader areas due to access and stormwater benefit.

#### **4. No Urban Renewal = Need for Broader Cost Sharing**

- The inability to use Urban Renewal today creates a gap that broader LID boundaries can fill.
- Including the whole district ensures future beneficiaries contribute to infrastructure that supports long-term value and business attraction.

#### ***Considerations for a District-Wide LID***

- **Special Benefit must be demonstrated**—this can be documented with:
  - Access and circulation maps
  - Market/economic analyses showing increased value or activity
  - Pedestrian counts or delivery access analysis
- **Tiered Assessments** are essential for fairness:
  - Directly abutting properties = higher share
  - Indirect beneficiaries (within 1–2 blocks) = reduced share
  - Use property class, square footage, or frontage to differentiate tiers
- **Political Strategy:**
  - Broad boundaries can reduce individual assessments, but increase number of participants.
  - Early outreach and transparency are critical to avoid opposition.

#### ***Recommendation for Sherwood***

Consider including the **entire core of Old Town** in a unified LID for the Columbia and Pine Street improvements, based on:

1. **Primary access role** of both streets
2. **District-wide benefit** to business visibility, foot traffic, and reinvestment
3. **Equity in cost sharing** given historic Urban Renewal funding
4. **Strategic consolidation** of small improvements into one cohesive LID effort

## Benefits of Local Improvement District and Tiered Assessment

The following is a rationale for tiered assessment and benefits of LID implementation.

### ***Rationale for a Tiered Assessment Approach:***

1. **Direct Benefit Zone (Tier 1):**
  - Properties directly adjacent to the planned improvements on Pine Street and Columbia Street.
  - These parcels will experience immediate enhancements in accessibility, aesthetics, and infrastructure, directly increasing their value and attractiveness for development.
2. **Secondary Benefit Zone (Tier 2):**
  - Properties within a defined proximity to the primary improvement areas.
  - These areas will benefit from improved connectivity and increased foot traffic, indirectly boosting their potential for investment and development.
3. **General Benefit Zone (Tier 3):**
  - The broader Old Town district that, while not in immediate proximity, will experience overall economic and social uplift from the revitalization efforts.

### ***Benefits of the LID Implementation:***

1. **Stimulating Private Investment:**
  - Enhanced infrastructure will make Old Town more attractive to investors and developers, leading to the establishment of new businesses and housing options.
2. **Optimizing Underutilized Properties:**
  - Vacant and underused parcels, especially those owned by the city, can be transformed into productive assets, contributing to the local economy.
3. **Sustainable Funding Mechanism:**
  - With the sunset of the Old Town Urban Renewal District, the LID provides an alternative funding source dedicated to the area's development needs.
4. **Equitable Cost Distribution:**
  - A tiered assessment ensures that property owners contribute in proportion to the benefits they receive, promoting fairness and community support.

## Proposed Old Town Sherwood Local Improvement District (LID) Boundary and Tiered Assessment Strategy

The following outlines a proposed boundary and benefit-tier framework for establishing a Local Improvement District (LID) in Old Town Sherwood. This framework aims to equitably distribute the costs of infrastructure improvements along NW Pine Street and the extension of SW Columbia Street among properties that directly or indirectly benefit from enhanced access, circulation, and streetscape enhancements.

### *Background*

The City of Sherwood is advancing a Strategic Action Plan for Old Town that prioritizes two key infrastructure projects:

1. **NW Pine Street Reconstruction**  
Full right-of-way reconstruction (roadway, sidewalks, stormwater, lighting, utility undergrounding) from SW 1st Street to SW 3rd Street, completing the curbsless street design started under the now-retired Urban Renewal District.
2. **SW Columbia Street Extension**  
New roadway segment from SW Highland Drive to SW Oregon Street, improving access to Old Town from the west and southwest and establishing a secondary gateway.

These corridors provide **primary vehicular and pedestrian access** to Old Town's businesses and are essential for the district's functionality, identity, and reinvestment potential.

### *Proposed LID Boundary*

The proposed LID would include **all properties within the historic Old Town Overlay district**, defined by the following limits:

- North: NW 3rd Street
- South: SW Oregon Street
- East: SW 1st Street
- West: SW Highland Drive

This boundary encompasses the Pine Street corridor, the proposed Columbia Street extension, and the blocks of commercial and mixed-use properties that rely on these streets for access and economic vitality.

### *Tiered Benefit Structure*

A three-tier structure is proposed based on proximity to the improvements and the degree of special benefit received:

#### **Tier 1 – Direct Frontage**

- Properties directly abutting the Pine Street reconstruction (1st to 3rd) or the new Columbia Street extension.

- Receive full benefit from new access, aesthetic, and utility improvements.
- Assessment Level: 100%

#### **Tier 2 – Adjacent Block Access**

- Properties within 1 block of Pine or Columbia that gain indirect access, parking, loading, and connectivity benefits.
- Assessment Level: 50–75%, based on detailed proximity and function (e.g., deliveries, foot traffic)

#### **Tier 3 – District-Wide Benefit**

- Properties within the Old Town core that rely on Pine or Columbia for customer or delivery access, circulation, and district visibility.
- Receive shared benefit from enhanced image, walkability, and investment climate.
- Assessment Level: 25–40%

#### ***Next Steps***

- Confirm exact project scopes and cost estimates
- Conduct benefit analysis (using engineering and market analysis if needed)
- Refine parcel list and tier assignments
- Conduct outreach with Old Town property owners to preview boundary and benefit logic
- Prepare formal LID formation documents

## **LID and VHDZ Implementation Process and Timeline**

To support infrastructure improvements along Pine Street and Columbia Street in Sherwood's Old Town, the City can implement a Local Improvement District (LID) and designate a Vertical Housing Development Zone (VHDZ). This dual approach aims to stimulate private investment, revitalize underutilized properties, and enhance the area's economic vitality. Below is a proposed implementation process and timeline:

#### ***Phase 1: Initiation and Planning (Months 1–3)***

- **Preliminary Assessment:**
  - Identify the specific infrastructure needs along Pine and Columbia Streets.
  - Evaluate the potential benefits and impacts of the proposed improvements on surrounding properties.
- **Stakeholder Engagement:**
  - Conduct meetings with property owners, business leaders, and community members to gather input and build support.

- Discuss the concept of a tiered assessment approach based on proximity and benefit levels.
- **Feasibility Study:**
  - Analyze the financial viability of the LID and VHDZ, considering projected costs, funding sources, and anticipated revenues.
  - Assess the legal and regulatory requirements for establishing both districts.

### ***Phase 2: Design and Proposal Development (Months 4–6)***

- **Engineer's Report:**
  - Prepare a detailed report outlining the scope of work, cost estimates, and the proposed method for assessing properties within the LID.
  - Define the boundaries of the LID and categorize properties into tiers based on benefit levels.
- **VHDZ Proposal:**
  - Draft a proposal for the VHDZ, specifying the area to be designated and the criteria for project eligibility.
  - Include an analysis of potential displacement effects and strategies to mitigate them.
- **Public Notification:**
  - Inform affected property owners and local taxing districts about the proposed LID and VHDZ.
  - Provide details on the benefits, obligations, and opportunities associated with participation.

### ***Phase 3: Review and Approval (Months 7–9)***

- **Public Hearings:**
  - Hold formal hearings to present the LID and VHDZ proposals, allowing stakeholders to express support or concerns.
  - Address feedback and make necessary adjustments to the proposals.
- **Council Deliberation:**
  - City Council reviews the final proposals, considering public input and staff recommendations.
  - Vote on ordinances to establish the LID and designate the VHDZ.
- **Notification of Adoption:**
  - Officially notify all stakeholders of the adoption of the LID and VHDZ, including details on implementation timelines and next steps.

### ***Phase 4: Implementation (Months 10–18)***

- **Project Design and Bidding:**
  - Develop detailed engineering designs for the infrastructure improvements.
  - Solicit bids from contractors and select qualified firms to execute the projects.
- **Construction:**
  - Commence construction activities, ensuring minimal disruption to existing businesses and residents.
  - Monitor progress and maintain communication with stakeholders throughout the process.
- **VHDZ Activation:**
  - Begin accepting applications for development projects within the VHDZ.
  - Provide guidance to developers on the benefits and requirements of participating in the program.

### ***Phase 5: Evaluation and Adjustment (Months 19–24)***

- **Project Completion:**
  - Finalize construction and conduct inspections to ensure compliance with project specifications.
  - Address any deficiencies or outstanding issues.
- **Assessment and Feedback:**
  - Evaluate the effectiveness of the LID and VHDZ in achieving desired outcomes.
  - Gather feedback from stakeholders to inform future initiatives.
- **Ongoing Management:**
  - Establish mechanisms for the continued administration of the LID and VHDZ, including maintenance, monitoring, and potential expansion.

## **No Statutory Conflict Limiting use of a Local Improvement District in combination with a Vertical Housing Development Zone**

There is **no inherent legal conflict** under Oregon law between establishing a **Local Improvement District (LID)** and designating a **Vertical Housing Development Zone (VHDZ)** for the same area. The two tools **serve different purposes** and **do not preclude each other**, so long as each is created and administered according to its own statutory requirements.

## *How Each Tool Works*

### 1. Local Improvement District (LID)

- A LID is a municipal financing mechanism used by a city to fund public infrastructure improvements by assessing property owners who benefit from improvements (e.g., street reconstruction, sidewalks, utilities).
- LIDs are governed by city ordinances and Oregon statutes related to local improvements.
- Assessments are based on benefit received; cities set the boundary and assessment method through ordinance after public hearings and required notices.

**Core point:** A LID does **not** exempt property taxes; it assesses property owners for infrastructure costs.

### 2. Vertical Housing Development Zone (VHDZ)

- A VHDZ is a tax incentive tool under Oregon Revised Statutes (ORS) 307.841–307.867 that allows cities (or counties) to designate an area where qualifying mixed-use residential projects receive a **partial ad valorem property tax exemption** for up to 10 years.
- To designate a VHDZ:
  - The city must notify local taxing districts before adoption.
  - A local taxing district (e.g., fire district, school district) may **opt out** of participating in the VHDZ, meaning the exemption would not apply to that district’s share of property taxes.
  - City council adopts a resolution or ordinance describing the zone and boundaries.
- VHDZ boundaries may **not overlap with another VHDZ**, and projects must be entirely within the designated zone.

**Core point:** A VHDZ grants a **partial tax exemption** to encourage vertical, mixed-use development — it does not itself fund infrastructure.

## *Do They Conflict?*

### No Structural Conflict

- **LIDs do not affect tax exemptions:** A LID is a funding mechanism (assessing property owners to pay for infrastructure).
- **VHDZ is a tax incentive:** It reduces property tax liability for qualifying development. These functions are separate and can operate simultaneously.

### Taxing District Opt-Out

- For VHDZ, other local taxing districts may elect not to participate — this has **no impact on a LID**.

- A taxing district opting out only affects whether the tax exemption applies to that district's property taxes within the VHDZ.

**Example:** Sherwood could adopt a VHDZ for Old Town — and if, say, the fire or school district opts out, the property tax exemption simply doesn't apply to that district's portion of taxes. The LID could still assess properties for infrastructure costs.

### Consideration of Displacement

- VHDZ statute requires that a city consider potential displacement of households in the zone before adopting it — a best practice but **not a prohibition**.
- This is not tied to LIDs; it's part of responsible VHDZ planning.

### Overlap Rules

- As long as VHDZ boundaries do not *overlap another VHDZ*, and each project applying for the exemption is entirely within one zone, there's no statutory restriction stopping a city from also having a LID in the same geographic area.

## ***Practical Implications for Sherwood***

### Why These Tools Can Work Together

- A LID provides long-term financing for infrastructure improvements (streets, sidewalks, lighting).
- A VHDZ provides a tax incentive to make mixed-use residential development more financially feasible for private developers.
- Together, they **increase the public value proposition**:
  - Infrastructure upgrades make properties more attractive.
  - Tax incentives improve project economics.

### No Regulatory Barrier

- State statutes allow cities to adopt VHDZ and LIDs without stipulating that one precludes the other.
- City staff should, however, conduct required notifications and consider effects on all property tax districts.

### Administrative Notes

- For VHDZ, Sherwood must notify other taxing districts before adoption and allow them to opt out.
- For LID, the city must follow public hearing processes and assessments under Oregon law and local code.

### Summary

Feature	LID	VHDZ
Purpose	Finance infrastructure	Incentivize mixed-use housing development
Mechanism	Property assessments	Partial property tax exemption
Legal Basis	Municipal code & state improvement laws	ORS 307.841-307.867
Requires notice to taxing districts?	Not generally	Yes – taxing districts can opt out
Conflict with the other tool?	✗ No	✗ No
Can operate concurrently in same area?	✓ Yes	✓ Yes



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# MEMORANDUM

## City of Sherwood Council Old Town Strategic Plan Meeting – Briefing Memo

To: Eric Rutledge (COS); Sean Conrad (City of Sherwood)  
From: Jason Graf, (First Forty Feet); Will Grimm, Ramin Rizvani  
Date: November 4, 2025  
Subject: Development Approach Options – City-Owned Property in Old Town

### Purpose

The purpose of this briefing memo is to summarize the advantages and disadvantages of two alternative approaches for initiating development of a Parcel D, a City-owned parcel in the Old Town/Cannery District:

1. **Issuing a Developer Offering (RFP or RFQ)**, as recommended by Leland Consulting Group in the *Old Town Development Strategy Memo (May 2025)*; and
2. **Retaining City ownership as the long-term owner-operator**, as an alternative option

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### Background

The City owns a small parcel adjacent to the Sherwood Center for the Arts, identified in the *Old Town Development Strategy Memo* as a catalytic opportunity for new retail or restaurant space. Leland Consulting Group recommends that the City issue a **competitive developer offering** to attract private proposals that meet City goals for design quality and use. Another option is **City retention of the property**, maintaining public ownership and control over its long-term use and operation.

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### Option 1: Developer Offering (RFP/RFQ Process)

Under this approach, the City would issue a Request for Proposals (RFP) or Request for Qualifications (RFQ) to solicit a private development partner. The selected developer would design, finance, construct, and operate the project—either through purchase of the property or a long-term ground lease.

#### Pros:

- Leverages private capital and expertise; limits City financial exposure.
- Accelerates implementation once developer selection and agreements are complete.
- Generates near-term revenue (via sale) or steady income (via ground lease).

- Allows the City to define desired uses, design standards, and community benefits in binding agreements.
- Encourages creative, market-responsive design solutions through competition.

**Cons:**

- Sale reduces long-term City control and potential future appreciation.
- Ground leases are less attractive to developers and may reduce project feasibility.
- Requires upfront staff and consultant time to prepare and manage the offering.
- Public influence over operations and tenancing is indirect once development is complete.

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**Option 2: City Retention and Long-Term Ownership/Operation**

Under this model, the City retains ownership of the parcel, finances or partners to construct improvements, and either leases space to tenants or manages operations directly.

**Pros:**

- Maintains full public control over design, use, and tenant mix.
- Allows the City to prioritize community-serving uses or local businesses.
- Offers long-term potential for steady lease or operating revenue.
- Demonstrates civic leadership and visible investment in Old Town's revitalization.

**Cons:**

- Requires significant upfront public investment and financing capacity.
- City assumes development, maintenance, and operational risk.
- May extend the project timeline due to public procurement and management processes.
- Lacks private-sector innovation and market-tested financial discipline.

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**Summary Comparison**

<b>Dimension</b>	<b>Developer Offering (RFP/RFQ)</b>	<b>City Retention / Owner-Operator</b>
<b>Control</b>	Moderate to High (via agreements)	Full and ongoing

Dimension	Developer Offering (RFP/RFQ)	City Retention / Owner-Operator
Financial Risk	Low to Moderate	High
Upfront City Cost	Low	High
Revenue Timing	Near-term (sale) or steady (lease)	Long-term, incremental
Implementation Speed	Faster	Slower
Market Responsiveness	High	Moderate
Alignment with Civic Objectives	Moderate to High	Very High

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### Next Steps

Staff seeks Council direction on the preferred approach to advancing the site's development.

If the Council supports issuing a **developer offering**, staff would prepare draft RFP materials consistent with the Leland memo and return to Council for approval.

If the Council prefers **City retention**, staff would evaluate potential partnership, design, and financing models to deliver the project under public ownership.

# Sherwood Old Town Strategic Action Plan

## IMPLEMENTATION – PRIORITY/CATALYST PROJECTS

**Date** May 30, 2025, revised December 30, 2025  
**To** City of Sherwood  
**From** Chris Zahas and David Fiske, Leland Consulting Group (Edited by First Forty Feet)  
**CC** Will Grimm and Jason Graf, First Forty Feet

### Introduction

In the summer of 2024, the City of Sherwood engaged a consultant team led by First Forty Feet (FFF) to assist in the production of a strategic action plan to promote the ongoing revitalization of Sherwood’s Old Town. Following extensive outreach with main street businesses, a project advisory committee, City staff, elected officials, and the community at large, the consultant team is now preparing a road map with actionable steps focused on catalytic redevelopment within a 5-year timeframe.

Leland Consulting Group (Leland), acting as subconsultants to FFF, has provided the following memo to highlight potential action steps for two city owned sites at the southeastern portion of Old Town. Prioritized through discussions with City Council, the two sites known as the “Arts Center Lot” and “Public Works Site” represent a major opportunity for the City to catalyze future development at the southeastern terminus of Old Town while maintaining important controls and establishing new standards of quality in design and development in the area.

The remainder of this memo will detail a potential high-level development strategy for these two sites, and will include:

- Site Description
- Recommended Program
- Development Strategy
- Level of Investment
- Timing
- Action Steps

### Arts Center Lot (“Site D”)

#### Site Description

A 5,320-square foot gravel lot owned by the City directly adjacent to the Sherwood Center for the Arts. Located where Pine and Columbia streets intersect, the site is in a prime location to add another complementary use to the Arts Center, Cooper Mountain Ale Works, and Cannery Square across the street.



Source: First Forty Feet

## Recommended Program

The size and location of the site lends itself to **single-story retail or restaurant space with active street frontage**. Due to parking constraints, economic and market feasibility considerations, and the lack of depth on the site, neither housing nor office are seen as a viable use. Introducing a high-quality retail frontage in this location will act as another draw for residents and visitors at the southeastern edge of Old Town, further activating Cannery Square and the adjoining Center for the Arts.

City ownership of the site will allow the City to direct the design and quality of development, and the City should emphasize factors that will ensure a signature building that is optimized for retail success. This would include high ceilings, significant window transparency on the primary frontage, and back-of-house operations located at the portion of the lot furthest away from the frontage and Arts Center entrance. See Figure 1 below for an example of the proposed style of single-story retail.

## Development Strategy Options

The following are two potential options for redevelopment of the Arts Center Lot (Site D) that consider a developer offering for private development or a City build, own and operated approach.

**Figure 1 Example of single-story restaurant with high-ceiling, high-transparency design**



Source: Google Earth; Yama Sushi & Izakaya, Portland, OR

## Development Strategy- Developer Offering Option

- **Developer Selection:** The City could undertake a **development offering** to solicit interested buyers from the private market.
  - A development offering allows the City to articulate desired uses and design requirements for the site and dictate the terms on which they evaluate interested buyers, effectively setting the table for future negotiations.
  - Interested developers must respond with a proposal that includes price, proposed program, financials, and credentials to execute the project.
  - The City could seek a development partner to purchase the site and own and operate the retail building. The City may also consider a long-term ground lease instead, where the City retains ownership of the land and receives annual lease payments. Ground leases are typically for 50 or more years plus extensions. However, ground leases are less desirable for developers, are more difficult to finance, and will result in a lower price to the City, all else being equal.
  - Given the small size of the parcel, it is assumed the development will utilize the Center for the Arts parking lot as well as on-street parking.
- **Development Agreements & Negotiation:** Once a preferred developer has been selected, the City would enter into negotiations with the developer to agree upon purchase and sale terms.
  - Memorandum of understanding (MOU) is a common first step following developer selection, incorporating a broad outline of a deal structure. While typically nonbinding, an MOU provides

enough certainty for both parties to begin the more expensive process of negotiations, architectural design, and financing. For a small site such as this, an MOU might not be necessary, and the City and developer can move directly to the next steps.

- Development and disposition agreement (DDA) or purchase and sale agreement (PSA) will be the primary legal document that executes the terms of the sale and conveys the property to the developer. This document will specify the terms of the conveyance, such as design and use requirements, parking agreements, entitlements, timeline of project completion, remedies for nonperformance, termination clauses or mechanisms of resolving any dispute, and any other specifications determined throughout the negotiation process. For a site of this size, this process may take up to six months to complete, which should include time for the buyer to develop architectural plans.
- Clawback terms or a first right of refusal may be part of the DDA/PSA terms. The City may wish to include terms by which the City can ‘claw back’ ownership of the property if the developer does not meet other terms of the agreement. The City may also wish to include a first right of refusal as a deed restriction to give the City the opportunity to purchase the property if it is ever sold again in the future.

### Level of Investment

The table below estimates the level of new investment through construction that would result from the development of a single-level retail pad on the Arts Center site.

Retail Square Footage	Cost of Construction per Square Foot	Total Estimated Value of Investment
5,000	\$315*	\$1,575,000

*\*Based on conservative estimate of construction costs for similar projects in the Portland-metro*

### Timing

This site is ready for development, and there is adequate market support for the small amount of retail that this project would add to the downtown marketplace. The City can begin the development offering process as soon as it is ready.

### Action Steps

Action Step	Timing
<b>Finalize vision and desired terms for a development offering</b>	ASAP
<b>Draft and release development offering for bid</b>	Fall 2026

<b>Evaluate developer proposals</b>	Fall 2026
<b>Development agreement negotiations (MOU, DDA/PSA)</b>	Winter / Spring 2027
<b>Execute agreement</b>	Spring 2027
<b>Development begins</b>	Spring / Summer 2027

### Development Strategy- City Builds, Owns, and Operates Option

- **Contract for Development Feasibility Study:** Procure a qualified consultant (or consultant team) to complete a feasibility study that includes:
  - Program confirmation: preferred uses (e.g., retail/restaurant pad and/or mixed-use option), target square footage, tenancy assumptions, and operational needs.
  - Site planning & design parameters: massing, frontage activation, access, service/loading, and compatibility with Old Town character.
  - Market and financial feasibility: demand, achievable rents/leases, pro forma, public return, lifecycle/operating costs, and risk analysis.
  - Delivery approach: recommended procurement pathway (design-bid-build, design-build, CM/GC, or DDA-style development services with City ownership).
  - Parking and access strategy: confirm shared use of the Center for the Arts lot and on-street parking.
  - Implementation plan: cost estimate, schedule, phasing, and required entitlements.
- **Select Development Team (Qualifications-Based):** Issue an RFQ/RFP and select a design and construction team. The City may procure design first and contractor second, or procure a combined design-build/CM-GC team, depending on feasibility findings.
- **Negotiate and Execute City-Led Agreements:** execute City-led contracts that secure scope, cost, and performance for a City-owned asset. This includes agreements with the architect/engineer and construction team (and, if needed, a developer-advisor), with provisions that set final program and design standards, lock in pricing and milestones, control changes, and protect the City through clear remedies and approval points..

## Level of Investment

The table below estimates the level of new investment through construction that would result from the development of a single-level retail pad on the Arts Center site.

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## Timing

This site is ready for development, and there is adequate market support for the small amount of retail that this project would add to the downtown marketplace. The City can begin the development offering process as soon as it is ready.

## Action Steps

Action Step	Timing
<b>Develop and issue feasibility study</b>	ASAP
<b>Consultant selection and feasibility study</b>	Spring / Fall 2026
<b>Council review and direction</b>	Winter 2026
<b>Prepare RFQ/RFP and select development team</b>	Spring 2027
<b>Concept refinement and entitlements</b>	Spring 2027
<b>Construction documents</b>	Spring / Fall 2027
<b>Permitting and approval</b>	Fall 2027 / Early 2028
<b>Bid and contractor mobilization</b>	Winter 2027 / Early 2028
<b>Major construction phase and finishes, systems &amp; inspections</b>	Spring 2028 / Early 2029
<b>Closeout and handover</b>	Spring 2029

## Public Works Site (“Site G” & “Site H”)

### Site Description

A total of 4.58 acres across multiple parcels, this site consists of largely vacant land that is being partially used for storage and staging by Public Works. With potential for future redevelopment of the Public Works site directly adjacent to these parcels, and improved connectivity in becoming a major gateway into Old Town if the proposed SW Columbia Street extension is completed, this area represents the most significant opportunity to add walkable, mixed-use development into Old Town.



Source: First Forty Feet

## Recommended Program

Adding more residents will help drive activity to Old Town public spaces, events and businesses, and as a City-owned site, offers the best opportunity for the City to catalyze development of new housing, and retail mixed-use within Old Town. Particularly if Columbia Street is extended to Oregon Street, improving circulation and access, this area will be prime for new residential and mixed-use development. Therefore, it is recommended that the site be developed with a diversity of medium- to high-density housing and some retail

In addition, between one and two acres of Site G directly adjacent to and northeast of Cannery Square is recommended as a boutique hotel. Its unique location on the Square and easy walkability to Old Town restaurants and services make it an ideal location for a hotel unlike any in Sherwood. A boutique hotel of approximately 75 rooms would be able to serve multiple customer segments including nearby businesses, visiting friends and family of Sherwood residents, and tourists looking for a convenient jumping off point to wine country.

## Development Strategy

The size and existing uses of the Public Works site makes it far more complex than the Arts Center site. Additionally, current market conditions are unlikely to support market-rate housing or hotel development in the immediate term (largely due to rising construction costs and high interest rates). Unless the City is interested in developing affordable housing on the site (the only type of housing development penciling for most developers currently due to the availability of affordable housing subsidies), it is best to wait for the market to improve before moving forward. Even so, the proposed development strategy outlined below remains sound for when market conditions improve.

- **Visioning & Design:** While waiting for the market to improve, the City should undertake a more detailed visioning and design process for the Public Works site. By establishing a more specific vision for the area, the City will be better informed when soliciting development proposals in later stages. The visioning and design process would require the assistance of a design-led consultant team to evaluate the physical and market opportunities and constraints of the site and to develop more specific program ideas such as the type of housing, affordability targets, financial feasibility, and other details. In particular, deeper market research into the feasibility of a boutique hotel is needed, helping to determine what size and concept would work best at this location. The process should also include outreach to the local/regional development community, which would help test the feasibility of ideas while also having the added benefit of pre-marketing the site and generating interest, while also helping to determine the ideal form of development offering (see below).

This more detailed design process can also include considerations about the relocation of Public Works, or strategies to reduce their footprint on the site, the timing of which will determine development potential and phasing of the site. For example, the site directly adjacent to Cannery Square is not big enough to accommodate a hotel, and doing so will likely require using some portion of the Public Works staging area currently occupied today. In addition to the Public Works site, the City may also want to incorporate the adjacent sites to the south (E and F within project documents) into the detailed design process and future development offering.

- **Development Offering & Developer Selection:** Similar to the development offering outlined above, the City should seek a development partner(s) through a competitive process. However, due to the size and potential phasing of the site, this may take the form of multiple requests for qualifications (RFQs), and the City may end up partnering with multiple developers.

- Depending on the outcomes of visioning and design, the City may want to pursue various options in phasing the development offering. These may include:
  - Boutique hotel site next to Cannery Square as an initial offering
  - Waiting for the market to improve and include the entire program of hotel and residential development in a larger offering
  - If further market research determines a boutique hotel offering is unlikely to solicit developer response, the City may convert the entire program to housing and pursue a development an exclusively residential offering.
- An RFQ process will allow the City to cast the widest net possible for the site. As opposed to an RFP, the RFQ should not require the developer to submit detailed drawings of the proposed project or make a price proposal for a land purchase. Instead, the City will select a partner based on their developer's demonstrated track record of successfully building similar urban projects, combined with their expressed vision for the site. Once a preferred developer has been selected, the City would enter into a public-private partnership with the developer to refine the vision and design the project in sufficient detail to arrive at a price and transaction terms. At a minimum, the RFQ should ask for:
  - Firm profile
  - Resumes of principals
  - Project examples
  - References
  - Financial capacity
  - Project vision
- RFQ evaluation should be informed by criteria developed during the preliminary visioning and design process. After evaluating initial proposals, the City may invite one or more submitters to present their qualifications in person, and the City may request additional information to assist in the decision making.
- An optional modification to the selection process would be to conduct a two-step selection process whereby a short list of finalists is developed from the RFQ and no more than three respondents (and ideally only two) are invited to prepare a full proposal complete with architectural drawings, a phasing and financing plan, a purchase price, and pricing terms.
- **Development Agreements & Negotiations:** Once a preferred developer is selected, the process of negotiation will begin much in the same way as outlined above for the Arts Center site. However, due to the nature of the Public Works site, it is likely the negotiation phase will be much longer, incorporating many additional terms and conditions, including potential public-private partnership terms.
  - Similar to the Cannery Row project, this project will likely include some form of public-private partnership to support successful development. This may take the form of public investment in infrastructure, particularly if the development is contingent on the extension of Columbia Street.

## Level of Investment

The table below estimates the level of new investment through construction that would result from the development of a 75-room boutique hotel, 130 residential units as well as retail on the pad on the Arts Center site Block G and Block H (Public Works)

Number of Residential Units / Hotel Rooms/ Retail	Cost of Construction per Unit / Room	Total Estimated Value of Investment
<b>130 units*</b>	\$350,000**	\$45,500,000
<b>75 rooms</b>	\$225,000**	\$16,875,000
<b>Retail (14,000 SF)</b>	\$315/SF**	\$4,400,000

*\*Based on First Forty Feet diagrammatic drawings*

*\*\*Based on conservative estimate of construction costs for similar projects in the Portland-metro*

## Timing / Phasing

As noted above, due to current market conditions, it is better to wait for the market to improve before attempting to develop the Public Works site. Uncertainty in timing for when Public Works may relocate gives more reason to wait. The City has indicated Public Works may not vacate their current location for another 5 to 10 years. If this is the case, it may behoove the City to request Public Works move some of their storage off of portions of the site so development can begin on part. For example, the hotel site closest to Pine Street may make sense as a first phase while the remainder of the site waits for Public Works to vacate and the completion of the Columbia Street extension. However, the process of undertaking more detailed design and visioning for the future of the site can begin right away and will be a good way to build market momentum and developer interest in the coming years.

## Action Steps

Action Step	Timing
<b>Detailed design and visioning</b>	Spring / Summer 2027
<b>Begin developer selection process</b>	Fall 2027 / Winter 2028, depending on market conditions
<b>Evaluate developer proposals</b>	Winter 2028
<b>Development agreement negotiations (MOU, DDA/PSA)</b>	Spring - Fall 2028
<b>Execute agreement</b>	Fall 2028

<b>Development begins</b>	Winter 2029
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# MEMORANDUM

## Sherwood Old Town Strategic Plan

To: Sean Conrad (City of Sherwood); Eric Rutledge (COS)

From: Jason Graf, (First Forty Feet); Tyler Sauter, (FFF); Sijin Sun, (FFF)

Date: July 1, 2025

Subject: Business Retention Survey findings and considerations for non-financial and financial incentives or programs to support Old Town Businesses.

## Summary of Survey Findings

A business retention survey was conducted from early May to early June and received nine responses from Old Town businesses. The results reveal common challenges and opportunities tied to daily operations and long-term goals. Respondents expressed a need for simplified permitting, targeted incentives, infrastructure upgrades, and better communication with the City. Parking and trash management were also highlighted as key issues affecting Old Town.

Key themes from the survey include:

### 1. City Support for Businesses (Q17)

Survey respondents emphasized the need for:

- Streamlined permitting and development review
- Improved communication between the City and businesses
- Financial assistance or incentives (e.g., grants, fee waivers)
- Improved safety, lighting, and trash management

### 2. Policy and Regulatory Barriers (Q20)

Responses indicated the need for:

- Simplified permitting processes for small improvements
- Reduced or waived permit and development fees
- Better coordination across City departments
- Flexibility to allow outdoor uses such as displays and dining
- Clearer guidance and expectations for applicants

### 3. Preferred Financial Incentives (Q21)

- Businesses identified the following as the most useful forms of financial support:
- Tenant improvement grants or loans (75%)
- Façade improvement grants or loans (75%)

- Permit fee reductions or waivers (62.5%)
- System Development Charge (SDC) waivers (25%)
- ADA and accessibility compliance support

#### **4. Preferred Non-Financial Incentives (Q22)**

Top responses included:

- Expedited or streamlined permitting processes
- Zoning and design standard flexibility
- Job fairs and contractor connections
- Courtesy meetings with City staff
- Event coordination that supports customer foot traffic

#### **5. Infrastructure Needs (Q23)**

Businesses indicated that the following improvements would be most beneficial:

- Additional parking
- Paved alleys and improved drainage (especially behind buildings being renovated)
- Better signage and wayfinding to direct visitors

#### **6. Networking and Collaboration (Q24)**

- 56% of businesses expressed interest in participating in City-organized networking or collaboration events
- 33% indicated "maybe," suggesting opportunity to increase engagement with targeted programming

#### **7. Attracting New Businesses (Q26)**

Respondents recommended the following strategies:

- Improved marketing and promotion of Old Town as a destination
- Incentives for new businesses (grants, loans, tax breaks)
- Events and activities that draw foot traffic
- More affordable commercial space

#### **8. Trash Management (Q35)**

Respondents supported:

- Shared dumpsters in alleys or enclosures
- More frequent trash pickups
- Recycling options and better street bin placement
- Addressing visual clutter and safety concerns from improperly stored containers

## Recommendations for the Strategic Action Plan

In response to these findings, the following recommendations are designed to strengthen business retention, support small business vitality, and attract new investment in Old Town. The proposed strategies reflect a mix of financial and non-financial tools, infrastructure upgrades, and programmatic initiatives that align with the needs identified by survey participants.

### A. Financial Incentives

1. **Façade and Tenant Improvement Program:** Consider appropriating some city funds to the existing Façade Grant program by prioritizing low-cost, high-visibility improvements—such as signage, lighting, and minor façade repairs—that enhance Old Town’s appearance. Focus limited funds on projects that improve public-facing elements or address code compliance and accessibility. The City could also explore partnerships with local lenders or regional programs to offer low-interest loans or in-kind support. Clear criteria and promotion can help maximize the impact of available funding while maintaining momentum.
2. **Permit & SDC Relief:** Provide fee reductions or waivers for small businesses or targeted use types. Focus fee relief on areas the City directly controls, such as local building permit fees and planning application fees. Consider offering partial waivers or temporary reductions for small businesses making minor improvements, occupying long-vacant spaces, or opening in targeted sectors (e.g., retail, food service). While full System Development Charge (SDC) waivers may be limited, the City could explore deferrals or phased payments for eligible projects to ease upfront costs without reducing total revenue.
3. **Alley Activation Mini-Grants:** Support property owners investing in alley-facing entries and infrastructure. Eligible investments could include exterior lighting, signage, painting or murals, new door or window openings, landscaping, paving, drainage fixes, or trash enclosure upgrades.

### B. Non-Financial Support

1. **Develop a “Starting a Business in Old Town” Guide:** Create a clear, user-friendly guide or checklist that outlines the steps, forms, fees, and contacts required to open or expand a business in Old Town. Include diagrams, timelines, and FAQs to reduce confusion—especially for first-time business owners.
2. **Publish Permit Timelines and Process Flowcharts:** Develop and share visual process flowcharts for common project types (e.g., signage, interior remodels) with estimated timelines for review and approval. This improves predictability and helps applicants plan accordingly.
3. **Launch a “Quick Permits” Pathway for Minor Improvements:** Create a simplified, fast-track permitting process for low-impact upgrades such as paint, signage, lighting, window replacements, and interior finish work. Consider over-the-counter or expedited reviews for qualifying projects.

4. **Assign a Permit Coordinator or Business Liaison:** Designate a staff member to act as a single point of contact for Old Town business applicants. This person can help coordinate reviews across departments (planning, building, fire) and provide consistent information throughout the process.
5. **Clarify Eligibility and Timing for Fee Reductions:** If the City offers fee reductions or waivers under specific conditions, publish a clear summary of what is available, who qualifies, and how to apply. Include this information in the business guide and on the City's website to ensure transparency and promote uptake.

## C. Programs and Services

### 1. Quarterly Networking & Mentorship Series

Facilitate regular gatherings for Old Town business and property owners to connect, share resources, and mentor new entrepreneurs. Each session can feature a rotating topic—such as funding, hiring, or digital marketing—and include guest speakers from successful local businesses or service providers.

- **Lead:** City of Sherwood Economic Development or designated Business Liaison
- **Partners:** Sherwood Chamber of Commerce, WorkSource Oregon, Small Business Development Center (SBDC)
- **Addresses:** Networking, business mentorship, workforce development, ongoing support for entrepreneurs

### 2. Retail and Hospitality Recruitment Campaign

Develop and implement a targeted marketing campaign to attract new businesses that meet local demand and complement Old Town's character—such as cafés, family-friendly services, or evening entertainment.

- **Lead:** Economic Development Department
- **Partners:** Local commercial brokers, Business Oregon, property owners
- **Actions:**
  - Create promotional materials featuring available spaces and incentives
  - Promote Old Town's walkability, events, and community culture
  - Conduct targeted outreach to priority business types
- **Addresses:** Marketing, incentives for new businesses, affordable commercial space

### 3. Old Town Business Welcome Package + Incentives Toolkit

Create a resource kit for prospective businesses that includes available properties, startup guidance, local demographic data, and a menu of available incentives—such as reduced permit fees, small grants, or referral-based bonuses for opening a desired use.

- **Lead:** Economic Development Department
- **Partners:** City Planning and Building Divisions, Sherwood Chamber

- **Addresses:** Incentives for new businesses, streamlined support

#### 4. Co-Working and Incubator Feasibility Study

Explore the potential for a small co-working hub or business incubator space in Old Town, possibly using underutilized City-owned or privately-owned buildings. The goal is to support startups, remote workers, and service businesses that need flexible space.

- **Lead:** City of Sherwood (in collaboration with regional economic development partners)
- **Partners:** Private property owners, Business Oregon, Mid-Valley SBDC
- **Addresses:** Affordable space, support for incubators

#### 5. Integrated Old Town Event Strategy

Enhance City-sponsored and partner events (e.g., Cruisin', Wine Festival, Holiday Tree Lighting) with business-friendly features that increase foot traffic inside stores.

Tactics could include:

- In-store specials tied to event maps
- "Shop local" passports or prize raffles
- Temporary vendor spaces inside vacant storefronts
- Sidewalk activations during markets or parades
- **Lead:** Assistant City Manager (City of Sherwood) and Economic Development
- **Partners:** Sherwood Parks & Recreation, Sherwood Police Department, Public Works, Parks & Recreation, Chamber of Commerce, Sherwood Center for the Arts, and local businesses or nonprofits depending on the event, Washington County- Explore Tualatin Valley
- **Addresses:** Foot traffic, visibility, marketing of Old Town

#### D. Infrastructure and Public Realm Improvements

1. **Parking Solutions:** Explore shared parking options, improved signage, and assessment of underutilized lots.
2. **Wayfinding Plan:** Improve directional signage and entryway visibility for visitors arriving from major roadways.
3. **Trash Consolidation:** Develop shared dumpster facilities or enclosures in strategic alley locations to reduce clutter and improve appearance.



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# MEMORANDUM

## Sherwood Old Town Strategic Plan

To: Sean Conrad (City of Sherwood); Eric Rutledge (COS)  
From: Jason Graf, (First Forty Feet); Tyler Sauter, (FFF); Sijin Sun, (FFF)  
Date: July 1, 2025  
Subject: Wayfinding Plan Recommendations

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## Wayfinding Plan Recommendations

Based on the findings of the **Existing Conditions Memo**, specifically the **Wayfinding Assessment for Old Town Sherwood**, the following recommendation outlines a **Signage and Wayfinding Plan** to improve visibility, strengthen the sense of arrival, and enhance visitor navigation. The recommendation includes an **action plan** with key steps, potential partners, and a **12-month timeline** to guide plan development and adoption.

### Key Findings from the Wayfinding Assessment

- **Lack of visibility from Highway 99 and Tualatin-Sherwood Road:** Few signs reference “Old Town,” and most are destination-specific (e.g., Railroad Street Antique Mall).
- **Disconnected signage at decision points:** Critical intersections and roundabouts lack clear directional signage into Old Town.
- **Inconsistent or outdated signage within Old Town:** Most signage is for City Hall, the library, or the Field House—not for commercial or visitor destinations.
- **High potential to attract regional traffic:** Old Town is less than a mile from major arterials and surrounded by neighborhoods within walking distance, but underutilizes its proximity due to limited signage.

### Action Plan: Initiating a Signage and Wayfinding Plan

#### Step 1: Identify and Convene Core Partners (Month 1)

- **Lead Department:** Community Development
- **Key Partners:**
  - Public Works (implementation and maintenance)
  - Sherwood Chamber of Commerce
  - Sherwood Main Street or Historic Committee (if active)
  - Explore Tualatin Valley (for regional branding support)
  - Local business/property owner representatives

- **Actions:**
  - Form a working group or task force to guide development of the plan
  - Identify local and regional funding opportunities (e.g., tourism grants)

**Step 2: Write Scope of Work & Prepare RFP (Months 2–3)**

- Draft a scope focused on:
  - Entry signage from major arterials
  - Pedestrian and bicycle wayfinding
  - Historic and visitor destination branding
  - Hierarchy of signage types (gateway, directional, identity)
  - Integration with City branding and placemaking goals
- Include assembly of an advisory group of Old Town businesses, organizations and groups marketing the Old Town

**Step 3: Release RFP and Select Consultant (Months 4–5)**

- Release RFP publicly and to targeted planning/wayfinding consultants
- Use a qualifications-based selection process (QBS)
- Select and contract with a consultant by end of Month 5

**Step 4: Planning & Public Engagement Phase (Months 6–10)**

- Consultant conducts:
  - Site inventory and analysis
  - Stakeholder and public engagement
  - Concept development (signage families, materials, locations)
  - Coordination with ODOT (for Hwy 99 signage placement)
- Deliverables: Draft wayfinding strategy with signage hierarchy and location plan

**Step 5: Final Plan, Adoption & Next Steps (Months 11–12)**

- Present draft to stakeholders and Council
- Finalize plan based on feedback
- Identify implementation phases and prepare cost estimates
- Begin design and permitting for first phase, pending funding

### Suggested 12-Month Timeline

Task	Timeframe
Partner coordination & task force formed	Month 1
Scope of work & RFP drafted	Months 2–3
RFP issued, consultant hired	Months 4–5
Planning, analysis, engagement	Months 6–10
Final plan review and adoption	Months 11–12

## Implementing the Signage and Wayfinding Plan

### 1. Prioritize Signage Types and Locations

- **Action:** Use the plan’s location map and signage hierarchy to identify the highest-impact improvements.
- **Focus areas:**
  - Gateways at Hwy 99, Tualatin-Sherwood Road, and Sherwood Boulevard
  - Key local connectors (e.g., Pine Street, 1st Avenue)
  - Internal pedestrian and bike navigation to destinations (library, Cannery Square, etc.)
- **Deliverable:** Implementation phasing plan (short-, medium-, long-term)

### 2. Identify Funding Sources

- **Action:** Develop a funding strategy using a mix of public and private resources.
- **Potential sources:**
  - City general fund (capital improvement allocation)
  - Tourism and economic development grants (e.g., from **Explore Tualatin Valley** or **Business Oregon**)
  - TIF/URA funding if available
  - Local business improvement partnerships (Main Street-style collaboration)
- **Deliverable:** Implementation budget and funding strategy

### 3. Final Design and Engineering

- **Action:** Select a signage fabricator and, if needed, a design consultant for detailed construction drawings and materials specs.

- **Key tasks:**
  - Ensure signage complies with MUTCD (Manual on Uniform Traffic Control Devices) and ODOT rules (for state highways)
  - Coordinate installation logistics with Public Works and permitting agencies
- **Deliverable:** Final design package and installation-ready documentation

#### 4. Coordinate with Agencies and Property Owners

- **Action:** Obtain necessary permissions for signs placed on or near private property or along ODOT rights-of-way.
- **Partners:**
  - ODOT (Hwy 99)
  - Private property owners (for wall-mounted or sidewalk signs)
  - Sherwood Public Works and Planning for encroachment permits
- **Deliverable:** Signed agreements or permits

#### 5. Fabricate and Install Phase 1 Signage

- **Action:** Begin fabrication and installation of the first wave of signage.
- **Phase 1 suggestions:**
  - Entry/gateway signs on Hwy 99 and Tualatin-Sherwood Road
  - Directional signage into Old Town from Sherwood Blvd and Langer Farms Parkway
  - Pedestrian signs around Cannery Square and key public parking areas
- **Deliverable:** Completed installation of Phase 1 signs

#### 6. Promote and Monitor Impact

- **Action:** Publicize the new signage through City and tourism channels.
- **Optional:** Conduct a brief post-installation survey or foot traffic analysis to evaluate success and gather feedback.
- **Deliverable:** Marketing campaign and evaluation summary

#### Ongoing Maintenance and Updates

- Assign maintenance responsibility (likely Public Works or a designated City department).

- Review signage conditions annually and plan for updates or expansions based on growth, tourism, or business changes.

### Signage and Wayfinding Plan – Implementation Schedule

Phase	Timeframe	Milestone / Task	Lead & Partners	Notes
<b>1. Prioritization &amp; Phasing Plan</b>	Month 1	Confirm priority locations and signage types for Phase 1	Community Development, Public Works, Task Force	Focus on high-visibility gateways and core wayfinding needs
<b>2. Cost Estimating &amp; Funding Strategy</b>	Months 1-2	Develop cost estimates and identify funding sources	Economic Development, Finance, Explore Tualatin Valley	Consider grants, tourism funds, and phased budget requests
<b>3. Final Design &amp; Engineering</b>	Months 2-4	Prepare construction-ready plans and specs	Consultant or Sign Fabricator, Public Works	Include materials, dimensions, mounting details, and permitting needs
<b>4. Agency Coordination &amp; Permitting</b>	Months 3-5	Secure approvals (ODOT, City departments, property owners)	Planning, Public Works, ODOT	Necessary for installations on public right-of-way and gateways
<b>5. Fabrication</b>	Months 5-7	Fabricate Phase 1 signage	Sign Vendor	Allow lead time for manufacturing and quality checks
<b>6. Phase 1 Installation</b>	Months 7-9	Install gateway and directional signage	Public Works or Contractor	Coordinate with ongoing public projects, utilities, and access needs
<b>7. Public Launch &amp; Promotion</b>	Month 9	Announce and promote signage completion	Economic Development, Explore Tualatin Valley	Ribbon cutting, press release, and regional tourism promotion
<b>8. Monitoring &amp; Evaluation</b>	Months 10-12	Collect feedback and assess early impacts	Community Development, Business Stakeholders	Include surveys, photo audits, or pedestrian/visitor counts
<b>9. Phase 2 Planning</b>	Month 12+	Identify next signage priorities and funding	City Staff, Stakeholder Task Force	May include interpretive signs, trail connections, or parking signage



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# MEMORANDUM

## Sherwood Old Town Strategic Plan

To: Sean Conrad (City of Sherwood); Eric Rutledge (COS)

From: Jason Graf, (First Forty Feet); Tyler Sauter, (FFF); Sijin Sun, (FFF)

Date: July 2, 2025

Subject: Considerations for a Trash Management Program and Implementation Plan

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## Trash Management Program – Implementation Plan

The city and Old Town businesses have identified trash collection as an issue to be addressed in the Strategic Action Plan. 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.

### ***Step 1: Needs Assessment and Site Inventory***

#### ***Timeframe: Month 1–2***

- *Conduct a walk audit to identify where trash bins are currently stored (e.g., sidewalk, curbside, alley).*
- *Document problem areas (e.g., blocked sidewalks, visual clutter, smell complaints).*
- *Identify suitable alley or rear lot locations for potential shared enclosures.*
- *Evaluate ownership and access constraints (public vs. private property).*

***Lead: Public Works and Community Development***

***Partners: Property/business owners, trash haulers (e.g., Pride Disposal)***

### ***Step 2: Stakeholder Outreach and Engagement***

#### ***Timeframe: Month 2–3***

- *Meet with impacted property and business owners to review findings and collect input.*
- *Coordinate with trash haulers to confirm pick-up access, container needs, and service options.*
- *Address concerns about responsibility, cleanliness, access, and cost sharing.*

***Deliverables:** Stakeholder feedback summary; commitment from initial pilot participants*

### **Step 3: Site Selection and Enclosure Design**

***Timeframe:** Month 3–4*

- *Select 1–2 pilot locations for shared enclosures in high-priority areas.*
- *Develop simple, attractive, and durable design templates that fit Old Town's character (e.g., fencing, gates, screening).*
- *Ensure designs meet fire, health, and ADA codes.*
- *Estimate costs for construction and maintenance.*

***Lead:** Public Works with Planning and design consultant (if needed)*

### **Step 4: Funding Strategy and Cost-Sharing Model**

***Timeframe:** Month 4–5*

- *Explore funding options:*
  - *City general fund or capital budget*
  - *Façade or improvement grant alignment*
  - *Cost-sharing with property owners (e.g., monthly maintenance fee)*
- *Develop a draft maintenance and operations agreement for participating businesses.*

***Lead:** City Finance and Economic Development*

### **Step 5: Construction and Rollout of Pilot Sites**

***Timeframe:** Months 6–8*

- *Construct or install shared enclosures.*
- *Transition participating businesses to shared service.*
- *Provide signage and outreach on proper usage.*

***Lead:** Public Works*

***Partners:** Contractor or in-house crew, trash hauler*

### **Step 6: Monitor and Evaluate Pilot**

***Timeframe: Months 9–10***

- *Survey participating businesses and hauler for feedback.*
- *Monitor cleanliness, use, and any complaints.*
- *Evaluate cost, functionality, and potential for expansion.*

*Lead: Public Works and Community Development*

***Step 7: Plan for Expansion***

***Timeframe: Months 11–12***

- *Identify additional locations for future phases based on pilot success.*
- *Adjust designs, policies, and funding model as needed.*
- *Create a long-term trash enclosure strategy for Old Town.*

*Lead: City Manager's Office and Community Development*

***Optional Enhancements***

- *Add alley lighting and wayfinding near enclosure locations to improve safety and visibility.*
- *Coordinate with alley activation grants to support cohesive improvements.*
- *Include recycling and compost options where feasible.*



## Trash Consolidation Program Implementation Plan

Improve sanitary conditions shared dumpster enclosures in alleyways to reduce sidealkiness and aesthetics.



### Needs Assessment and Site Inventory Months 1-2

Identify problem areas and assess potential locations for shared enclosures.



### Stakeholder Outreach and Engagement Months 2-3

Consult with property and business owners, and trash haulers.



### Site Selection and Enclosure Design Months 3-4

Choose pilot sites and develop appropriate enclosure designs.



### Funding Strategy and Cost-Sharing Model Months 4-5

Explore funding sources and establish cost sharing principles.



### Construction and Rollout of Pilot Sites Months 6-8

Build and transition participants to the new enclosures.



### Monitor and Evaluate Pilot Months 9-10

Assess effectiveness and gather feedback from stakeholders.



### Plan for Expansion Months 11-12

Identify future locations and update strategy for expansion.

## Q1 Name of Business Owner or Property Owner

Answered: 10 Skipped: 0

#	RESPONSES	DATE
1	Christy Goodwin	6/2/2025 5:45 AM
2	Ann Brucker	5/28/2025 10:51 AM
3	Ann and Brad Brucker	5/28/2025 10:51 AM
4	Lary watson	5/23/2025 8:11 PM
5	Treetop Preschool	5/23/2025 6:30 PM
6	Christie Cobb	5/23/2025 4:01 PM
7	Deidre sabo	5/23/2025 3:55 PM
8	Eleanor Simon	5/11/2025 11:25 AM
9	Gardner Team Real Estate / And landlord to three other Old Town tenants	4/25/2025 4:21 PM
10	Kevin and Amanda Bates; Jacob Pflug	4/25/2025 11:42 AM

## Q2 Email address

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	christy@cedarandstoneshop.com	6/2/2025 5:45 AM
2	mosaicartsloft@yahoo.com	5/28/2025 10:51 AM
3	brad.brucker@hotmail.com	5/28/2025 10:51 AM
4	Lwbarber123@gmail.com	5/23/2025 8:11 PM
5	christie@escapetoyoga.com	5/23/2025 4:01 PM
6	Truesalonnw@gmail.com	5/23/2025 3:55 PM
7	elliesi@gmail.com	5/11/2025 11:25 AM
8	amber@gardnerteam.net	4/25/2025 4:21 PM
9	Kevin@symposiumcoffee.com	4/25/2025 11:42 AM

### Q3 Business Name

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	Cedar & Stone	6/2/2025 5:45 AM
2	Mosaic Arts Loft	5/28/2025 10:51 AM
3	Mosaic Arts Loft - Brucker Heritage	5/28/2025 10:51 AM
4	Lary's Barbershop	5/23/2025 8:11 PM
5	Treetop Preschool	5/23/2025 6:30 PM
6	Escape To Yoga	5/23/2025 4:01 PM
7	True salon	5/23/2025 3:55 PM
8	Gardner Team Real Estate	4/25/2025 4:21 PM
9	Symposium Coffee	4/25/2025 11:42 AM

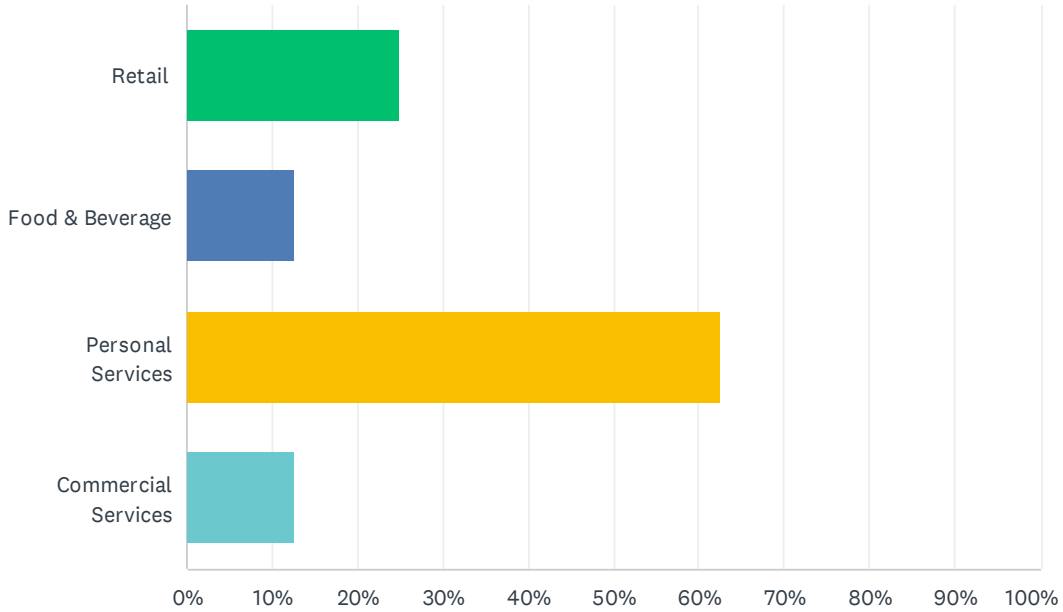
## Q4 Business/Property Address

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	22485 SW Main St	6/2/2025 5:45 AM
2	16017 SW First St	5/28/2025 10:51 AM
3	16017 SW 1st St	5/28/2025 10:51 AM
4	22415 sw Pine st. Sherwood Or. 97140	5/23/2025 8:11 PM
5	16067 SW 1st St.	5/23/2025 4:01 PM
6	15922 2nd st	5/23/2025 3:55 PM
7	16027 SW 2ND ST	5/11/2025 11:25 AM
8	16227 SW 1st Street	4/25/2025 4:21 PM
9	22461 SW Pine St	4/25/2025 11:42 AM

## Q5 Type of Business

Answered: 8 Skipped: 2



ANSWER CHOICES	RESPONSES
Retail	25.00% 2
Food & Beverage	12.50% 1
Personal Services	62.50% 5
Commercial Services	12.50% 1
Total Respondents: 8	

#	OTHER (PLEASE SPECIFY)	DATE
1	Arts Educational Classes	5/28/2025 10:51 AM
2	Art training and Gallery	5/28/2025 10:51 AM
3	Cutting hair	5/23/2025 8:11 PM
4	yoga studio	5/23/2025 4:01 PM
5	Residence	5/11/2025 11:25 AM
6	And residential also	4/25/2025 4:21 PM

## Q6 Square Footage of Business Space:

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	2,000	6/2/2025 5:45 AM
2	4,000	5/28/2025 10:51 AM
3	4000	5/28/2025 10:51 AM
4	560	5/23/2025 8:11 PM
5	2500	5/23/2025 6:30 PM
6	2400	5/23/2025 4:01 PM
7	1500	5/23/2025 3:55 PM
8	Combined 4,300 sf (approx)	4/25/2025 4:21 PM
9	1675	4/25/2025 11:42 AM

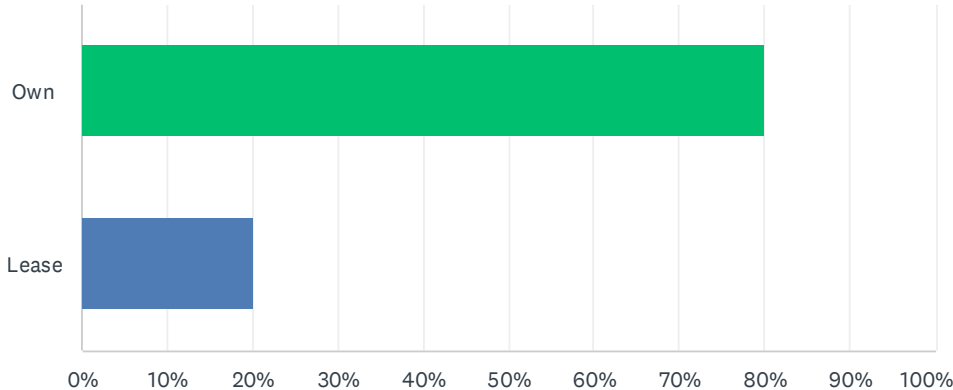
## Q7 Number of Employees (Include full and part time)

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	3	6/2/2025 5:45 AM
2	1 Full Time	5/28/2025 10:51 AM
3	2	5/28/2025 10:51 AM
4	0 one lessee	5/23/2025 8:11 PM
5	3	5/23/2025 6:30 PM
6	18	5/23/2025 4:01 PM
7	6	5/23/2025 3:55 PM
8	5	4/25/2025 4:21 PM
9	11 PT and 6FT	4/25/2025 11:42 AM

### Q8 Do you own or lease your space?

Answered: 10 Skipped: 0



ANSWER CHOICES	RESPONSES	
Own	80.00%	8
Lease	20.00%	2
Total Respondents: 10		

## Q9 Hours of Operation

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	10-5	6/2/2025 5:45 AM
2	MTW, Sat, City and Private Events	5/28/2025 10:51 AM
3	9am to 7pm	5/28/2025 10:51 AM
4	Tuesday-fri. 7-5:30. Sun. And mon. Vary	5/23/2025 8:11 PM
5	8 am - 2 pm	5/23/2025 6:30 PM
6	8-11 am and 5-8 pm most days	5/23/2025 4:01 PM
7	By appointmnet	5/23/2025 3:55 PM
8	9-5 m-f	4/25/2025 4:21 PM
9	M-Sat 7-6, Sunday 8-3 (Friday Whiskey Night Open till 10pm)	4/25/2025 11:42 AM

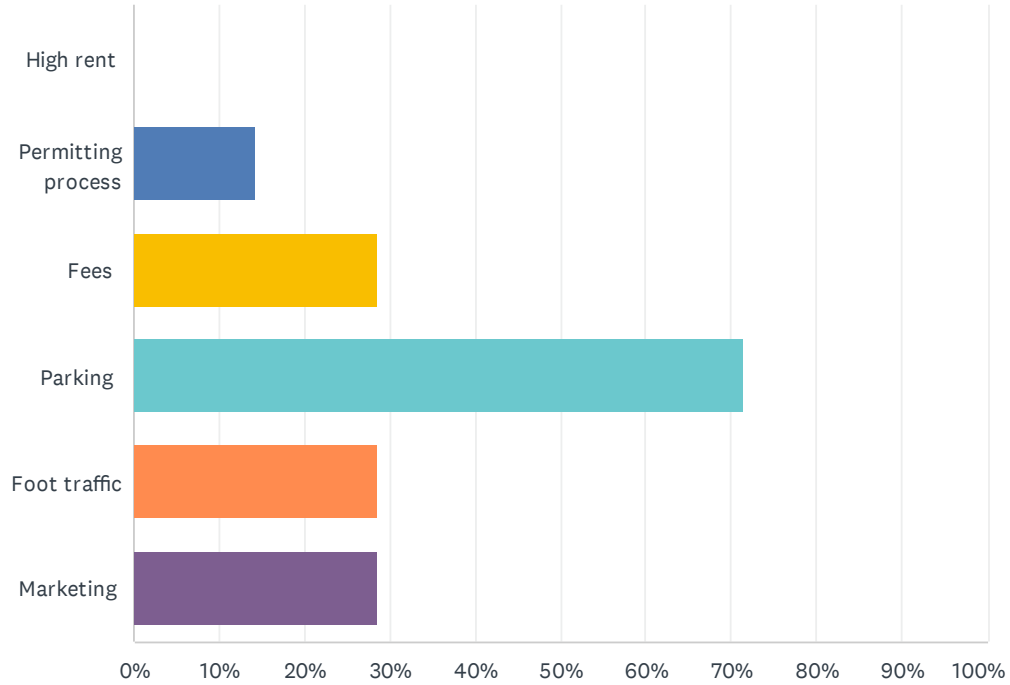
## Q10 What do you enjoy about operating a business or owning property in Old Town?

Answered: 10 Skipped: 0

#	RESPONSES	DATE
1	The community	6/2/2025 5:45 AM
2	Community Impact: Enriching the lives of my Art students and their families, the Sherwood Community, Artists, and enriching City and Mainstreet Events	5/28/2025 10:51 AM
3	Central location and OT ambiance	5/28/2025 10:51 AM
4	I love the clients, the police dept., foot traffic, family oriented	5/23/2025 8:11 PM
5	People walking about, walks to lunch, library, etc	5/23/2025 6:30 PM
6	It is a vibrant, walkable community with a good variety of offerings, coffee shop, library, wine bar, restaurants, yoga, art	5/23/2025 4:01 PM
7	I love all the events, community feel, and walkability	5/23/2025 3:55 PM
8	Location close to all	5/11/2025 11:25 AM
9	Quaintness and sense of community	4/25/2025 4:21 PM
10	Live in and invested fully in Old Town which adds financial security and value to our establishment. Love having a village of business owners and residents to support each other.	4/25/2025 11:42 AM

## Q11 What challenges did you face when starting your business in Old Town? (Check all that apply)

Answered: 7 Skipped: 3



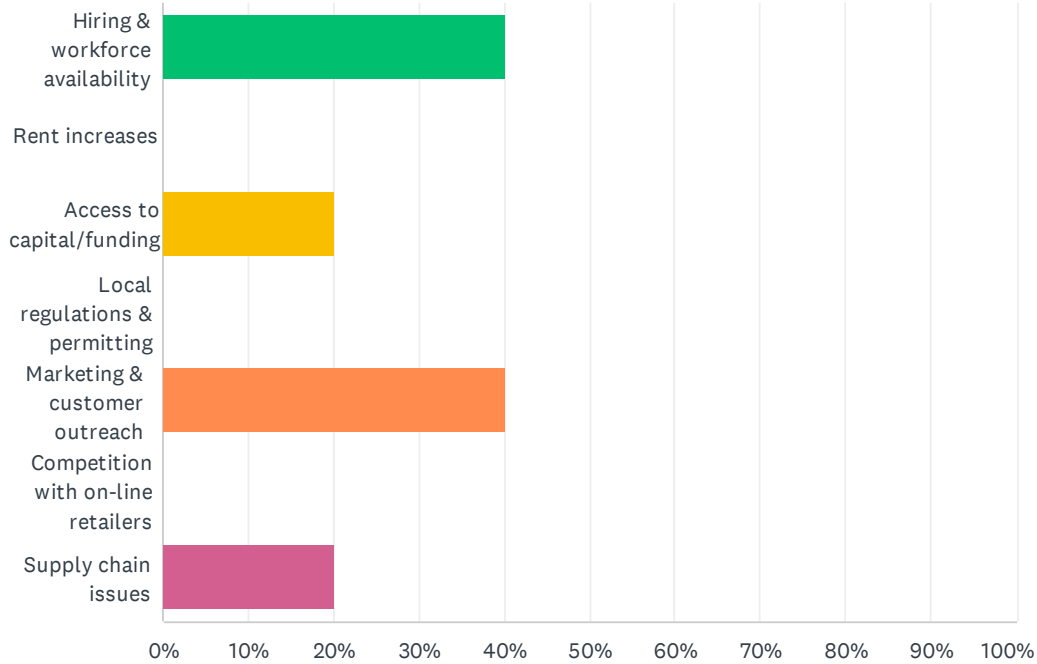
ANSWER CHOICES	RESPONSES
High rent	0.00% 0
Permitting process	14.29% 1
Fees	28.57% 2
Parking	71.43% 5
Foot traffic	28.57% 2
Marketing	28.57% 2
Total Respondents: 7	

#	OTHER (PLEASE SPECIFY)	DATE
1	None, parking is worse than anywhere	5/23/2025 8:11 PM
2	I am a new owner in the area and did not find any of these to be overly burdensome	5/23/2025 4:01 PM
3	The new building on pine has been a challenge. I spent my summer in meetings with the city and pge etc.. to stop the giant cherry tree from being cut to put a guide wire right across the front of my building blocking my sign and ruining the atmosphere.... I ended up spending 4500.00 to install a new electric box next door... it was supposed to be hooked up end of street and the pole removed in front of salon.. pole is still there 3 years later and they have dug up my bark dust easily 15 times!! I am not sure what the disconnect is.. but it has been a PAIN! I am not putting bark dust down until they finally remove it	5/23/2025 3:55 PM

4	Signage to Old Town	4/25/2025 4:21 PM
5	City didn't have a clear communication strategy for businesses opening in Sherwood. No effective Main Street program or Chamber of Commerce to partner with for marketing and resources. No city grants or incentives to remove barriers for establishing small businesses. Scott the building inspector was really the only city employee to help us get established.	4/25/2025 11:42 AM

## Q12 What are the biggest challenges your business is currently facing? (Select all that apply)

Answered: 5 Skipped: 5



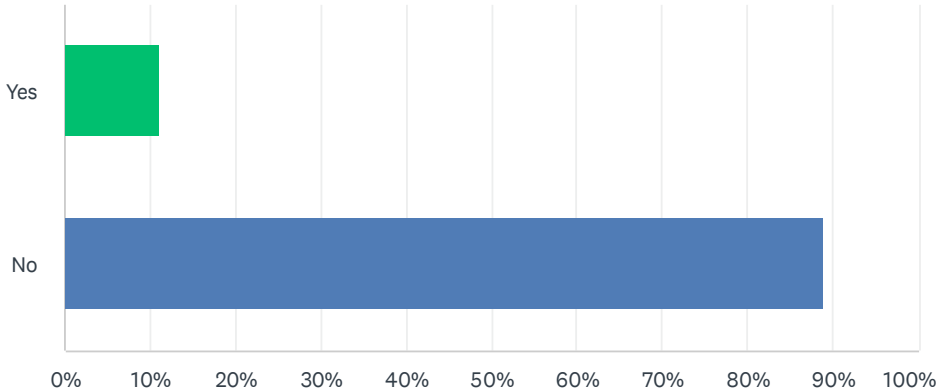
ANSWER CHOICES	RESPONSES
Hiring & workforce availability	40.00% 2
Rent increases	0.00% 0
Access to capital/funding	20.00% 1
Local regulations & permitting	0.00% 0
Marketing & customer outreach	40.00% 2
Competition with on-line retailers	0.00% 0
Supply chain issues	20.00% 1
Total Respondents: 5	

#	OTHER (PLEASE SPECIFY)	DATE
1	Foot traffic	6/2/2025 5:45 AM
2	City of Sherwood proposing more art classroom spaces in proposed new building construction that will compete with my small business clientele. I've poured my own personal resources into renovating an eye sore right in heart of old town, and need sustained growth which an additional art and pottery wheel studio would undermine. I support SCA building designed for theater and art gallery needs, with my tax dollars, but do not want further competition from the city I live and do business in.	5/28/2025 10:51 AM
3	Competing with City Subsidized Art Center	5/28/2025 10:51 AM

4	Parking is the worst.	5/23/2025 8:11 PM
5	a slowing economy. people seem to be spending less money especially on non-necessities	5/23/2025 4:01 PM
6	Every time a turn around there is another salon in old town! Lol. Not helpful... parking is also an issue.. there is limited street parking and thaf lot behind gets full fast! Especially since removing some of the spots in the gravel (that is now beutiful but holds less cars) there is ZERO lighting on thr street. Clients are nervous. Had to install my own lighting..	5/23/2025 3:55 PM
7	Threat of tariffs create instability in supply	4/25/2025 11:42 AM

### Q13 Have you considered relocating?

Answered: 9 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	11.11%	1
No	88.89%	8
TOTAL		9

## Q14 If you answered yes, what were the factors? (Open ended)

Answered: 1 Skipped: 9

#	RESPONSES	DATE
1	If Sherwood doesn't establish a clear Old Town Sherwood's strategy we will have to review our long term plan and development.	4/25/2025 11:42 AM

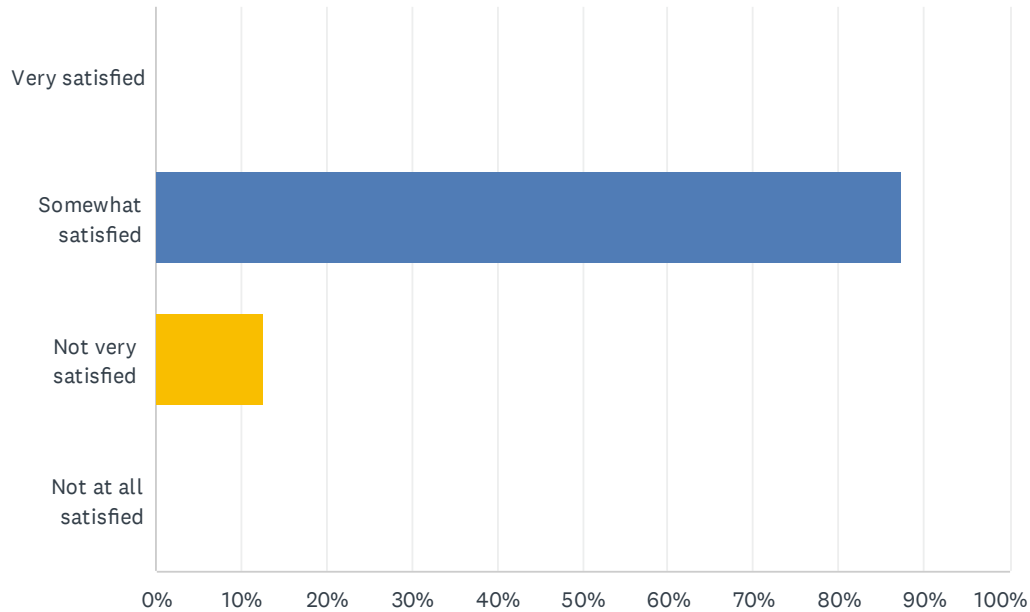
## Q15 What resources or support would help your business grow?

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	City events	6/2/2025 5:45 AM
2	Keeping the Art Walks and Trick 'n Treat events focused on coming into individual businesses vs turning them into event based/central tent locations.	5/28/2025 10:51 AM
3	Mentioning Mosaic in the same lines as SCA	5/28/2025 10:51 AM
4	Reversal of male pattern baldness 🤔	5/23/2025 8:11 PM
5	More family friendly retail, less businesses like taxes, law, insurance	5/23/2025 6:30 PM
6	not sure. I am new as a business owner and to the area	5/23/2025 4:01 PM
7	Better communication. I am not even sure who I contact about what. Seems there is a zillion committees? Main street, sherwood business, chamber of commerce lol.	5/23/2025 3:55 PM
8	Master planned old town concept	4/25/2025 4:21 PM
9	An Established OT Strategy to increase development and establishment of boutique retail and restaurants—increasing pedestrian traffic	4/25/2025 11:42 AM

## Q16 How satisfied are you with the city's support for small businesses?

Answered: 8 Skipped: 2



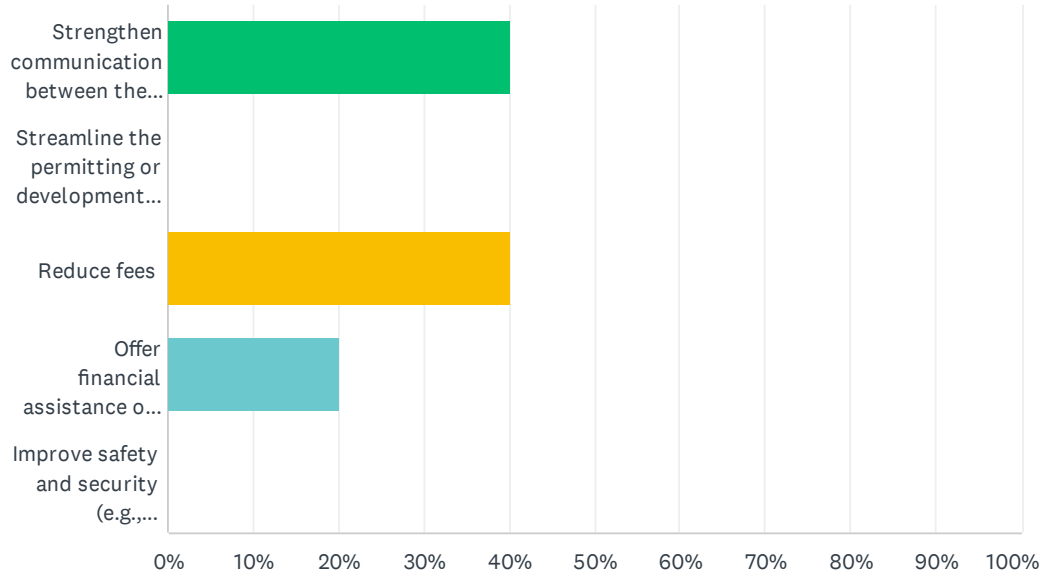
ANSWER CHOICES	RESPONSES	
Very satisfied	0.00%	0
Somewhat satisfied	87.50%	7
Not very satisfied	12.50%	1
Not at all satisfied	0.00%	0
<b>TOTAL</b>		<b>8</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Please remember for City Events total number of attendees is the goal, but for small businesses traffic into our physical building promoting sales is our goal. Two different realities. Events that become large gatherings where participants do not need to go door to door actually hurts small businesses. I know this is not intentional but our city needs to understand from a business perspective what helps and what hurts the small businesses. Crusin and Robinhood are great examples that are event focused, with hardly and attendees actually entering small business buildings, as they are there for the event. If there was a way to integrate into buildings that would be a HUGE help to small businesses.	5/28/2025 10:51 AM
2	No added parking in the 15 yrs. I've been here. However, the city has added many businesses , making parking even worse	5/23/2025 8:11 PM
3	not sure. I am new as a business owner and to the area	5/23/2025 4:01 PM
4	Until now there wasn't much engagement but we didn't feel we were personally lacking. Moreover I hear complaints of people saying the process is very confusing and expensive to open here	4/25/2025 4:21 PM
5	I believe the some of the city staff and council frequent old town business which is positive, yet what city and council have said about old town businesses has been quite damaging over	4/25/2025 11:42 AM



## Q17 How can the city better support your business?

Answered: 5 Skipped: 5

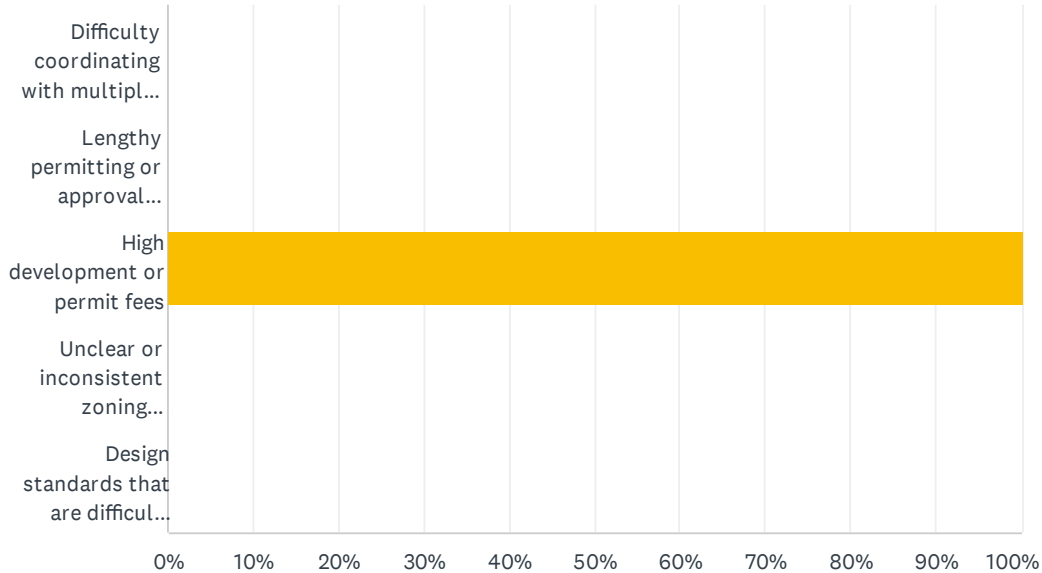


ANSWER CHOICES	RESPONSES	
Strengthen communication between the City and businesses	40.00%	2
Streamline the permitting or development review process	0.00%	0
Reduce fees	40.00%	2
Offer financial assistance or incentives (e.g., façade grants, low-interest loans, fee waivers)	20.00%	1
Improve safety and security (e.g., lighting, patrols)	0.00%	0
<b>TOTAL</b>		<b>5</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Get Clancy's to remove trash receptacles from street	5/28/2025 10:51 AM
2	We need parking	5/23/2025 8:11 PM
3	not sure. I am new as a business owner and to the area	5/23/2025 4:01 PM
4	Seven these questions don't directly apply to me as they do to people who utilize us in Real Estate as a resource for direction.	4/25/2025 4:21 PM
5	All of the above for new businesses	4/25/2025 11:42 AM

## Q18 Are there current city policies that make it difficult to start a business or expand? (Please explain)

Answered: 3 Skipped: 7

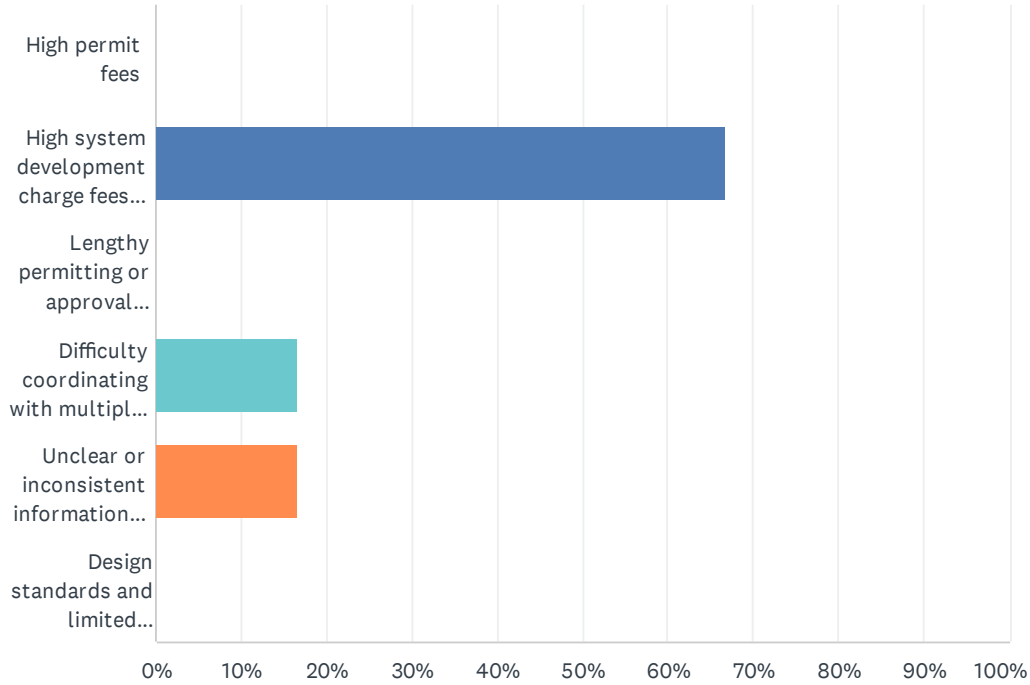


ANSWER CHOICES	RESPONSES
Difficulty coordinating with multiple City departments	0.00% 0
Lengthy permitting or approval processes	0.00% 0
High development or permit fees	100.00% 3
Unclear or inconsistent zoning regulations	0.00% 0
Design standards that are difficult to meet or interpret	0.00% 0
<b>TOTAL</b>	<b>3</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Again, parking is the ONLY issue I face	5/23/2025 8:11 PM
2	It was actually pretty simple for me.. unless I talked to the wrong person, but since this was already a salon.. I didn't have to do to much	5/23/2025 3:55 PM
3	While we need a master plan concept, we all have many other areas to tackle, we need an accessible process for people to even open a business in old town	4/25/2025 4:21 PM
4	The building next to us shows difficulty in design standards	4/25/2025 11:42 AM

## Q19 What city policies or regulations make doing business harder? (Please explain)

Answered: 6 Skipped: 4

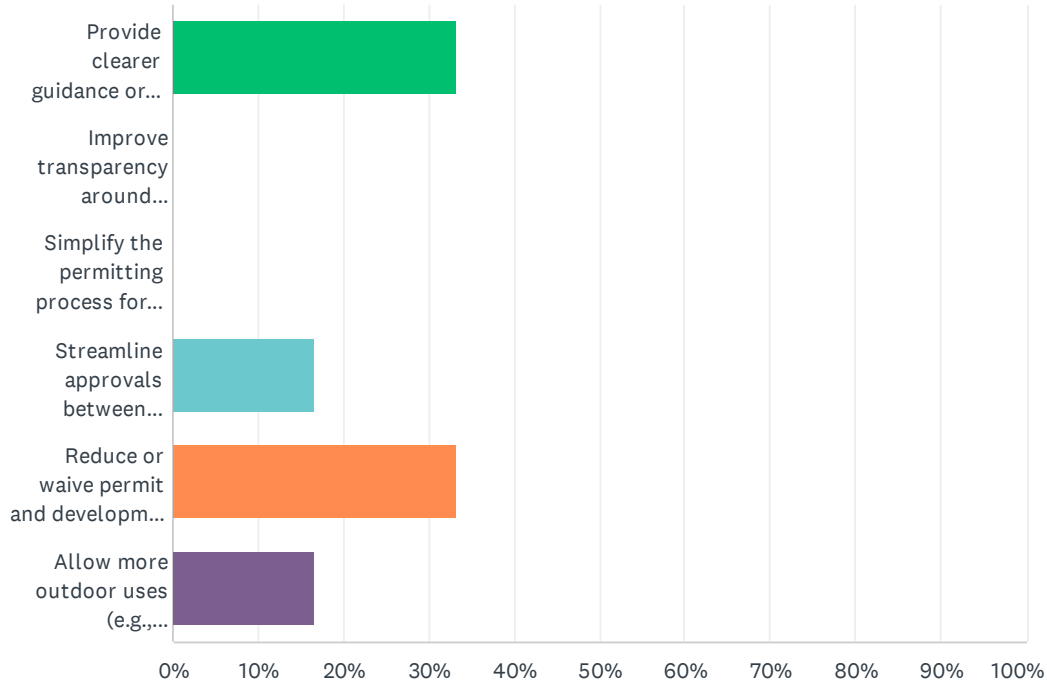


ANSWER CHOICES	RESPONSES
High permit fees	0.00% 0
High system development charge fees (SDCs)	66.67% 4
Lengthy permitting or approval processes	0.00% 0
Difficulty coordinating with multiple City departments	16.67% 1
Unclear or inconsistent information from City departments	16.67% 1
Design standards and limited flexibility with historic building requirements	0.00% 0
<b>TOTAL</b>	<b>6</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Not enough parking	5/23/2025 8:11 PM
2	I am mostly referring to tree/electrical issues.. honestly I LOVE the idea of every staying old looking and hate the new giant monstrosity that went in on pine! This is one vote for keep historic building requirements!	5/23/2025 3:55 PM
3	Multiple areas above apply however I'm only allowed to select one based on the form	4/25/2025 4:21 PM

## Q20 What changes to policy and regulatory processes would make it easier to do business? (Select all that apply)

Answered: 6 Skipped: 4

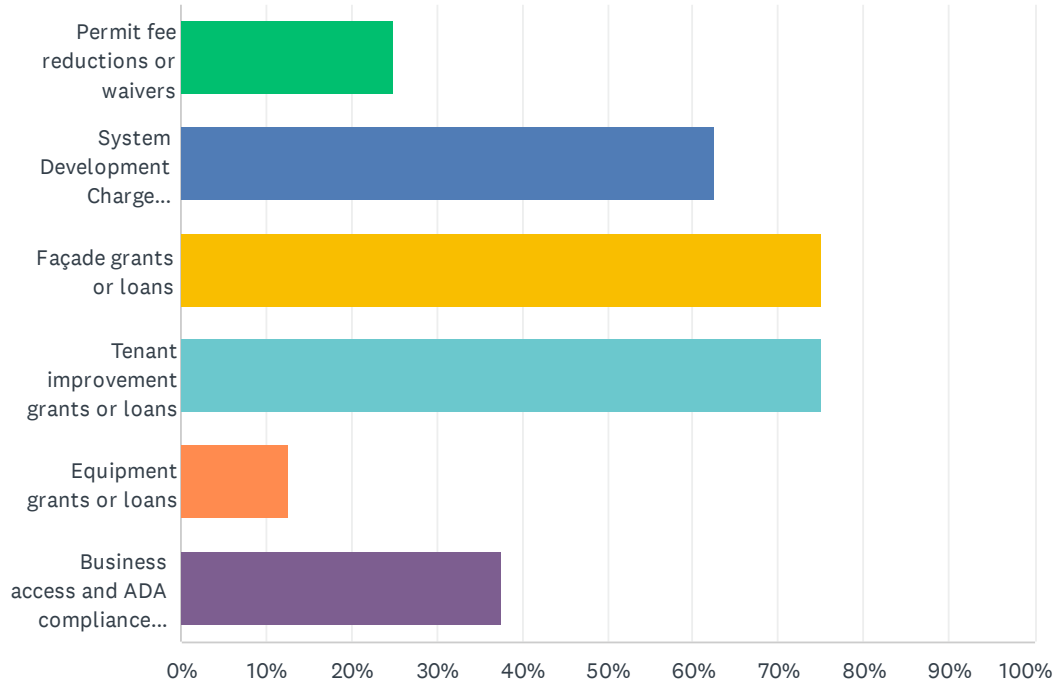


ANSWER CHOICES	RESPONSES
Provide clearer guidance or checklists for starting or growing a business	33.33% 2
Improve transparency around timelines and review processes	0.00% 0
Simplify the permitting process for small improvements	0.00% 0
Streamline approvals between departments (e.g., planning, building, fire)	16.67% 1
Reduce or waive permit and development fees for small businesses	33.33% 2
Allow more outdoor uses (e.g., displays, dining, events)	16.67% 1
<b>TOTAL</b>	<b>6</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Parking is the issue	5/23/2025 8:11 PM
2	Again, there are areas of improvement with each of these answer answers	4/25/2025 4:21 PM

### Q21 If the city provided financial assistance or incentives, what types would be most useful? (Select all that apply)

Answered: 8 Skipped: 2

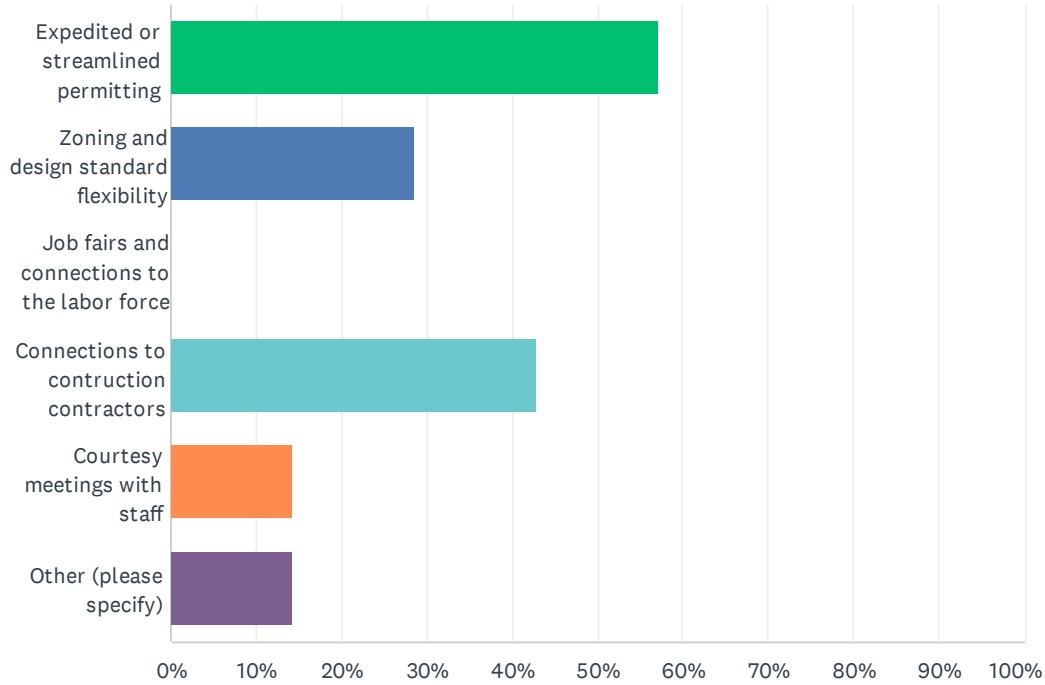


ANSWER CHOICES	RESPONSES
Permit fee reductions or waivers	25.00% 2
System Development Charge reductions or waivers	62.50% 5
Façade grants or loans	75.00% 6
Tenant improvement grants or loans	75.00% 6
Equipment grants or loans	12.50% 1
Business access and ADA compliance grants and loans	37.50% 3
Total Respondents: 8	

#	OTHER (PLEASE SPECIFY)	DATE
1	Pave alleyway behind our building as we are creating retail space entryway at the back of our building this summer! 16017 SW First St	5/28/2025 10:51 AM
2	Build a parking structure	5/23/2025 8:11 PM
3	You could potentially offer higher incentives framed around industry that we are trying to target to encourage people to open businesses and services that we are seeking limiting repetition. In addition, if those businesses and services refer another business and service to the city, and they also open the process to bring a business to old town, they could receive an additional incentive. This would encourage community engagement in helping build old town.	4/25/2025 4:21 PM

## Q22 If the city provided non-financial assistance or incentives, what areas would be most useful? (select all that apply)

Answered: 7 Skipped: 3

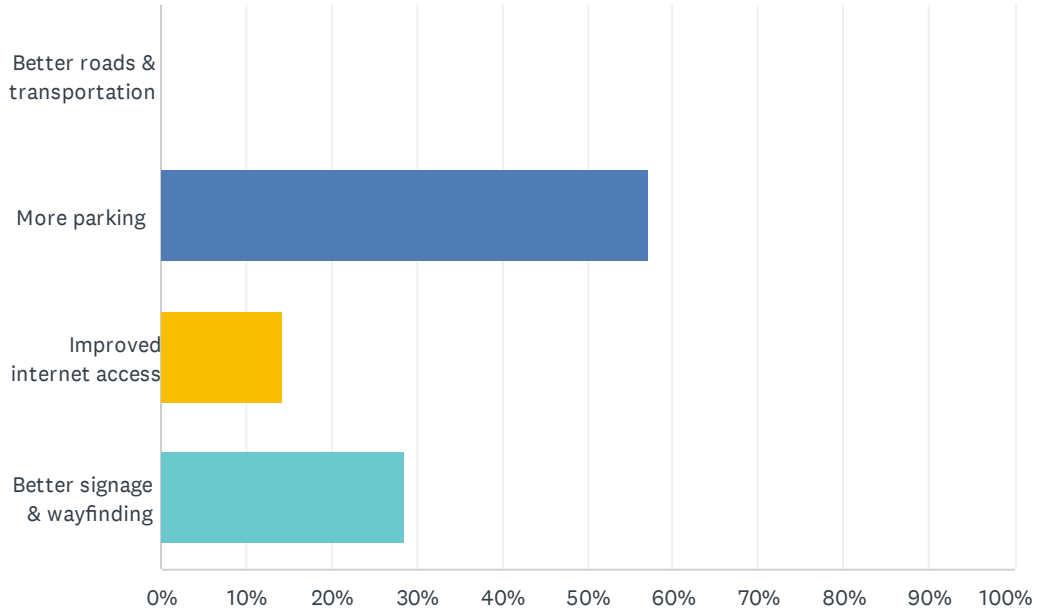


ANSWER CHOICES	RESPONSES
Expedited or streamlined permitting	57.14% 4
Zoning and design standard flexibility	28.57% 2
Job fairs and connections to the labor force	0.00% 0
Connections to construction contractors	42.86% 3
Courtesy meetings with staff	14.29% 1
Other (please specify)	14.29% 1
Total Respondents: 7	

#	OTHER (PLEASE SPECIFY)	DATE
1	Find a way to have all old town events integrated into guests actually entering small businesses on those event days.	5/28/2025 10:51 AM

### Q23 What improvements in local infrastructure would benefit your business the most? (Select all that apply)

Answered: 7 Skipped: 3

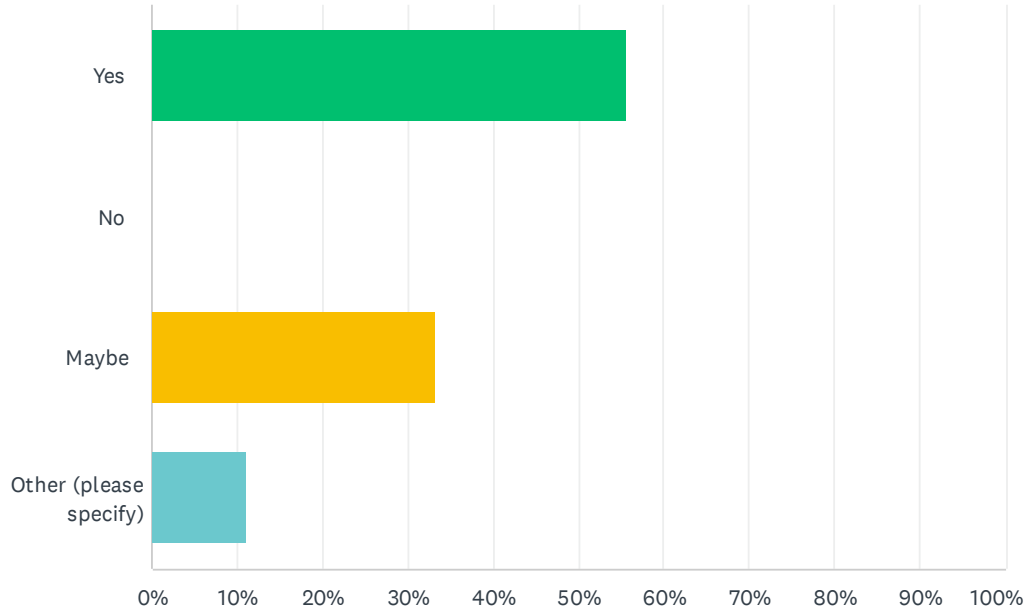


ANSWER CHOICES	RESPONSES
Better roads & transportation	0.00% 0
More parking	57.14% 4
Improved internet access	14.29% 1
Better signage & wayfinding	28.57% 2
Total Respondents: 7	

#	OTHER (PLEASE SPECIFY)	DATE
1	Pave the alleyway and clean up the sewer water drainage in our alley as we have funds and are adding a Retail Frontage on the back of our building to the alley way this summer!	5/28/2025 10:51 AM

## Q24 Would you be interested in city-organized networking or collaboration events for local businesses?

Answered: 9 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	55.56%	5
No	0.00%	0
Maybe	33.33%	3
Other (please specify)	11.11%	1
<b>TOTAL</b>		<b>9</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	SMS can satisfy this.	4/25/2025 11:42 AM

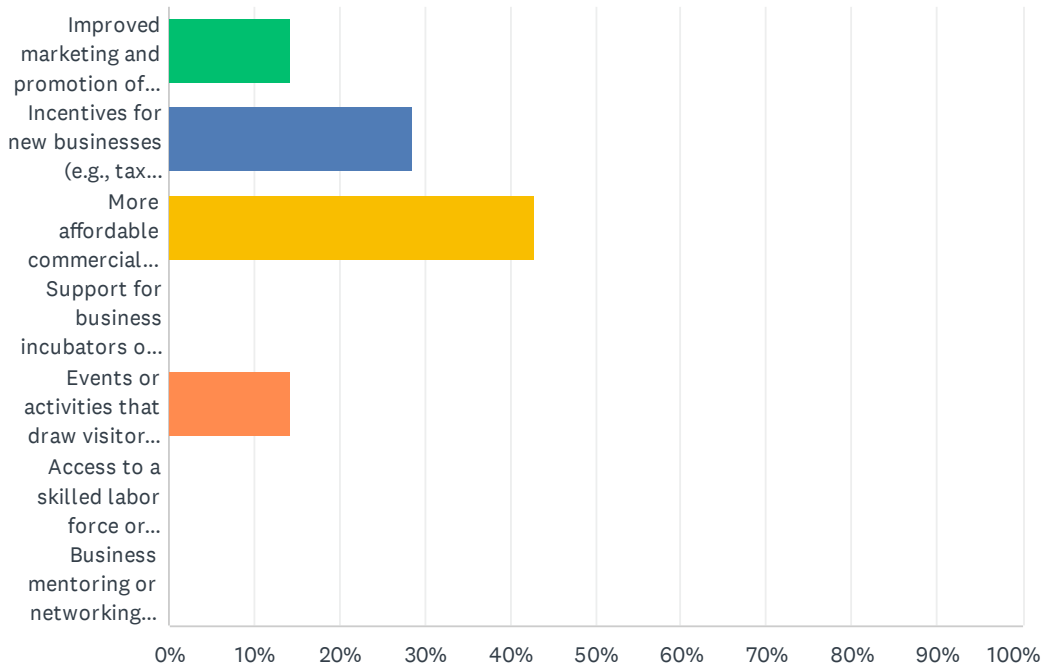
## Q25 What types of business are important to recruit into the Old Town?

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	Retail and restaurants	6/2/2025 5:45 AM
2	Deli/Bakery	5/28/2025 10:51 AM
3	Food trucks	5/28/2025 10:51 AM
4	Retail shopping, like home goods, book store, clothing. Things that bring family or friends out to shop and eat around all of old town	5/23/2025 6:30 PM
5	small businesses - non-commercial	5/23/2025 4:01 PM
6	More food, things for kids. Love the library, farmers market etc..	5/23/2025 3:55 PM
7	Quality pizza, local transportation, medical clinics, ethnic food outlets	5/11/2025 11:25 AM
8	I would find it very valuable to have a general store, more dining and retail options. In addition to other areas for activities, such as expanding on cannery Square into a central Park type destination. At the same time, encouraging more walking and biking options by having infrastructure that promotes that.	4/25/2025 4:21 PM
9	Boutique retail, restaurant, hospitality	4/25/2025 11:42 AM

## Q26 What is needed to attract new businesses?

Answered: 7 Skipped: 3

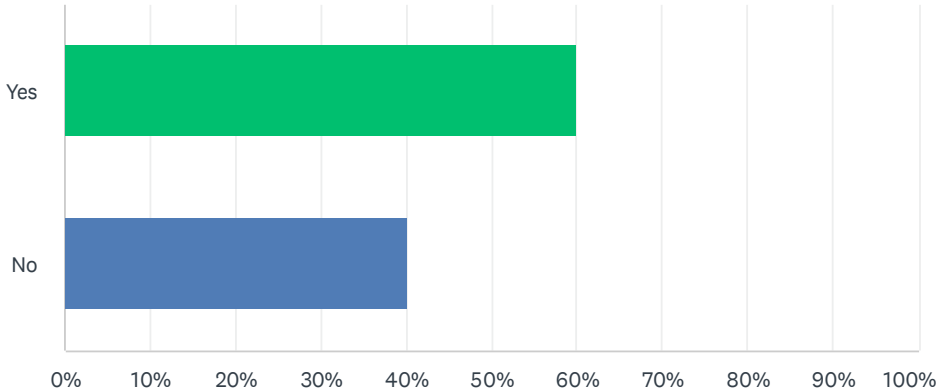


ANSWER CHOICES	RESPONSES	
Improved marketing and promotion of Old Town as a business destination	14.29%	1
Incentives for new businesses (e.g., tax breaks, grants, or loans)	28.57%	2
More affordable commercial space for rent or lease	42.86%	3
Support for business incubators or co-working spaces	0.00%	0
Events or activities that draw visitors to the area (e.g., markets, festivals)	14.29%	1
Access to a skilled labor force or workforce development programs	0.00%	0
Business mentoring or networking opportunities	0.00%	0
<b>TOTAL</b>		<b>7</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	More parking, improved signage off Tualatin Sherwood and 99W	5/28/2025 10:51 AM
2	This is another question where multiple boxes above should be checked however, the form only allows me to choose one	4/25/2025 4:21 PM
3	Also incentives in grants and advertising as a destination	4/25/2025 11:42 AM

### Q27 Do you have any plans for renovations in the next 1-3 years?

Answered: 10 Skipped: 0

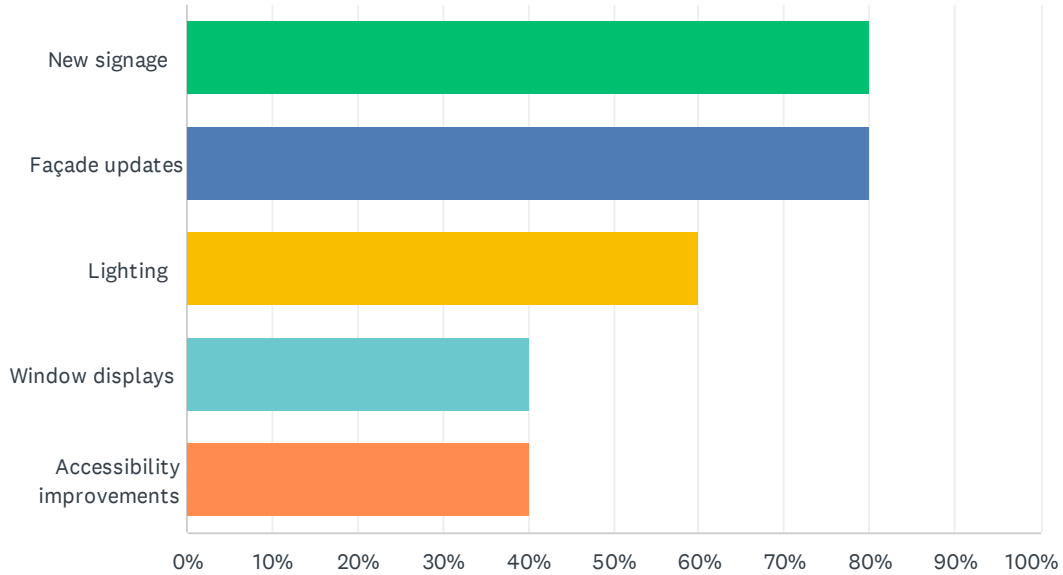


ANSWER CHOICES	RESPONSES
Yes	60.00% 6
No	40.00% 4
TOTAL	10

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

### Q28 If yes, what types of renovations are you considering? (Select all that apply)

Answered: 5 Skipped: 5

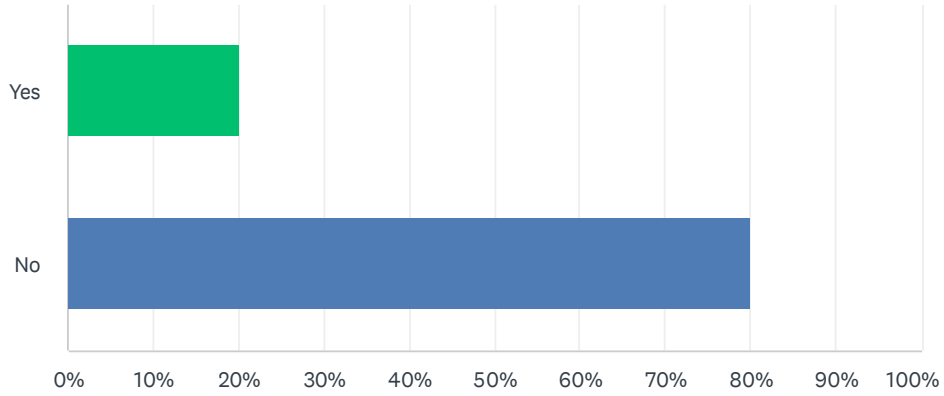


ANSWER CHOICES	RESPONSES
New signage	80.00% 4
Façade updates	80.00% 4
Lighting	60.00% 3
Window displays	40.00% 2
Accessibility improvements	40.00% 2
Total Respondents: 5	

#	OTHER (PLEASE SPECIFY)	DATE
1	Renovation of historic building in heart of old town entrance	5/28/2025 10:51 AM
2	Rear of building renovation	5/28/2025 10:51 AM
3	Likely interior improvements. Our building was built in the late 1800s.	4/25/2025 4:21 PM

## Q29 Are the City's system development charges competitive with those in neighboring jurisdictions?

Answered: 5 Skipped: 5

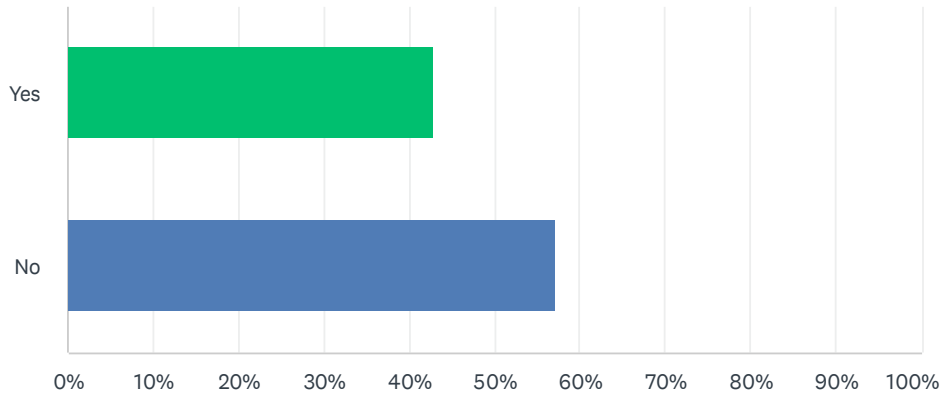


ANSWER CHOICES	RESPONSES	
Yes	20.00%	1
No	80.00%	4
TOTAL		5

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

### Q30 Are parking issues impacting your business? [Yes/No]

Answered: 7 Skipped: 3



ANSWER CHOICES	RESPONSES
Yes	42.86% 3
No	57.14% 4
TOTAL	7

#	OTHER (PLEASE SPECIFY)	DATE
1	Not at the moment	6/2/2025 5:45 AM
2	3-4 spots need to be opened up across from my building on first st next to the new city plaza - they are used daily but have no parking signs posted so my clients cannot use them. And garbage bins block sidewalk for use.	5/28/2025 10:51 AM

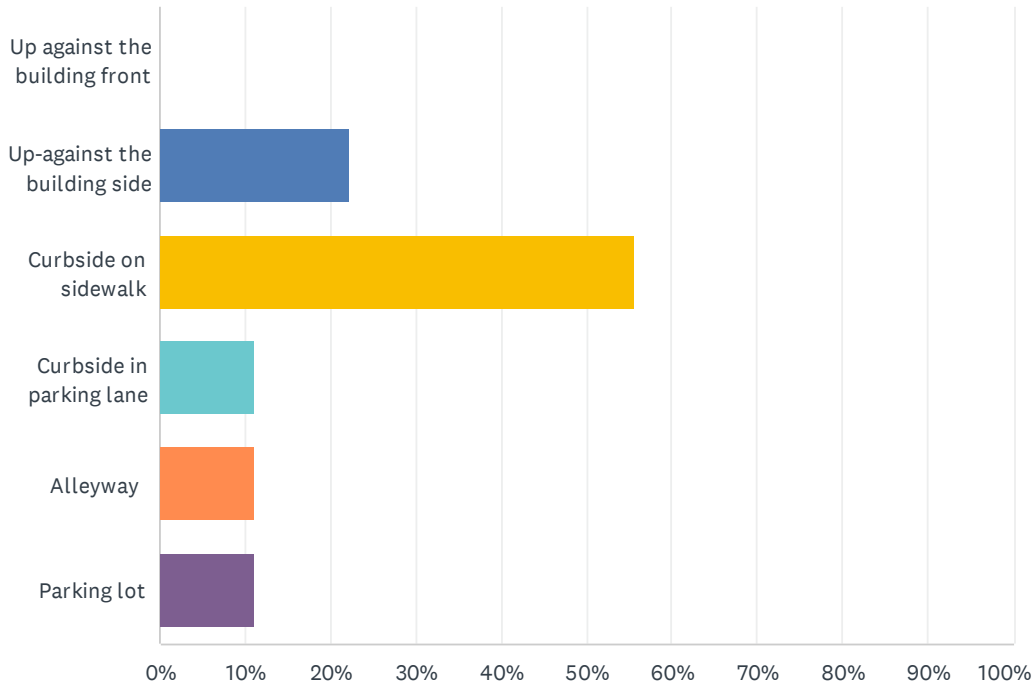
### Q31 If yes, what are the key challenges?

Answered: 3 Skipped: 7

#	RESPONSES	DATE
1	Need one more city parking lot in old town	5/28/2025 10:51 AM
2	Need more	5/28/2025 10:51 AM
3	N/A	4/25/2025 11:42 AM

### Q32 Where is trash and recycling being collected? (Select all that apply)

Answered: 9 Skipped: 1

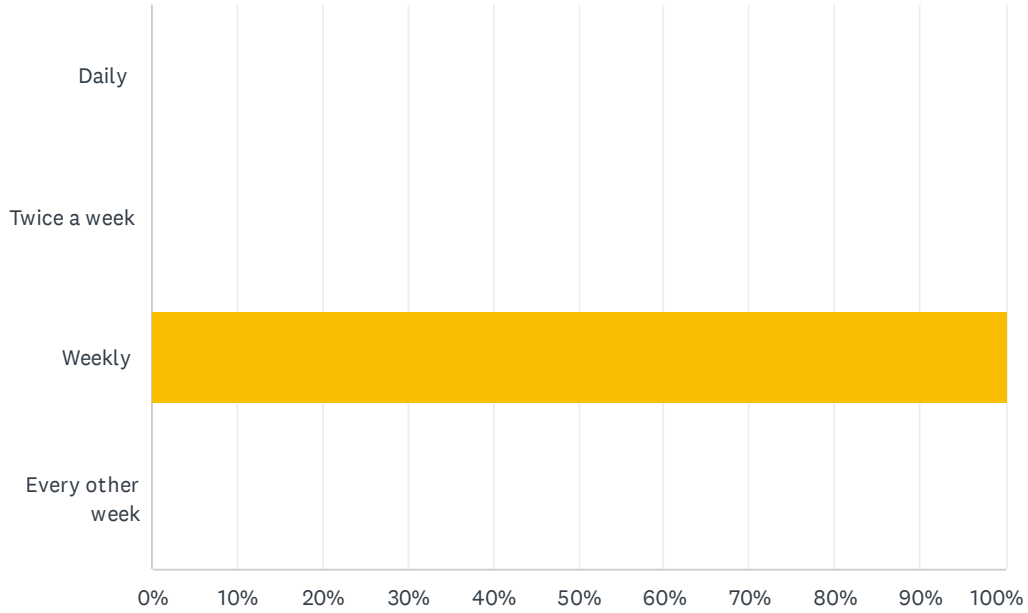


ANSWER CHOICES	RESPONSES
Up against the building front	0.00% 0
Up-against the building side	22.22% 2
Curbside on sidewalk	55.56% 5
Curbside in parking lane	11.11% 1
Alleyway	11.11% 1
Parking lot	11.11% 1
Total Respondents: 9	

#	OTHER (PLEASE SPECIFY)	DATE
1	I actually would LOVE to have garbage collected in the back. It is an eyesore for clients to walk by thr trash at the front of the bulding.	5/23/2025 3:55 PM

### Q33 How frequent is trash collected? (Dropdown Daily, twice a week, weekly, every other week, other (please specify))

Answered: 8 Skipped: 2



ANSWER CHOICES	RESPONSES
Daily	0.00% 0
Twice a week	0.00% 0
Weekly	100.00% 8
Every other week	0.00% 0
<b>TOTAL</b>	<b>8</b>

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

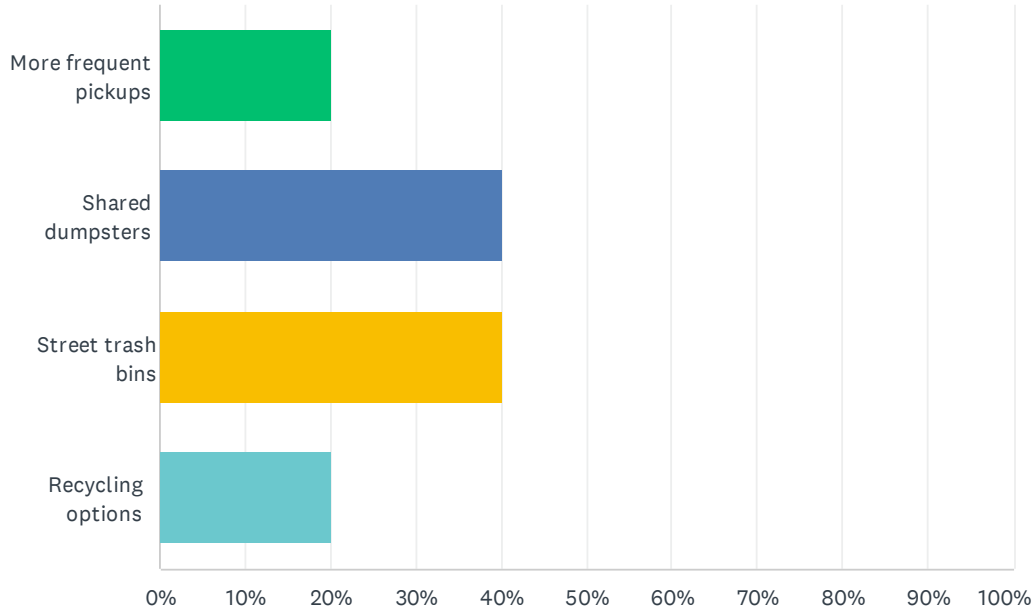
### Q34 Are there any trash management challenges that need to be addressed in Old Town? (Please explain)

Answered: 5 Skipped: 5

#	RESPONSES	DATE
1	None	6/2/2025 5:45 AM
2	Yes, businesses not returning containers off sidewalk on city plaza property lot. Embarrassing eye sore and smell in warmer months. Also visual danger for people crossing over out of parking lot as containers create visual barrier.	5/28/2025 10:51 AM
3	Clancy's - it's the Center of OT Sherwood and they make it look like a ghetto	5/28/2025 10:51 AM
4	I need more recycling options.. maybe weekly...	5/23/2025 3:55 PM
5	Trash Dumpsters on street. The amount of totes that are clogging the alleys.	4/25/2025 11:42 AM

### Q35 What trash management methods should be considered for Old Town?

Answered: 5 Skipped: 5

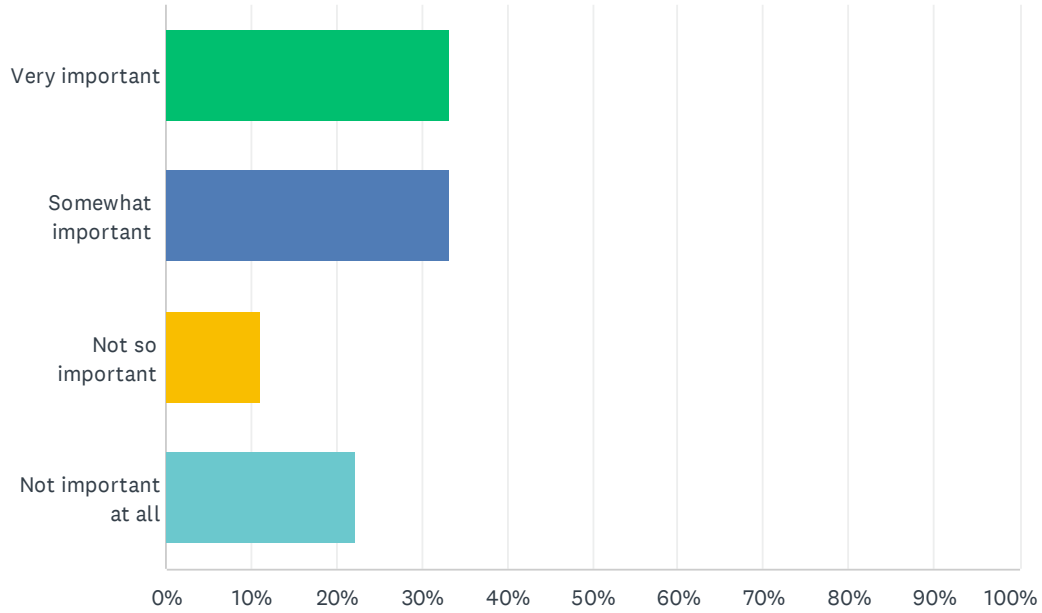


ANSWER CHOICES	RESPONSES
More frequent pickups	20.00% 1
Shared dumpsters	40.00% 2
Street trash bins	40.00% 2
Recycling options	20.00% 1
Total Respondents: 5	

#	OTHER (PLEASE SPECIFY)	DATE
1	Dumpsters in alley or in covered gated areas on business property off alleyways.	5/28/2025 10:51 AM

### Q36 How important is having additional housing in the Old Town? (Open ended)

Answered: 9 Skipped: 1

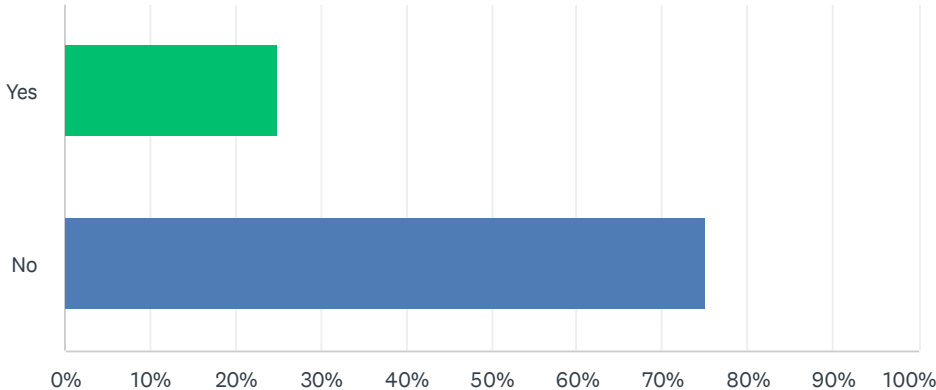


ANSWER CHOICES	RESPONSES
Very important	33.33% 3
Somewhat important	33.33% 3
Not so important	11.11% 1
Not important at all	22.22% 2
<b>TOTAL</b>	<b>9</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Affordable	4/25/2025 11:42 AM

### Q37 Are you aware of the outdoor seating program?

Answered: 8 Skipped: 2

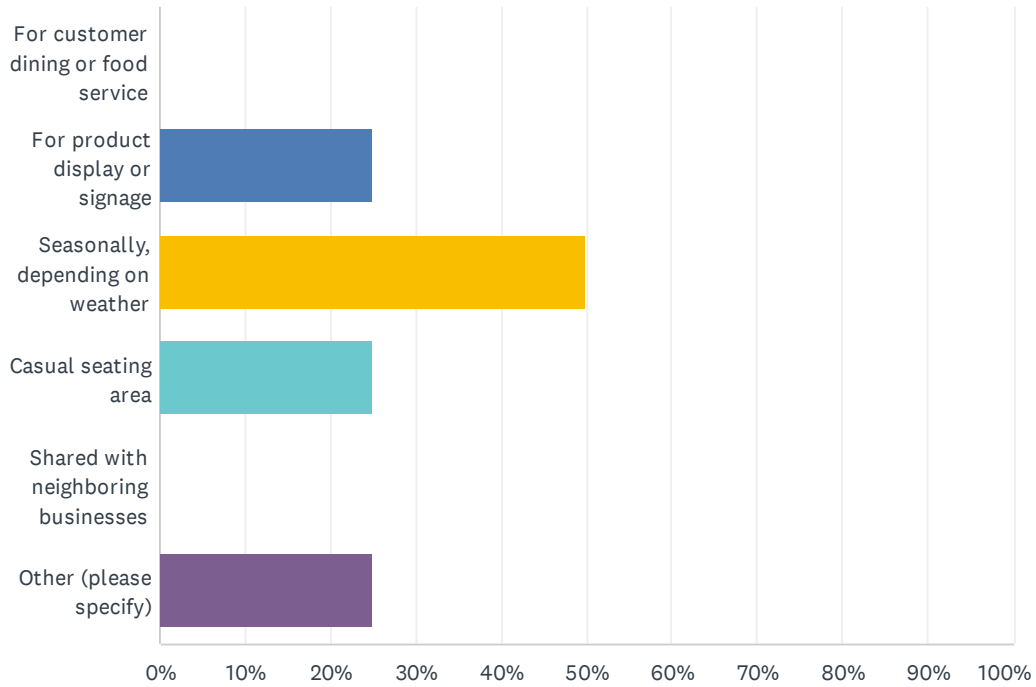


ANSWER CHOICES	RESPONSES
Yes	25.00% 2
No	75.00% 6
TOTAL	8

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

### Q38 If so, how are you using outdoor seating areas at your business?

Answered: 4 Skipped: 6



ANSWER CHOICES	RESPONSES
For customer dining or food service	0.00% 0
For product display or signage	25.00% 1
Seasonally, depending on weather	50.00% 2
Casual seating area	25.00% 1
Shared with neighboring businesses	0.00% 0
Other (please specify)	25.00% 1
Total Respondents: 4	

#	OTHER (PLEASE SPECIFY)	DATE
1	?	4/25/2025 11:42 AM

**TO:** Sherwood City Council

**FROM:** Eric Rutledge, Community Development Director  
Through: Craig Sheldon, City Manager and Ryan Adams, City Attorney

**SUBJECT: Resolution 2026-024, Authorizing the City Manager to Execute a Purchase and Sale Agreement for a 0.98-acre Property Located at 22468 SW Pacific Highway**

---

**Issue:**

Shall City Council authorize the City Manager to execute a purchase and sale agreement for 0.98-acre property located at 22468 SW Pacific Highway?

**Background:**

In November 2024, the City acquired a 0.98-acre property located at 22468 SW Pacific Highway (Washington County Tax Lot 2S131B000300). The property is situated along Highway 99W and is zoned Office Commercial. A review of the City's adopted parks, utility, and other master plans indicates that the site is not identified for current or future public use. As such in January 2026, the City declared the property as surplus via Resolution 2026-002. A map of the property is included as Attachment 1 to this staff report.

The City Council held an initial public hearing on May 5, 2026 and continued the hearing to a date certain of May 19, 2026 in order to finalize the terms of the Purchase and Sale Agreement (PSA) with the buyer which is now included as Attachment A to the resolution. The draft resolution from May 5 was a placeholder for the final resolution. A track changes of the resolution is included as Attachment 3 to this staff report.

**Proposed Sale**

The City is proposing to sell the property to Oaktree Real Estate LLC for \$415,000 under the terms described in the PSA. A Broker Opinion of Value supporting the sale price is provided as Attachment 2 to this staff report.

The PSA requires the development of affordable housing on the property, or on a consolidated property under the buyer's control. The buyer is required to make a good faith effort to change the zone on the property from Office Commercial to High Density Residential. The amount and type of affordable housing depends on whether the zone change occurs, including the following alternatives:

- With a zone change to High Density Residential, a minimum of 11 affordable housing units sale at 120% Area Medium Income (AMI) or below for a term of not less than 18 years
- With a zone change to High Density Residential, a minimum of 11 affordable housing units for rent at 60% AMI or below for a term of not less than 30 years or the duration required to utilize the federal Low Income Housing Tax Credit program

- Without a zone change to High Density residential, a minimum of six (6) affordable housing units for sale at 120% AMI or less for a term of not less than 18 years
- Without a zone change to High Density residential, a minimum of six (6) affordable housing units for rent at 60% AMI or less for a term of not less than 18 years

Under all scenarios, the buyer is required to start construction on the project by July 1, 2031 and obtain a certificate of occupancy by July 1, 2033.

The terms above would be enforced via a restrictive covenant on the property. If the buyer fails to comply with terms of the restrictive covenant, the City may declare default and impose a proportional clawback payment based on the difference between purchase price and market value, with obligations enforceable against successors.

The PSA provides a buyer due diligence period until August 30, 2026 and a close date of March 31, 2027.

**Financial Impacts:**

If the property is sold under the terms of the PSA the City would generate revenue in the amount of \$415,000. The PSA requires the buyer to provide \$25,000 earnest money which would be deducted from the sale price upon sale of the property. The use of the funds have not been identified at this time.

**Attachments**

*Attachment 1 – Map of Subject Property*

*Attachment 2 – Broker Opinion of Value*

*Attachment 3 – Track Changes of Resolution from May 5*



2S131B000300

PACIFIC

PACIFIC

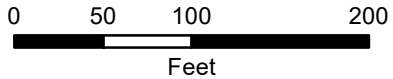
FOREST CREEK

PINEHURST



Subject Property

Date: 12/19/2025



Resolution 2026-024  
Attachment to Staff Report  
May 19, 2026 Page 1 of 1

Map data provided by METRO and the City of Sherwood. The City of Sherwood's infrastructure records, drawings, and other documents have been gathered over many years, using many different formats and standards. While the data provided is generally believed to be accurate, occasionally it proves to be incorrect; thus its accuracy is not guaranteed.



**COMMERCIAL  
REALTY ADVISORS  
NORTHWEST LLC**

# **BROKER OPINION OF VALUE (BOV) for SW PACIFIC HWY LAND, SHERWOOD OR**

**PRESENTED TO:**

City of Sherwood  
22560 SW Pine Street  
Sherwood, OR 97140

**PREPARED BY:**

Sam LeFeber and Bob LeFeber  
Commercial Realty Advisors NW  
15350 SW Sequoia Pkwy, Suite 198  
Portland, OR 97224  
503-274-0211 | www.cra-nw.com

**OCCUPANCY:** Vacant

**ADDRESS:** 22486 SW Pacific Hwy, Sherwood OR 97140

**APN:** R551094

**DATE:** 1/22/2026

**DESCRIPTION OF SITE**

**PROPERTY OWNER:** The City of Sherwood

**PROPERTY SIZE:** 0.978 AC (42,638 SF)

**BUILDING SIZE:** None

**AGE:** N/A

**ZONING:** Office Commercial (OC) – City of Sherwood

**ASSESSED VALUE LAND (2024):** \$558,500

**DESCRIPTION:**

The subject property is a vacant parcel of land on SW Pacific Hwy 99 in the City of Sherwood. The parcel contains no infrastructure and has a variety of trees and other vegetation growing on it. The parcel is generally flat, and it appears there are no wetlands although an official inspection would need to take place to determine this. There is no access from Hwy 99 or any of the surrounding parcels.

The zoning is Office Commercial, which is the same zoning for the parcels to the north and south. The zoning allows a variety of uses including but not limited to:

- Multi-family housing with a non-residential use on the ground floor, up to the maximum density limits of the High Density Residential (HDR) zone (16.8-24 units per acre for multifamily or 25 units per acre for townhome development)
- Hotels and motels (conditional use permit required)
- Schools (conditional use permit required)
- Business and professional offices
- Medical facilities
- Retail below 10,000 SF
- Health clubs less than 5,000 SF
- Restaurants

*DISCLAIMER: This report is not intended to meet the requirements set out in the Uniform Standards of Appraisal Practice. It is not intended as an appraisal and if an appraisal is desired, the services of a competent professional licensed appraisal should be obtained.*



The subject parcel faces a number of challenges for any potential purchaser / developer who is interested in doing a project on the site. First, the site does not have access or any offsite improvements (sidewalks, utilities, etc). Second, the site will require some dedication of a roadway for any project so the actual buildable land is less than the subject size.

To determine what the value of the land might be, we will look at some comparable parcels of land that have sold recently or are under contract.

**COMPARABLE SALES ANALYSIS**

The following table compares similar land sales and listings

<b>NAME:</b>	South Parcel	Hwy 99 GC Land	Elk's Land	Willamette Street HDR land
<b>SIZE:</b>	4.028 AC	4.23 AC	13.82 AC	1.14 AC
<b>LOCATION</b>	No address. Parcel #R2008919 directly to south of subject parcel	22313 SW PACIFIC HWY Sherwood OR 97140. Across street from parcel	22770 SW Elwert Rd, Sherwood, OR 97140	15665 SW Willamette Street, Sherwood OR
<b>COUNTY</b>	Washington	Washington	Washington	Washington
<b>PRICE:</b>	\$1,350,000 (\$8/SF)	\$600,000 (\$3.26/SF)	\$8,286,851 (\$14.50/SF)	\$975,000 (\$19.63/SF)
<b>DATE OF SALE:</b>	06/30/2025	03/06/2024	Under Contract	6/11/2025
<b>LOCATION:</b>	Comparable location to subject parcel	Comparable location to subject property.	Better location than subject property, has access and is on a corner.	Significantly better location than subject property.
<b>ZONING:</b>	Office Commercial	General Commercial	Low Density Residential	High Density Residential
<b>SITE LAYOUT:</b>	Very similar site layout. No infrastructure and also lacks access from Hwy 26 or local streets.	Similar site layout, with a slight grade. No infrastructure and no access from Hwy 99 or local streets.	Worse site layout, topographical challenges.	Better site layout. Existing infrastructure in place (sidewalks, curbs, etc) and frontage on three streets
<b>COMMENTS:</b>	This property was purchased by the same developer	This is a decent comp because the GC zoning allows	This property is under contract at \$14.50/SF.	This property sold to a developer who

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	<p>who has submitted an offer on the subject parcel. They plan to do a residential development.</p> <p>This sale is a very strong comp because it is adjacent to the subject parcel and has the same zoning.</p> <p>We would expect the subject property to be slightly more expensive per SF because it is a smaller parcel.</p>	<p>similar uses, including high density residential. The price for this sale is likely so low because of the topography, size of the parcel, and issues with no access. Without cooperation from the neighbors this parcel would be very hard to develop.</p> <p>We would expect the subject property to sell for significantly more per SF.</p>	<p>Although the zoning allows for less dense development, this parcel is well suited for a housing development and has access.</p> <p>We would expect the subject parcel to sell for slightly less per SF.</p>	<p>plans to build 32 units.</p> <p>This site is in a great location with abundant access from 3 streets, and some improvements already completed.</p> <p>We would expect the subject property to sell for significantly less per SF.</p>
--	---	--	--	--

**VALUE CONCLUSION**

To best understand what the subject property could be worth we looked at what similar parcels of land have sold for recently. Residential land can be tricky to nail down a value on, because there are so many variables that go into what a developer can pay for the land. However, the best way to estimate what a developer could pay is to look at comps.

The comps we found for this property range from **\$3.26/SF to \$19.63/SF**, which is a wide range. At the higher end of the range we have a parcel of land that is in a great location, has fantastic access and already has some offsite work completed. This is much different than the subject parcel which has no access and no improvements. The \$19.63/SF price is much higher than we would expect for the subject property. On the low end of the comps we have a General Commercial parcel across Hwy 99 from the subject property. This property sold for only \$3.26/SF since it has no access without either an assemblage or access through a neighboring property.



COMMERCIAL  
REALTY ADVISORS  
NORTHWEST LLC

## **BROKER OPINION OF VALUE (BOV) for SW PACIFIC HWY LAND, SHERWOOD OR**

The two best comps we could find were the OC parcel that sold to the south of the subject parcel for \$8/SF and a low density residential parcel that is under contract at \$14.50/SF across Hwy 99. These two comps are the most similar to where we think the value of the subject parcel will land. The neighboring OC parcel to the south sold for \$8/SF and faces a lot of the same challenges the subject parcel does (no access, no improvements, etc). The \$8/SF is likely less on a per SF basis than the subject parcel is worth because the parcel is 4 times as big, which lowers the price. The \$14.50/SF across the street is likely slightly higher than we would expect for the subject parcel despite the lower density zoning. That site has existing access and the developer likely plans a large project with higher end homes which can justify the higher price.

At a range of \$8/SF to \$14.50/SF the price for the subject parcel is \$341,104 to \$618,251. We believe that given the comps, limitations of the site, and development potential the site is worth **\$9.50/SF to \$10.50/SF (\$405,061 to \$447,699)**.

We look forward to discussing further and answering any questions you may have.

Thank you for this opportunity,

Samuel LeFeber  
Broker  
Commercial Realty Advisors NW

Bob LeFeber  
Principal Broker and Owner  
Commercial Realty Advisors NW

*DISCLAIMER: This report is not intended to meet the requirements set out in the Uniform Standards of Appraisal Practice. It is not intended as an appraisal and if an appraisal is desired, the services of a competent professional licensed appraisal should be obtained.*

DRAFT



**RESOLUTION 2026-024**

**AUTHORIZING THE CITY MANAGER TO ~~NEGOTIATE AND EXECUTE~~ A PURCHASE AND SALE AGREEMENT FOR A 0.98-ACRE PROPERTY LOCATED AT 22468 SW PACIFIC HWY, ~~SHERWOOD, OREGON~~**

**WHEREAS**, the City of Sherwood desires to sell the property located at 22468 SW Pacific Hwy; and

**WHEREAS**, the City of Sherwood obtained the property through a land donation on November 27, 2024; and

**WHEREAS**, in January 2026 the City declared the property surplus via Resolution 2026-002; and

**WHEREAS**, the City has ~~been in negotiations~~ negotiated a purchase and sale agreement ~~with Oaktree Real Estate LLC for the production of affordable housing units to provide additional attainable housing in the City; and a potential buyer; and as of the date of this public hearing a Purchase and Sale Agreement has not been finalized;~~ and

**WHEREAS**, a public hearing ~~has been was~~ properly noticed per ORS 221.725 ~~and will be continued to a time and date certain to allow interested parties an opportunity to provide public testimony and to allow continued negotiations;~~ and

**WHEREAS**, a City Council goal for FY 27-28 is to "Promote and Monitor Diverse Housing that Will Accommodate a Wide Variety of Life Stages and Needs"; and

**WHEREAS**, Goal 3 of the Sherwood Comprehensive Plan under "Attractive and Attainable Housing" is ~~to "Provide the opportunity for a variety of housing types in locations and at price points that meet the needs of current and future residents; and~~

**WHEREAS**, the sale price of the property shall be \$415,000 as determined by a Broker Opinion of Value.

**NOW, THEREFORE, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:**

**Section 1.** The City Manager is hereby authorized to ~~continue negotiating~~~~negotiate and execute~~ a Purchase and Sale Agreement ~~included as Attachment A~~ for property located at 22468 SW Pacific Hwy, Sherwood, ~~otherwise known as Tax Lot 2S131B000300 in Washington County, in substantially the same form as the agreement included as Attachment A2 to the staff report~~~~this resolution~~ .

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**DRAFT**

**Section 2.** Upon holding a [second](#) public hearing, ~~the hearing will be continued to a time and date certain and the said Purchase and Sale~~ agreement ~~will has~~ come before the City Council as [Exhibit Attachment A](#) to this resolution for consideration of adoption.

**Section 3.** This resolution shall become effective upon adoption by the City Council.

**Duly passed by the City Council on [this \[DATE\], 19<sup>th</sup> day of May, 2026.](#)**

---

Tim Rosener, Mayor

Attest:

---

Sylvia Murphy, MMC, City Recorder



**RESOLUTION 2026-024**

**AUTHORIZING THE CITY MANAGER TO EXECUTE A PURCHASE AND SALE AGREEMENT FOR A 0.98-ACRE PROPERTY LOCATED AT 22468 SW PACIFIC HWY**

**WHEREAS**, the City of Sherwood desires to sell the property located at 22468 SW Pacific Hwy; and

**WHEREAS**, the City of Sherwood obtained the property through a land donation on November 27, 2024; and

**WHEREAS**, in January 2026 the City declared the property surplus via Resolution 2026-002; and

**WHEREAS**, the City has negotiated a purchase and sale agreement with Oaktree Real Estate LLC for the production of affordable housing units to provide additional attainable housing in the City; and

**WHEREAS**, a public hearing was properly noticed per ORS 221.725; and

**WHEREAS**, a City Council goal for FY 27-28 is to “Promote and Monitor Diverse Housing that Will Accommodate a Wide Variety of Life Stages and Needs”; and

**WHEREAS**, Goal 3 of the Sherwood Comprehensive Plan under “Attractive and Attainable Housing” is to “Provide the opportunity for a variety of housing types in locations and at price points that meet the needs of current and future residents”; and

**WHEREAS**, the sale price of the property shall be \$415,000 as determined by a Broker Opinion of Value.

**NOW, THEREFORE, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:**

**Section 1.** The City Manager is hereby authorized to execute a Purchase and Sale Agreement included as attachment A for property located at 22468 SW Pacific Hwy, Sherwood, otherwise known as Tax Lot 2S131B000300 in Washington County, in substantially the same form as the agreement included as Attachment A to this resolution.

**Section 2.** Upon holding a second public hearing, the Purchase and Sale agreement has come before the City Council as Attachment A to this resolution for consideration of adoption.

**Section 3.** This resolution shall become effective upon adoption by the City Council.

**Duly passed by the City Council on this 19<sup>th</sup> day of May, 2026.**

---

Tim Rosener, Mayor

Attest:

---

Sylvia Murphy, MMC, City Recorder

COMMERCIAL ASSOCIATION OF BROKERS OREGON/SW WASHINGTON  
PURCHASE AND SALE AGREEMENT AND RECEIPT FOR EARNEST MONEY  
(Oregon Commercial Form – Undeveloped Land)

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AGENCY ACKNOWLEDGMENT

Buyer shall execute this Acknowledgment concurrent with the execution of the Agreement below and prior to delivery of that Agreement to Seller. Seller shall execute this Acknowledgment upon receipt of the Agreement by Seller, even if Seller intends to reject the Agreement or make a counter-offer. In no event shall Seller's execution of this Acknowledgment constitute acceptance of the Agreement or any terms contained therein.

Pursuant to the requirements of Oregon Administrative Rules (OAR 863-015-0215), both Buyer and Seller acknowledge having received the Oregon Real Estate Agency Disclosure Pamphlet, and by execution below acknowledge and consent to the agency relationships in the following real estate purchase and sale transaction as follows:

(a) Seller Agent: Bob LeFeber and Sam LeFeber of Commercial Realty Advisors NW (the "Selling Firm") is the agent of (check one):  
 Buyer exclusively;  Seller exclusively;  both Seller and Buyer ("Disclosed Limited Agency").

(b) Buyer Agent: Tyler Collins of Macadam Forbes (the "Buying Firm") is the agent of (check one):  
 Buyer exclusively;  Seller exclusively;  both Seller and Buyer ("Disclosed Limited Agency").

If the name of the same real estate firm appears in both Paragraphs (a) and (b) above, Buyer and Seller acknowledge that a principal broker of that real estate firm shall become the Disclosed Limited Agent for both Buyer and Seller, as more fully set forth in the Disclosed Limited Agency Agreements that have been reviewed and signed by Buyer, Seller and the named real estate agent(s).

ACKNOWLEDGED

Buyer: Oaktree Real Estate LLC and/or Assigns (sign) \_\_\_\_\_ Date: \_\_\_\_\_

Seller: City of Sherwood (sign) \_\_\_\_\_ Date: \_\_\_\_\_

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*[No further text appears on this page.]*

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PURCHASE AND SALE AGREEMENT AND RECEIPT FOR EARNEST MONEY

1 This PURCHASE AND SALE AGREEMENT AND RECEIPT FOR EARNEST MONEY (this "Agreement")  
2 dated \_\_\_\_\_, 20\_\_\_\_, for reference purposes only, shall be effective on the date when this Agreement  
3 has been executed and delivered by Seller and Buyer (the "Execution Date"):

4  
5 BETWEEN: City of Sherwood ("Seller")

6 Address:  
7 Home Phone:  
8 Office Phone:  
9 Fax No.:  
10 E-Mail:

11  
12 AND: Oaktree Real Estate LLC and/or Assigns ("Buyer")

13 Address:  
14 Home Phone:  
15 Office Phone:  
16 Fax No.:  
17 E-Mail:  
18  
19

20 1. Purchase and Sale.

21  
22 1.1 Generally. In accordance with this Agreement, Buyer agrees to buy and acquire from Seller, and  
23 Seller agrees to sell to Buyer the real property and all improvements thereon generally described or located 22486 SW  
24 Pacific Highway, Sherwood, OR 97140 legally described on Exhibit A, attached hereto (the "Property") (if no legal  
25 **description is attached, the legal description shall be based on the legal description provided in the**  
26 **Preliminary Report (described in Section 5), subject to the review and approval of both parties hereto**), including  
27 all of Seller's right, title and interest in and to all appurtenances and easements thereon or related thereto.  
28

29 1.2 Purchase Price. The purchase price for the Property shall be four hundred and fifteen thousand  
30 dollars (\$415,000) (the "Purchase Price"). The Purchase Price shall be adjusted, as applicable, by the net amount of  
31 credits and debits to Seller's account at Closing (defined below) made by Escrow Holder pursuant to the terms of this  
32 Agreement. The Purchase Price shall be payable as follows:

33  
34 1.2.1 Earnest Money Deposit.

35 (a) Within five (5) days of the Execution Date, Buyer shall deliver into Escrow (as defined  
36 herein), for the account of Buyer, \$25,000 as earnest money (the "Earnest Money") in the form of:

37  Promissory note (the "Note");  Check; or  Cash or other immediately available funds.  
38

39 If the Earnest Money is being held by the  Selling Firm  Buying Firm, then the firm holding such Earnest Money  
40 shall deposit the Earnest Money in the  Escrow (as hereinafter defined)  Selling Firm's Client Trust Account   
41 Buying Firm's Clients' Trust Account, no later than 5:00 PM Pacific Time three (3) business days after such firm's  
42 receipt, but in no event later than the date set forth in the first sentence of this Section 1.2.1(a).  
43

44 (b) If the Earnest Money is in the form of a Note, it shall be due and payable  no later  
45 than 5:00 PM Pacific Time three (3) days after the Execution Date;  after satisfaction or waiver by Buyer of the  
46 conditions to Buyer's obligation to purchase the Property set forth in this Agreement; or  Other: \_\_\_\_\_. If the terms of  
47 the Note and this Agreement conflict, the terms of this Agreement shall govern. If the Note is not redeemed and paid  
48 in full when due, then: (i) the Note shall be delivered and endorsed to Seller (if not already in Seller's possession); (ii)

{00045955;1}

49 Seller may collect the Earnest Money from Buyer, either pursuant to an action on the Note or an action on this  
50 Agreement; and (iii) Seller shall have no further obligations under this Agreement.

51  
52 (c) The purchase and sale of the Property shall be accomplished through an escrow (the  
53 "Escrow") that Seller has established or will establish with WFG National Title (the "Escrow Holder") within three (3)  
54 days after the Execution Date. Except as otherwise provided in this Agreement: (i) any interest earned on the Earnest  
55 Money shall be considered to be part of the Earnest Money; (ii) the Earnest Money shall be non-refundable upon  
56 satisfaction or waiver of all Conditions as defined in Section 2.1; and (iii) the Earnest Money shall be applied to the  
57 Purchase Price at Closing.

58  
59 1.2.2 Balance of Purchase Price. Buyer shall pay the balance of the Purchase Price at Closing by  
60  cash or other immediately available funds; or  Other: \_\_\_\_.

61  
62 1.3 Section 1031 Like-Kind Exchange. Each party acknowledges that either party (as applicable, the  
63 "Exchanging Party") may elect to engage in and affect a like-kind exchange under Section 1031 of the Internal Revenue  
64 Code of 1986, as amended, involving the Property (or any legal lot thereof) (a "1031 Exchange"). The non-exchanging  
65 party with respect to a 1031 Exchange is referred to herein as the "Cooperating Party." Buyer and Seller each hereby  
66 agrees to reasonably cooperate with the other in completing each such 1031 Exchange; provided, however, that such  
67 cooperation shall be at the Exchanging Party's sole expense and shall not delay the Closing for the Property.  
68 Accordingly, the Exchanging Party may assign the Exchanging Party's rights with respect to the Property (or any legal  
69 lot thereof) to a person or entity for the purpose of consummating a 1031 Exchange ("Intermediary"), provided that  
70 such assignment does not delay the Closing for the Property (or applicable legal lot thereof), or otherwise reduce or  
71 diminish the Exchanging Party's liabilities or obligations hereunder. Such assignment by the Exchanging Party shall  
72 not release the Exchanging Party from the obligations of the Exchanging Party under this Agreement. The Cooperating  
73 Party shall not suffer any costs, expenses or liabilities for cooperating with the Exchanging Party and shall not be  
74 required to take title to the exchange property. The Exchanging Party agrees to indemnify, defend and hold the  
75 Cooperating Party harmless from any liability, damages and costs arising out of the 1031 Exchange.

76  
77 **2. Conditions to Purchase.**

78  
79 2.1 Buyer's obligation to purchase the Property is conditioned on the following:

- 80  
81  None;
- 82  By August 30th, 2026, Buyer's approval of the results of (collectively, the "General Conditions"):  
83 (a) the Property inspection described in Section 3 below; (b) the document review described in  
84 Section 4 below; and (c) (describe any other condition) \_\_\_\_;
- 85  By August 30th, 2026, Buyer's receipt of confirmation of satisfactory financing (the "Financing  
86 Condition");
- 87  Within \_\_\_\_ days of the Execution Date, Buyer's receipt of permits, consents, approvals and other  
88 entitlements required for Buyer's intended development of the Property (the "Entitlement  
89 Condition"); and/or
- 90  Other \_\_\_\_ [Other conditions must be specifically identified].

91  
92 **Buyer at Buyer's sole discretion shall be able to extend the contingency Period outline herein**  
93 **by three (3) months. Buyer shall notify Seller of its intent to extend the contingency period**  
94 **in writing and by converting \$12,500 of the Earnest Money Deposit into a non-refundable**  
95 **but applicable cash deposit.**

96  
97 The General Conditions, Financing Condition, Entitlement Condition and any other conditions noted shall be defined  
98 as "Conditions."

99  
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100 2.2 If, for any reason in Buyer's sole discretion, Buyer has not timely given written waiver of the  
101 Conditions set forth in Section 2.1, or stated in writing that such Conditions have been satisfied, by notice given to  
102 Seller within the time periods for such conditions set forth above, this Agreement shall be deemed automatically  
103 terminated, the Earnest Money shall be promptly returned to Buyer, any Extension Fees (defined below) shall be  
104 delivered to Seller, and thereafter, except as specifically provided to the contrary herein, neither party shall have any  
105 further right or remedy hereunder.

106  
107 2.3 Buyer shall have the right to extend the Entitlement Condition by \_\_\_\_\_ (\_\_\_\_) periods of  
108 \_\_\_\_\_ (\_\_\_\_) days each by giving written notice of such extension to Seller and depositing \_\_\_\_\_  
109 (\$ \_\_\_\_\_) in Escrow for each such extension (each an "Extension Fee") on or before the then-current expiration of  
110 the Entitlement Condition. The Extension Fees shall not be refundable to Buyer under any circumstances (except for  
111 a failure of this transaction to close on account of a default by Seller) and  shall /  shall not be applicable to the  
112 Purchase Price at Closing.

113  
114 3. **Property Inspection.** Seller shall permit Buyer and its agents, at Buyer's sole expense and risk, to enter  
115 the Property at reasonable times after reasonable prior notice to Seller to conduct any and all inspections, tests, and  
116 surveys concerning hazardous materials, soils conditions, wetlands, zoning, and all other matters affecting the  
117 suitability of the Property for Buyer's intended use and/or otherwise reasonably related to the purchase of the Property  
118 including the economic feasibility of such purchase. In addition, at any time prior to Closing, Buyer may, at its sole  
119 discretion and expense: (a) commission a surveyor of Buyer's choice to prepare a survey of the Property; and  
120 (b) engage an environmental consultant of Buyer's choice to prepare a Phase I environmental site assessment of the  
121 Property and, if recommended by such consultant, obtain a Phase II environmental site assessment and perform any  
122 recommended testing. Seller shall facilitate Buyer's and its surveyor's and consultant's access to the Property and  
123 cooperate with Buyer's obtaining such survey, environmental site assessments, inspections, and permit and  
124 entitlement applications. If the transaction contemplated in this Agreement fails to close for any reason (or no reason)  
125 as a result of the act or omission of Buyer or its agents, Buyer shall promptly restore the Property to substantially the  
126 condition the Property was in prior to Buyer's performance of any inspections or work. Buyer shall indemnify, hold  
127 harmless, and defend Seller from all liens, costs, and expenses, including reasonable attorneys' fees and experts' fees,  
128 arising from or relating to Buyer's entry on and inspection of the Property. This agreement to indemnify, hold  
129 harmless, and defend Seller shall survive Closing or any termination of this Agreement.

130  
131 4. **Seller's Documents.** Within five (5) days after the Execution Date, Seller shall deliver to Buyer or Buyer's  
132 designee, legible and complete copies of the following documents and other items relating to the ownership, operation,  
133 and maintenance of the Property to the extent now in existence and to the extent such items are or come within Seller's  
134 possession or control: \_\_\_\_.

135  
136 5. **Title Insurance.** Within seven (7) days after the Execution Date, Seller shall cause to be delivered to Buyer  
137 a preliminary title report from the title company (the "Title Company") selected by Seller (the "Preliminary Report"),  
138 showing the status of Seller's title to the Property, together with complete and legible copies of all documents shown  
139 therein as exceptions to title ("Exceptions"). Buyer shall have seven (7) days after receipt of a copy of the Preliminary  
140 Report and Exceptions within which to give notice in writing to Seller of any objection to such title or to any liens or  
141 encumbrances affecting the Property. Within seven (7) days after receipt of such notice from Buyer, Seller shall give  
142 Buyer written notice of whether it is willing and able to remove the objected-to Exceptions. Without the need for  
143 objection by Buyer, Seller shall, with respect to liens and encumbrances that can be satisfied and released by the  
144 payment of money, eliminate such exceptions to title on or before Closing. Within \_\_\_\_ days after receipt of such notice  
145 from Seller (the "Title Contingency Date"), Buyer shall elect whether to: (i) purchase the Property subject to those  
146 objected-to Exceptions which Seller is not willing or able to remove; or (ii) terminate this Agreement. If Buyer fails to  
147 give Seller notice of Buyer's election, then such inaction shall be deemed to be Buyer's election to terminate this  
148 Agreement. On or before the Closing Date (defined below), Seller shall remove all Exceptions to which Buyer objects  
149 and which Seller agrees, or is deemed to have agreed, Seller is willing and able to remove. All remaining

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150 Exceptions set forth in the Preliminary Report and those Exceptions caused by or agreed to by Buyer shall be deemed  
151 "Permitted Exceptions."

152  
153 6. Default; Remedies. Notwithstanding anything to the contrary contained in this Agreement, in the event  
154 Buyer fails to deposit the Earnest Money in Escrow strictly as and when contemplated under Section 1.2.1 above,  
155 Seller shall have the right at any time thereafter, but prior to Buyer's deposit of the Earnest Money to Escrow, to  
156 terminate this Agreement and all further rights and obligations hereunder by giving written notice thereof to Buyer. If  
157 the conditions, if any, to Buyer's obligation to consummate this transaction are satisfied or waived by Buyer and Buyer  
158 fails, through no fault of Seller, to close on the purchase of the Property, Seller's sole remedy shall be to retain the  
159 Earnest Money and any Extension Fees paid by Buyer. In the event Seller fails, through no fault of Buyer, to close the  
160 sale of the Property, Buyer shall be entitled to pursue any remedies available at law or in equity, including without  
161 limitation, the return of the Earnest Money and any Extension Fees paid by Buyer or the remedy of  
162 specific performance. In no event shall either party be entitled to punitive or consequential damages, if any, resulting  
163 from the other party's failure to close the sale of the Property.

164  
165 7. Closing of Sale.

166  
167 7.1 Buyer and Seller agree the sale of the Property shall be consummated, in Escrow,  on or before  
168 March 31<sup>st</sup> 2027 or  \_\_\_ days after the conditions set forth in Sections 2.1, 3, 4 and 5 have been satisfied or waived  
169 in writing by Buyer (the "Closing" or the "Closing Date"). The sale of the Property shall be deemed closed when the  
170 document(s) conveying title to the Property is/are delivered and recorded and the Purchase Price is disbursed to Seller.

171  
172 7.2 At Closing, Buyer and Seller shall deposit with the Escrow Holder all documents and funds required  
173 to close the transaction in accordance with the terms of this Agreement. At Closing, Seller shall deliver a certification  
174 in a form provided by the Escrow Holder confirming whether Seller is or is not a "foreign person" as such term is defined  
175 by applicable law and regulations.

176  
177 7.3 At Closing, Seller shall convey fee simple title to the Property to Buyer by  statutory warranty deed  
178 or  \_\_\_ (the "Deed"). At Closing, Seller shall cause the Title Company to deliver to Buyer a standard ALTA form  
179 owner's policy of title insurance (the "Title Policy") in the amount of the Purchase Price insuring fee simple title to the  
180 Property in Buyer subject only to the Permitted Exceptions and the standard preprinted exceptions contained in the  
181 Title Policy. Seller shall reasonably cooperate in the issuance to Buyer of an ALTA extended form policy of title  
182 insurance. Buyer shall pay any additional expense resulting from the ALTA extended coverage and any endorsements  
183 required by Buyer.

184  
185 8. Closing Costs; Prorations. Seller shall pay the premium for the Title Policy, provided, however, if Buyer  
186 elects to obtain an ALTA extended form policy of title insurance and/or any endorsements, Buyer shall pay the  
187 difference in the premium relating to such election. Seller and Buyer shall each pay one-half (1/2) of the escrow fees  
188 charged by the Escrow Holder. Any excise tax and/or transfer tax shall be paid in accordance with the local custom  
189 determined by the Title Company and applicable law. Real property taxes for the tax year of the Closing, assessments  
190 (if a Permitted Exception), personal property taxes, rents and other charges arising from existing Tenancies paid for  
191 the month of Closing, interest on assumed obligations, and utilities shall be prorated as of the Closing Date. If  
192 applicable, prepaid rents, security deposits, and other unearned refundable deposits relating to Tenancies shall  
193 be assigned and delivered to Buyer at Closing.  Seller  Buyer  N/A shall be responsible for payment of all  
194 taxes, interest, and penalties, if any, upon removal of the Property from any special assessment or program.

195  
196 9. Possession. Seller shall deliver exclusive possession of the Property to Buyer  on the Closing Date or  
197  \_\_\_.

198  
199 10. Condition of Property. Seller represents that Seller has received no written notices of violation of any  
200 laws, codes, rules, or regulations applicable to the Property ("Laws"). Seller represents that, to the best of Seller's

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201 knowledge without specific inquiry, Seller is not aware of any such violations or any concealed material defects in the  
202 Property. Unless caused by Buyer, Seller shall bear all risk of loss and damage to the Property until Closing, and  
203 Buyer shall bear such risk at and after Closing. Except for Seller's representations set forth in this Section 10 and the  
204 attached Exhibit C, Buyer shall acquire the Property "AS IS" with all faults and Buyer shall rely on the results of its own  
205 inspection and investigation in Buyer's acquisition of the Property. It shall be a condition of Buyer's Closing obligation  
206 that all of Seller's representations and warranties stated in this Agreement are materially true and correct on the Closing  
207 Date. Seller's representations and warranties stated in this Agreement shall survive Closing for one (1) year.  
208

209 11. Operation of Property. Between the Execution Date and the Closing Date, Seller shall continue to  
210 operate, maintain and insure the Property consistent with Seller's current operating practices. After Buyer has satisfied  
211 or waived the conditions to Buyer's obligation to purchase the Property, and the Earnest Money is non-refundable,  
212 Seller may not, without Buyer's prior written consent, which consent shall not be unreasonably withheld, conditioned,  
213 or delayed, enter into: (a) any new leases or occupancy agreements for the Property; (b) any material amendments  
214 or modification agreements for any existing leases or occupancy agreements for the Property; or (c) any service  
215 contracts or other agreements affecting the Property that are not terminable at the Closing.  
216

217 12. Assignment. Assignment of this Agreement:  is PROHIBITED;  is PERMITTED, without consent  
218 of Seller;  is PERMITTED ONLY UPON Seller's written consent;  is PERMITTED ONLY IF the assignee is an  
219 entity owned and controlled by Buyer. **Assignment is PROHIBITED, if no box is checked.** If Seller's written consent  
220 is required for assignment, such consent may be withheld in Seller's reasonable discretion. In the event of a permitted  
221 assignment, Buyer shall remain liable for all Buyer's obligations under this Agreement.  
222

223 13. Arbitration. **IF AND ONLY IF THIS SECTION IS INITIALED BY EACH OF BUYER AND SELLER, THE**  
224 **FOLLOWING SHALL APPLY TO THIS AGREEMENT:**  
225

226 ANY DISPUTE BETWEEN BUYER AND SELLER RELATED TO THIS AGREEMENT, THE PROPERTY, OR THE  
227 TRANSACTIONS CONTEMPLATED BY THIS AGREEMENT WILL BE RESOLVED BY ARBITRATION GOVERNED  
228 BY THE OREGON UNIFORM ARBITRATION ACT (ORS 36.600 et seq.) AND, TO THE EXTENT NOT  
229 INCONSISTENT WITH THAT STATUTE, CONDUCTED IN ACCORDANCE WITH THE RULES OF PRACTICE AND  
230 PROCEDURE FOR THE ARBITRATION OF COMMERCIAL DISPUTES OF ARBITRATION SERVICES OF  
231 PORTLAND ("ASP"). THE ARBITRATION SHALL BE CONDUCTED IN PORTLAND, OREGON AND  
232 ADMINISTERED BY ASP, WHICH WILL APPOINT A SINGLE ARBITRATOR HAVING AT LEAST FIVE (5) YEARS  
233 EXPERIENCE IN THE COMMERCIAL REAL ESTATE FIELD IN THE \_\_\_ GEOGRAPHIC AREA (**IF BLANK IS NOT**  
234 **COMPLETED, PORTLAND METROPOLITAN AREA**). ALL ARBITRATION HEARINGS WILL BE COMMENCED  
235 WITHIN THIRTY (30) DAYS OF THE DEMAND FOR ARBITRATION UNLESS THE ARBITRATOR, FOR SHOWING  
236 OF GOOD CAUSE, EXTENDS THE COMMENCEMENT OF SUCH HEARING. THE DECISION OF THE  
237 ARBITRATOR WILL BE BINDING ON BUYER AND SELLER, AND JUDGMENT UPON ANY ARBITRATION AWARD  
238 MAY BE ENTERED IN ANY COURT HAVING JURISDICTION. THE PARTIES ACKNOWLEDGE THAT, BY  
239 AGREEING TO ARBITRATE DISPUTES, EACH OF THEM IS WAIVING CERTAIN RIGHTS, INCLUDING ITS RIGHTS  
240 TO SEEK REMEDIES IN COURT (INCLUDING A RIGHT TO A TRIAL BY JURY), TO DISCOVERY PROCESSES  
241 THAT WOULD BE ATTENDANT TO A COURT PROCEEDING, AND TO PARTICIPATE IN A CLASS ACTION.  
242

243 \_\_\_\_\_  
244 Initials of Buyer Initials of Seller  
245

246 14. Attorneys' Fees. In the event a suit, action, arbitration, or other proceeding of any nature whatsoever,  
247 including without limitation any proceeding under the U.S. Bankruptcy Code, is instituted, or the services of an attorney  
248 are retained, to interpret or enforce any provision of this Agreement or with respect to any dispute relating to this  
249 Agreement, the prevailing or non-defaulting party shall be entitled to recover from the losing or defaulting party its  
250 attorneys', paralegals', accountants', and other experts' fees and all other fees, costs, and expenses actually incurred  
251 in connection therewith (the "Fees"). In the event of suit, action, arbitration, or other proceeding, the amount of Fees

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252 shall be determined by the judge or arbitrator, shall include all costs and expenses incurred on any appeal or review,  
253 and shall be in addition to all other amounts provided by law. Statutory Notice. THE PROPERTY DESCRIBED IN THIS  
254 INSTRUMENT MAY NOT BE WITHIN A FIRE PROTECTION DISTRICT PROTECTING STRUCTURES. THE PROPERTY IS SUBJECT  
255 TO LAND USE LAWS AND REGULATIONS THAT, IN FARM OR FOREST ZONES, MAY NOT AUTHORIZE CONSTRUCTION OR  
256 SITING OF A RESIDENCE AND THAT LIMIT LAWSUITS AGAINST FARMING OR FOREST PRACTICES, AS DEFINED IN  
257 ORS 30.930 (Definitions for ORS 30.930 to 30.947), IN ALL ZONES. BEFORE SIGNING OR ACCEPTING THIS INSTRUMENT, THE  
258 PERSON TRANSFERRING FEE TITLE SHOULD INQUIRE ABOUT THE PERSONS RIGHTS, IF ANY, UNDER  
259 ORS 195.300 (Definitions for ORS 195.300 to 195.336), 195.301(Legislative findings) AND 195.305 (Compensation for restriction of use  
260 of real property due to land use regulation) TO 195.336 (Compensation and Conservation Fund) AND SECTIONS 5 TO 11, CHAPTER  
261 424, OREGON LAWS 2007, SECTIONS 2 TO 9 AND 17, CHAPTER 855, OREGON LAWS 2009, AND SECTIONS 2 TO 7, CHAPTER  
262 8, OREGON LAWS 2010. BEFORE SIGNING OR ACCEPTING THIS INSTRUMENT, THE PERSON ACQUIRING FEE TITLE TO THE  
263 PROPERTY SHOULD CHECK WITH THE APPROPRIATE CITY OR COUNTY PLANNING DEPARTMENT TO VERIFY THAT THE UNIT  
264 OF LAND BEING TRANSFERRED IS A LAWFULLY ESTABLISHED LOT OR PARCEL, AS DEFINED IN ORS 92.010(Definitions for  
265 ORS 92.010 to 92.192) OR 215.010 (Definitions), TO VERIFY THE APPROVED USES OF THE LOT OR PARCEL, TO VERIFY THE  
266 EXISTENCE OF FIRE PROTECTION FOR STRUCTURES AND TO INQUIRE ABOUT THE RIGHTS OF NEIGHBORING PROPERTY  
267 OWNERS, IF ANY, UNDER ORS 195.300(Definitions for ORS 195.300 to 195.336), 195.301 (Legislative  
268 findings) AND 195.305(Compensation for restriction of use of real property due to land use regulation) TO195.336 (Compensation and  
269 Conservation Fund) AND SECTIONS 5 TO 11, CHAPTER 424, OREGON LAWS 2007, SECTIONS 2 TO 9 AND 17, CHAPTER 855,  
270 OREGON LAWS 2009, AND SECTIONS 2 TO 7, CHAPTER 8, OREGON LAWS 2010

271  
272 15. Cautionary Notice About Liens. UNDER CERTAIN CIRCUMSTANCES, A PERSON WHO PERFORMS  
273 CONSTRUCTION-RELATED ACTIVITIES MAY CLAIM A LIEN UPON REAL PROPERTY AFTER A SALE TO THE  
274 PURCHASER FOR A TRANSACTION OR ACTIVITY THAT OCCURRED BEFORE THE SALE. A VALID CLAIM MAY  
275 BE ASSERTED AGAINST THE PROPERTY THAT YOU ARE PURCHASING EVEN IF THE CIRCUMSTANCES THAT  
276 GIVE RISE TO THAT CLAIM HAPPENED BEFORE YOUR PURCHASE OF THE PROPERTY. THIS INCLUDES,  
277 BUT IS NOT LIMITED TO, CIRCUMSTANCES WHERE THE OWNER OF THE PROPERTY CONTRACTED WITH A  
278 PERSON OR BUSINESS TO PROVIDE LABOR, MATERIAL, EQUIPMENT OR SERVICES TO THE PROPERTY  
279 AND HAS NOT PAID THE PERSONS OR BUSINESS IN FULL.

280  
281 16. Brokerage Agreement. For purposes of Sections 14 and 17 of this Agreement, the Agency  
282 Acknowledgement on page 1 this Agreement is incorporated into this Agreement as if fully set forth herein. Seller  
283 agrees to pay a commission to Selling Firm in the amount of either:  five percent six (65%) of the Purchase Price or  
284  \$\_\_\_\_. Such commission shall be divided between Selling Firm and Buying Firm such that Selling Firm receives  
285 two and a half three percent (32.5%) and Buying Firm receives two and a half percent three (32.5%). Seller shall cause  
286 the Escrow Holder to deliver to Selling Firm and Buying Firm the real estate commission on the Closing Date or upon  
287 Seller's breach of this Agreement, whichever occurs first. If the Earnest Money is forfeited by Buyer and retained by  
288 Seller in accordance with this Agreement, in addition to any other rights the Selling Firm and Buying Firm may have,  
289 the Selling Firm and the Buying Firm, together, shall be entitled to the lesser of: (i) fifty percent (50%) of the Earnest  
290 Money; or (ii) the commission agreed to above, and Seller hereby assigns such amount to the Selling Firm and the  
291 Buying Firm.

292  
293 17. Notices. Unless otherwise specified, any notice required or permitted in, or related to this Agreement  
294 must be in writing and signed by the party to be bound. Any notice will be deemed delivered: (a) when personally  
295 delivered; (b) when delivered by facsimile or electronic mail transmission (in either case, with confirmation of delivery);  
296 (c) on the day of delivery of the notice by reputable overnight courier; or (d) on the day of delivery of the notice by  
297 mailing by certified or registered U.S. mail, postage prepaid, return receipt requested; and in any case shall be sent by  
298 the applicable party to the address of the other party shown at the beginning of this Agreement, unless that day is a  
299 Saturday, Sunday, or federal or Oregon State legal holiday, in which event such notice will be deemed delivered on  
300 the next following business day.

301  
302 18. Miscellaneous. Time is of the essence of this Agreement. If the deadline under this Agreement for  
303 delivery of a notice or performance of any obligation is a Saturday, Sunday, or federal or Oregon State legal holiday,  
304 such deadline will be deemed extended to the next following business day. The facsimile and/or electronic mail

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305 transmission of any signed document including this Agreement in accordance with Section 18 shall be the same as  
306 delivery of an original. At the request of either party, the party delivering a document by facsimile and/or electronic  
307 mail will confirm such transmission by signing and delivering to the other party a duplicate original document. This  
308 Agreement may be executed in counterparts, each of which shall constitute an original and all of which together shall  
309 constitute one and the same Agreement. This Agreement contains the entire agreement and understanding of the  
310 parties with respect to the subject matter of this Agreement and supersedes all prior and contemporaneous agreements  
311 between them. Without limiting the provisions of Section 12 of this Agreement, this Agreement shall be binding upon  
312 and shall inure to the benefit of Buyer and Seller and their respective successors and assigns. Solely with respect to  
313 Sections 14 and 17, Selling Firm and Buying Firm are third party beneficiaries of this Agreement. The person signing  
314 this Agreement on behalf of Buyer and the person signing this Agreement on behalf of Seller each represents,  
315 covenants and warrants that such person has full right and authority to enter into this Agreement and to bind the party  
316 for whom such person signs this Agreement to its terms and provisions. Neither this Agreement nor a memorandum  
317 hereof shall be recorded unless the parties otherwise agree in writing.

318  
319 19. Governing Law. This Agreement is made and executed under, and in all respects shall be governed and  
320 construed by, the laws of the State of Oregon.

321  
322 20. Residential Lead-Based Paint Disclosure. IF THE PROPERTY CONSISTS OF RESIDENTIAL  
323 HOUSING BUILT PRIOR TO 1978, BUYER AND SELLER MUST COMPLETE THE LEAD-BASED PAINT  
324 DISCLOSURE ADDENDUM ATTACHED HERETO AS EXHIBIT B.

325  
326 21. Addenda; Exhibits. The following named addenda and exhibits are attached to this Agreement and  
327 incorporated within this Agreement:

- 328  Exhibit A – Legal Description of Property **[REQUIRED]**  
329  Exhibit B – Lead Paint Disclosure Addendum (if applicable)  
330  Exhibit C – AS IS Exceptions (if applicable)

331  
332  
333 22. Time for Acceptance. If Seller does not return to Buyer a signed and dated version of this Agreement on  
334 or before 5:00 PM Pacific Time on \_\_\_, then the Earnest Money shall be promptly refunded to Buyer and thereafter,  
335 neither party shall have any further right or obligation hereunder.

336  
337 23. OFAC Certification. The Federal Government, Executive Order 13224, requires that business persons  
338 of the United States not do business with any individual or entity on a list of "Specially Designated nationals and Blocked  
339 Persons" - that is, individuals and entities identified as terrorists or other types of criminals. Buyer hereinafter certifies  
340 that:

341  
342 23.1 It is not acting, directly or indirectly, for or on behalf of any person, group, entity, or nation  
343 named by any Executive Order or the United States Treasury Department as a terrorist, specially designated national  
344 and/or blocked person, entity, nation, or transaction pursuant to any law, order, rule, or regulation that is enforced or  
345 administered by the Office of Foreign Assets Control; and

346  
347 23.2 It has not executed this Agreement, directly or indirectly on behalf of, or instigating or  
348 facilitating this Agreement, directly or indirectly on behalf of, any such person, group, entity, or nation.

349  
350 Buyer hereby agrees to defend, indemnify, and hold harmless Seller from and against any and all claims, damages,  
351 losses, risks, liabilities, and expenses (including attorney's fees and costs) arising from or related to any breach of the  
352 foregoing certification. This certification by Buyer and agreement to indemnify, hold harmless, and defend Seller shall  
353 survive Closing or any termination of this Agreement.

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355 24 Affordable Housing Covenant and Clawback. At Closing, Buyer shall execute and deliver to Escrow  
356 Holder, for recording, an Affordable Housing Covenant (the "Covenant") in a form approved by the City  
357 Attorney. The Covenant shall require Buyer (and its successors and assigns) to develop and maintain  
358 on the Property, or a consolidated property including the Property under Buyer control, ~~not less than 11~~  
359 ~~for sale or rent affordable housing available to households earning 80-120% or less of the Area Median~~  
360 ~~income at the time of sale or rental contract for a term of not less than 30-15 years.~~, one of the  
361 following:

362 a. Buyer shall make good faith effort to change the zone on the property from Office Commercial  
363 to High Density Residential. If the property is rezoned to High Density Residential, Buyer shall  
364 provide not less than 11 for sale affordable housing units available to households earning  
365 120% or less of the Area Median Income at the time of sale for a term of not less than 18  
366 years.

367 b. Buyer shall make good faith effort to change the zone on the property from Office Commercial  
368 to High Density Residential. If the property is rezoned to High Density Residential, Buyer shall  
369 provide not less than 11 for rent affordable housing units available to households earning 60%  
370 or less of the Area Median Income for a term of not less than 30 years or the duration required  
371 to utilize the federal Low-Income Housing Tax Credit program.

372 c. Buyer shall make good faith effort to change the zone on the property from Office Commercial  
373 to High Density Residential. If the property is not rezoned to High Density Residential, Buyer  
374 shall provide not less six (6) for sale affordable housing units available to households earning  
375 120% or less of the Area Median Income at the time of sale for a term of not less than 18  
376 years.

377 d. Buyer shall make good faith effort to change the zone on the property from Office Commercial  
378 to High Density Residential. If the property is not rezoned to High Density Residential, Buyer  
379 shall provide not less six (6) for rent affordable housing units available to households earning  
380 60% or less of the Area Median Income for a term of not less than 18 years.

381 24 The Covenant shall include monitoring, reporting, and enforcement provisions. (b) In the event  
382 Buyer or its successors fail to substantially comply with the Covenant (including failure to commence  
383 construction by July 1, 203~~129~~, achieve certificate of occupancy by July 1, 203~~13~~, or maintain  
384 affordability for the required term), the City shall have the right, in addition to any other remedies to;  
385 ~~to; (i) d) Declare a default and pursue specific performance or damages in the amount of \$10,000 per~~  
386 ~~unit not built or not complied with; and/or (ii) E) exercise the following clawback: Buyer (or successor)~~  
387 shall pay to the City, within thirty (30) days of written demand, an amount equal to the difference  
388 between the Purchase Price and the fair market value of the Property at the time of the breach, as  
389 determined by a mutually agreed appraiser (with City's appraiser controlling in the event of  
390 disagreement), multiplied by the percentage of non-compliant units. (c) The Covenant and clawback  
391 provisions shall survive Closing and bind Buyer and all successors. Buyer shall indemnify the City  
392 against any costs, including reasonable attorney fees, incurred in enforcing this Section. (d) Any dispute  
393 regarding compliance or clawback shall be resolved per Section 13 (if initialed) or in Washington  
394 County Circuit Court, with the prevailing party entitled to attorney fees per Section 14.

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395  
396 CONSULT YOUR ATTORNEY. THIS DOCUMENT HAS BEEN PREPARED FOR SUBMISSION TO YOUR  
397 ATTORNEY FOR REVIEW AND APPROVAL PRIOR TO SIGNING. NO REPRESENTATION OR  
398 RECOMMENDATION IS MADE BY THE COMMERCIAL ASSOCIATION OF BROKERS OREGON/SW  
399 WASHINGTON OR BY THE REAL ESTATE AGENTS INVOLVED WITH THIS DOCUMENT AS TO THE LEGAL  
400 SUFFICIENCY OR TAX CONSEQUENCES OF THIS DOCUMENT.

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401 THIS FORM SHOULD NOT BE MODIFIED WITHOUT SHOWING SUCH MODIFICATIONS BY REDLINING,  
402 INSERTION MARKS, OR ADDENDA.  
403

404 Buyer Oaktree Real Estate LLC and/or Assigns  
405

406 By: \_\_\_\_\_  
407

408 Name: \_\_\_\_\_  
409

410 Title: \_\_\_\_\_  
411

412 Date: \_\_\_\_\_  
413

414 Seller Acceptance. By execution of this Agreement, Seller agrees to sell the Property on the terms and conditions in  
415 this Agreement.  
416

417 Seller City of Sherwood  
418

419 By: \_\_\_\_\_  
420

421 Name: \_\_\_\_\_  
422

423 Title \_\_\_\_\_  
424

425 Date: \_\_\_\_\_  
426

427 \_\_\_\_\_  
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 432  
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 434  
 435  
 436

CRITICAL DATE LIST:

The last party to execute this Agreement shall complete the information below (the "Critical Date List"), initial where indicated, and return a copy of the same to the other party for such party's review. This Critical Date List is for reference purposes only and, in the event of a conflict between this Critical Date List and the Agreement, the terms of the Agreement shall prevail.

	DATE:
• Execution Date (Introductory paragraph):	
• Earnest Money due date (Section 1.2.1(a)):	
• Seller shall open Escrow with the Escrow Holder (Section 1.2.1(a)):	Before
• Seller shall deliver Seller's documents to Buyer (Section 4):	Within ___ days after the Execution Date
• Seller shall deliver Preliminary Report to Buyer (Section 5):	Within ___ days after the Execution Date
• Buyer's title objection notice due to Seller (Section 5):	Within ___ days after receipt of the Preliminary Report
• Seller's title response due to Buyer (Section 5):	Within ___ days after receipt of Buyer's title objection notice
• Title Contingency Date (Section 5):	Within ___ days after receipt of Seller's title response
• Expiration date for satisfaction of General Conditions (Section 2.1):	Within ___ days of the Execution Date
• Expiration date for satisfaction of Financing Condition (Section 2.1):	Within ___ days of the Execution Date
• Expiration date for satisfaction of Entitlement Condition (Section 2.1)	Within ___ days of the Execution Date
• By this date, Buyer must deliver the notice to proceed contemplated in Section 2.2.	Within ___ days of the Execution Date
• Closing Date (Section 7.1):	

437  
 438

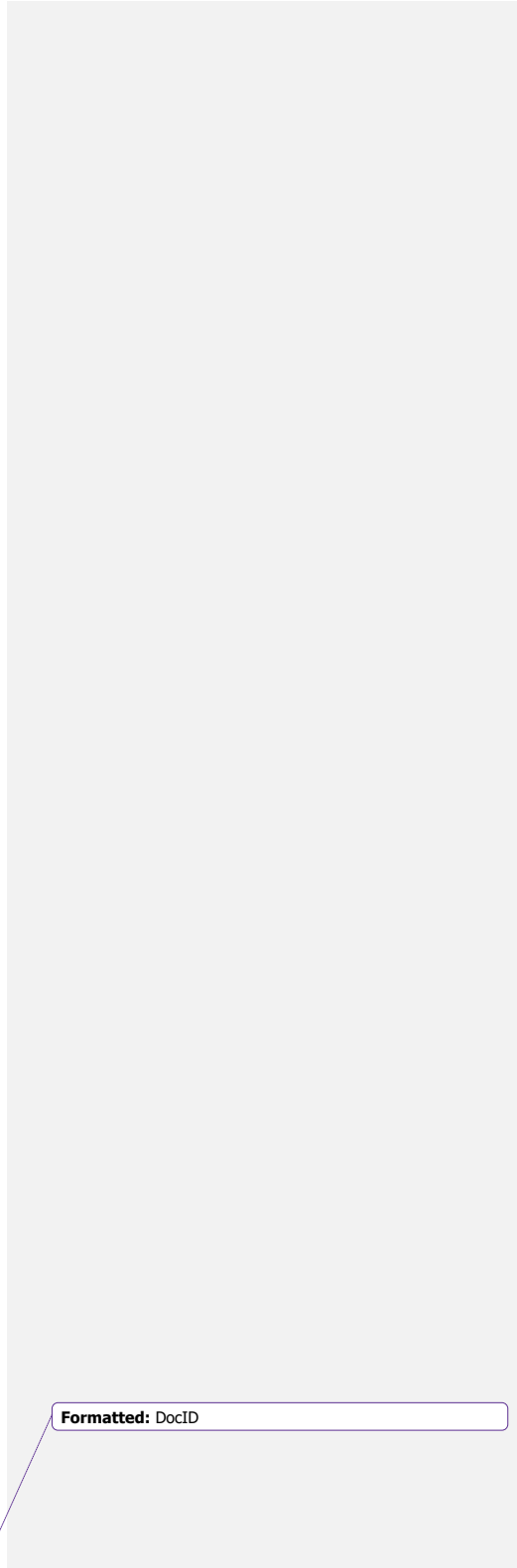
Initials of Buyer: \_\_\_  
 Initials of Buyer: \_\_\_

Initials of Seller:  
 Initials of Seller:

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EXHIBIT A  
LEGAL DESCRIPTION OF PROPERTY



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EXHIBIT B

LEAD-BASED PAINT DISCLOSURE ADDENDUM

(TO BE COMPLETED IF THE PROPERTY CONSISTS OF RESIDENTIAL HOUSING BUILT PRIOR TO 1978)

Seller and Buyer are parties to that certain Commercial Association of Brokers Oregon / SW Washington Purchase and Sale Agreement and Receipt for Earnest Money (Oregon Commercial Form – Undeveloped Land) dated \_\_ \_\_, 20\_\_ (the "Purchase Agreement") for the sale of the Property described therein. Capitalized terms used in this addendum without definition shall have the meanings given them in the Purchase Agreement. Except as expressly modified by this addendum and any other addendum to the Purchase Agreement executed by Buyer and Seller, the Purchase Agreement is unmodified. This addendum and the Purchase Agreement may not be modified except in a writing signed by both Seller and Buyer.

LEAD WARNING STATEMENT

EVERY PURCHASER OF ANY INTEREST IN RESIDENTIAL REAL PROPERTY ON WHICH A RESIDENTIAL DWELLING WAS BUILT PRIOR TO 1978 IS NOTIFIED THAT SUCH PROPERTY MAY PRESENT EXPOSURE TO LEAD FROM LEAD-BASED PAINT THAT MAY PLACE YOUNG CHILDREN AT RISK OF DEVELOPING LEAD POISONING. LEAD POISONING IN YOUNG CHILDREN MAY PRODUCE PERMANENT NEUROLOGICAL DAMAGE, INCLUDING LEARNING DISABILITIES, REDUCED INTELLIGENCE QUOTIENT, BEHAVIORAL PROBLEMS AND IMPAIRED MEMORY. LEAD POISONING ALSO POSES A PARTICULAR RISK TO PREGNANT WOMEN. THE SELLER OF ANY INTEREST IN RESIDENTIAL REAL PROPERTY IS REQUIRED TO PROVIDE THE BUYER WITH ANY INFORMATION ON LEAD-BASED PAINT HAZARDS FROM RISK ASSESSMENTS OR INSPECTIONS IN THE SELLER'S POSSESSION AND NOTIFY THE BUYER OF ANY KNOWN LEAD-BASED PAINT HAZARDS. A RISK ASSESSMENT OR INSPECTION FOR POSSIBLE LEAD-BASED PAINT HAZARDS IS RECOMMENDED PRIOR TO PURCHASE.

AGENT'S ACKNOWLEDGMENT

Seller Agent has informed Seller of Seller's obligations under 42 U.S.C. 4852(d) and Agent is aware of his/her responsibility to ensure compliance.

SELLER'S DISCLOSURE

.1 **Presence of lead-based paint and/or lead-based paint hazards (check one below):**

Seller has knowledge of lead-based paint and/or lead-based paint hazards in the housing (explain).

\_\_\_\_\_

Seller has no knowledge of lead-based paint and/or lead-based paint hazards in the housing.

.2 **Records and reports available to Seller (check one below):**

Seller has provided Buyer with all available records and reports relating to lead-based paint and/or lead-based paint hazards in the housing (list documents below):

\_\_\_\_\_

Seller has no reports or records relating to lead-based paint and/or lead-based paint hazards in the housing.

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47 The following parties have reviewed the information above and certify, to the best of their knowledge, that the  
48 information they provided is true and accurate. A photocopy of this completed LEAD-BASED PAINT DISCLOSURE  
49 ADDENDUM, together with a copy of any documents listed in Section 2 of Seller's Disclosure above, may be treated  
50 as an original.

Seller Agent \_\_\_\_\_ Date \_\_\_\_\_ ← Seller \_\_\_\_\_ Date \_\_\_\_\_ ←  
Selling Firm \_\_\_\_\_ Seller \_\_\_\_\_ Date \_\_\_\_\_ ←

51  
52 BEFORE BUYER IS OBLIGATED TO PURCHASE THIS PROPERTY UNDER ANY PURCHASE AND SALE  
53 AGREEMENT, BUYER'S AND SELLER'S SIGNATURES ARE REQUIRED ON THE FORM BELOW.  
54

55 BUYER'S ACKNOWLEDGMENT

56 .1 Buyer has received copies of all information listed above in Section 2 of Seller's Disclosure of  
57 this form.

58  
59 .2 Buyer has received the pamphlet "Protect Your Family from Lead in Your Home."

60  
61 .3 Buyer has (check one below):

62  Elected a ten (10) day opportunity (or mutually agreed upon period) to conduct a  risk assessment or   
63 inspection of the Property for the presence of lead-based paint and/or lead-based paint hazards, providing Buyer the  
64 right to rescind the Purchase Agreement by written notice to Seller no later than the end of such agreed upon 10 day  
65 period if Buyer is not satisfied in Buyer's sole discretion with the results of such risk assessments or inspection, as  
66 applicable. Buyer and Seller hereby agree the ten (10) day period described in the preceding sentence shall begin  
67 and end \_\_\_\_, 20\_\_ shall be deemed a waiver of Buyer's right to rescind as provided in this addendum. If Buyer  
68 timely elects to rescind the Purchase Agreement as provided herein, the Earnest Money shall be returned to Buyer,  
69 together with any interest thereon.

70  
71  Waived the opportunity to conduct a risk assessment or inspection for the presence of lead-based paint and/or  
72 lead-based paint hazards.

Buyer \_\_\_\_\_ Date \_\_\_\_\_ ←

Buyer \_\_\_\_\_ Date \_\_\_\_\_ ←

73  
74 CERTIFICATION OF ACCURACY  
75

76 This section must be signed by Buyer before Seller signs lines below. The following parties have reviewed  
77 the information and certify, to the best of their knowledge, that the information they provided herein is true and accurate.

Buyer \_\_\_\_\_ Date \_\_\_\_\_ ← Seller \_\_\_\_\_ Date \_\_\_\_\_ ←

Buyer \_\_\_\_\_ Date \_\_\_\_\_ ← Seller \_\_\_\_\_ Date \_\_\_\_\_ ←

Buyer Agent \_\_\_\_\_ Date \_\_\_\_\_ ← Seller Agent \_\_\_\_\_ Date \_\_\_\_\_ ←

Buying Firm \_\_\_\_\_ Seller Firm \_\_\_\_\_

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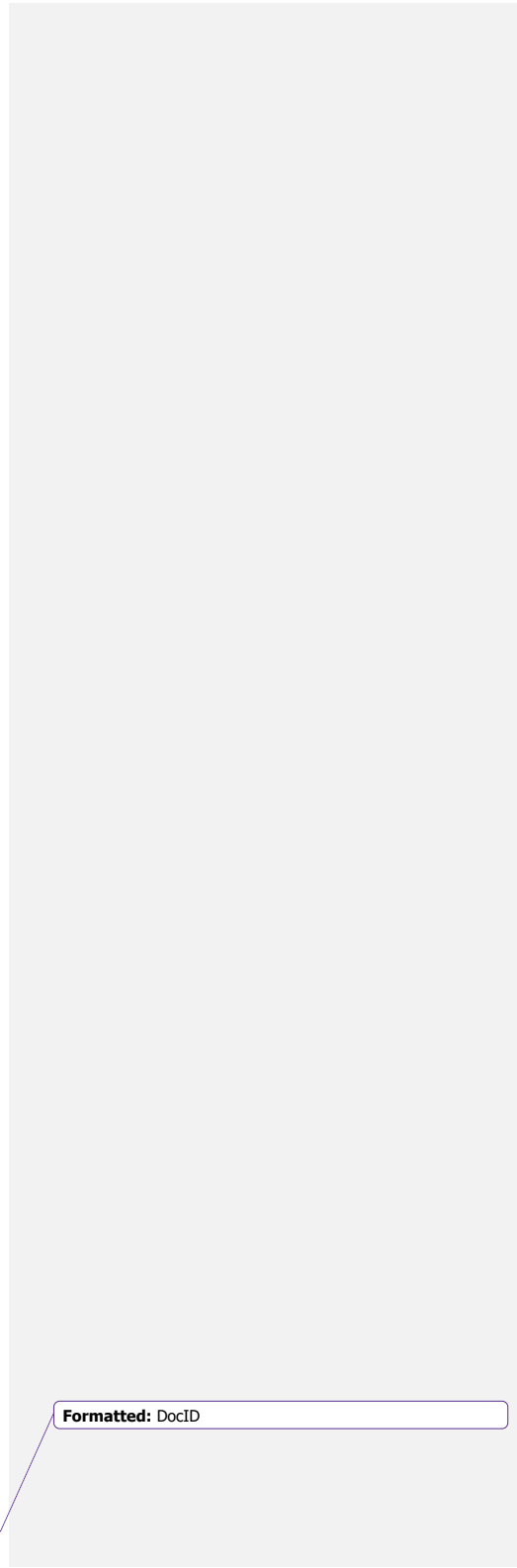
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EXHIBIT C  
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