



## Strategic and Collaborative Governance Comment Summary

### Introduction

In the spring of 2018, the City of Sherwood launched the Sherwood 2040 Comprehensive Plan Vision, a city-wide community engagement process that outlines a desired future for the Sherwood community in the year 2040. As part of the community-wide 2040 Comprehensive Plan Vision, the Sherwood community developed vision and goal statements for the creation of a strategic and collaborative government in Sherwood's future. In 2019, the City launched the Comprehensive Planning Process to develop draft goals for the Comprehensive Plan. The City conducted outreach at local events and community committees to help develop policies and objectives to reach these goals. On March 30, the City of Sherwood launched a community-wide survey to gather residents' feedback on these policies and objectives.

### Key Takeaways

The following key takeaways were observed from the survey results:

#### Governance and Growth Management

- The majority of respondents think that all the policies within all four goals were Somewhat or Very Important
- Respondents considered policies within Goal 3 and Goal 4 to be the most important overall
- Respondents considered policies within Goal 1 and Goal 2 to be important, but had less consensus overall
- While most respondents supported these policies, the main reasons commenters opposed these policies were:
  - Opposition to increased taxes
  - Concern with regional government agencies having priorities that differ from local values
  - Concern that Sherwood should not grow and instead should preserve rural and suburban lands
  - Lack of trust in government to represent the interests of citizens
  - Concern that growth will lead to traffic congestion
- Commenters also shared these main themes:
  - Transparency and clear communication from city government are essential
  - Accessible public engagement and decision-making are important

#### Community Health and Safety

- The majority of respondents think that all policies within all four goals were Somewhat or Very Important
- Respondents considered policies within Goal 1, 2 and 4 to be the most important overall
- Respondents considered policies within Goal 3 to be important, but had less consensus overall
- Commenters shared these main themes:
  - Public services are necessary and lead to a robust community
  - Public services need development as the City grows
  - Preserving and maintaining natural areas is important

## Survey Summary

The Strategic and Collaborative Governance Survey presented four goals related to governance and growth management and four related to community health and safety to be included in the Sherwood 2040 Comprehensive Plan Update. Each goal had multiple policies within it. Respondents were asked to rate the importance of the policy and share their general feedback on each goal and its policies. The City will use this input to guide its goals and policies for the strategic and collaborative governance theme.

The survey was available between **March 30 and May 13**. In this timeframe, the survey received **61 responses**. The results of this survey are not statistically representative, meaning the respondent sample is not predictive of the opinions of the Sherwood community. This report summarizes the comments collected from community members using the survey.

## Summary of Responses

### Governance and Growth Management

**Goal 1 - Coordinate with adjacent jurisdictions, local service providers and regional and state governmental agencies to manage growth and development in Sherwood.**

**Question: The following policies relate to Goal 1. Please share how important you think each policy is for the City of Sherwood's future.**

**Table 1:** Survey results for policies within Goal 1 for Governance and Growth Management

	Don't know / prefer not to respond	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Responses
<b>Policy 1.1</b>	6.9%	6.9%	15.5%	10.3%	27.6%	32.8%	58
<b>Policy 1.2</b>	5.2%	8.6%	12.1%	10.3%	29.3%	34.5%	58
<b>Policy 1.3</b>	3.5%	24.6%	10.5%	8.8%	19.3%	33.3%	57
<b>Policy 1.4</b>	1.8%	10.5%	14.0%	17.5%	26.3%	29.8%	57

**Themes of Open-Ended Question: Why do you feel this way? Would you suggest any changes to policies within Goal 1 and why? (n=36)**

- About a quarter of commenters think it is important for the City to preserve suburban and rural land by limiting urbanization
- Some commenters were concerned about regional government agencies setting policies that do not align with local priorities while some respondents wanted better collaboration with regional government
- A few commenters were concerned about losing local character and becoming like other nearby urban centers
- A few commenters were concerned that politicians and developers are benefitting most from increased growth

**Goal 2 – Provide timely, efficient and fiscally responsible delivery of public facilities and services to balance the development of complete neighborhoods, employment areas, schools and public spaces.**

**Question: The following policies relate to Goal 2. Please share how important you think each policy is for the City of Sherwood's future.**

**Table 2:** Survey results for policies within Goal 2 for Governance and Growth Management

	Don't know / prefer not to respond	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Responses
<b>Policy 2.1</b>	0.0%	5.3%	7.0%	15.8%	31.6%	40.4%	57
<b>Policy 2.2</b>	1.8%	5.3%	3.5%	19.3%	35.1%	35.1%	57

**Themes of Open-Ended Question: Why do you feel this way? Would you suggest any changes to policies within Goal 2 and why? (n = 14)**

- Some commenters think it is important for the City to coordinate with other jurisdictions. Several of them noted that while coordinating, the City should make sure not compromise its own interests in favor of other jurisdictions’ competing interests
- A few commenters noted that they think the City should be fiscally responsible so that it does not need to increase taxes

**Goal 3 – Ensure that the rate, amount, type, location and cost of new development will preserve and enhance Sherwood’s quality of life.**

**Question: The following policies relate to Goal 3. Please share how important you think each policy is for the City of Sherwood’s future.**

**Table 3:** Survey results for policies within Goal 3 for Governance and Growth Management

	Don't know / prefer not to respond	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Responses
<b>Policy 3.1</b>	3.5%	8.8%	5.3%	12.3%	19.3%	50.9%	57
<b>Policy 3.2</b>	3.4%	13.8%	1.7%	1.7%	27.6%	51.7%	58
<b>Policy 3.3</b>	3.4%	15.5%	8.6%	3.4%	24.1%	44.8%	58
<b>Policy 3.4</b>	6.9%	13.8%	5.2%	10.3%	13.8%	50.0%	58
<b>Policy 3.5</b>	8.5%	18.6%	1.7%	11.9%	27.1%	32.2%	59

**Themes of Open-Ended Question: Why do you feel this way? Would you suggest any changes to policies within Goal 3 and why? (n=27)**

- About a third of commenters think it is important to preserve livability and quality of life for Sherwood residents
- About a quarter of commenters wanted to limit growth to preserve rural and suburban lands
- Some commenters wanted to ensure that the City developed a plan to manage traffic congestion
- Some commenters lacked trust in government decision making
- A few commenters were concerned that politicians and developers are benefitting most from increased growth

Goal 4 - Provide open and transparent governance by assuring information is available and disseminated through a variety of methods that is accessible to people of diverse ages, abilities and backgrounds.

Question: The following policies relate to Goal 4. Please share how important you think each policy is for the City of Sherwood's future.

Table 4: Survey results for policies within Goal 4 for Governance and Growth Management

	Don't know / prefer not to respond	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Responses
Policy 4.1	1.7%	3.4%	3.4%	6.9%	17.2%	67.2%	58
Policy 4.2	1.8%	5.3%	7.0%	8.8%	26.3%	50.9%	57
Policy 4.3	1.7%	8.5%	1.7%	10.2%	13.6%	64.4%	59
Policy 4.4	3.6%	5.4%	3.6%	16.1%	19.6%	51.8%	56
Policy 4.5	3.6%	3.6%	1.8%	12.5%	19.6%	58.9%	56

Themes of Open-Ended Question: Why do you feel this way? Would you suggest any changes to policies within Goal 4 and why? (n = 17)

- About half of commenters think that transparency and clear communication from city government are essential to effective governance
- About half of commenters also think that the City government needs to undertake accessible public engagement and let the results of this engagement drive decision-making

### Community Health and Safety

Goal 1 - Ensure a high level of public safety by providing well-funded and well-planned police and fire protection, and emergency services and preparedness to existing and new development in Sherwood.

Question: The following policies relate to Goal 1. Please share how important you think each policy is for the City of Sherwood's future.

Table 5: Survey results for policies within Goal 1 for Community Health and Safety

Goal 1	Don't know / prefer not to respond	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Responses
Policy 1.1	1.7%	1.7%	5.1%	10.2%	13.6%	67.8%	59
Policy 1.2	1.7%	5.2%	0.0%	5.2%	10.3%	77.6%	58
Policy 1.3	0.0%	3.4%	3.4%	6.9%	24.1%	62.1%	58
Policy 1.4	3.4%	3.4%	1.7%	11.9%	28.8%	50.8%	59

**Themes of Open-Ended Question: Why do you feel this way? Would you suggest any changes to policies within Goal 1 and why? (n = 18)**

- About a third of commenters think that these public services are necessary and lead to a robust community. They also think that it is important to continue to develop them to accommodate growth
- Commenters noted the following about funding for these services:
  - New developments should pay for services when they need to be expanded
  - The City should discourage population growth, so residents do not have to pay for expanded services
  - A few commenters think the City should coordinate these services with other jurisdictions for cost efficiency, while others think the City should not coordinate with other jurisdictions

**Goal 2 - Maintain and improve the quality of the air, water and land resources.**

**Question: The following policies relate to Goal 2. Please share how important you think each policy is for the City of Sherwood's future.**

**Table 6:** Survey results for policies within Goal 2 for Community Health and Safety

	Don't know / prefer not to respond	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Responses
<b>Policy 2.1</b>	1.7%	3.4%	3.4%	12.1%	19.0%	60.3%	58

**Themes of Open-Ended Question: Why do you feel this way? Would you suggest any changes to policies within Goal 2 and why? (n = 14)**

- A majority of commenters think that it is very important to preserve and maintain natural areas. These commenters also noted:
  - The City should regulate developments to avoid impacts on natural areas
  - The City should make sure that preserved natural areas are accessible to the general public
  - Reducing pesticides and air pollutants is important
- A few commenters think that while it is important to preserve natural areas, the City must balance the needs of preservation with those of development

**Goal 3 - Encourage land use patterns that locate land use activities in close proximity, reduce or shorten vehicle trips and encourage energy conservation through sustainable site planning, landscaping and construction practices.**

**Question: The following policies relate to Goal 3. Please share how important you think each policy is for the City of Sherwood's future.**

**Table 7:** Survey results for policies within Goal 3 for Community Health and Safety

	Don't know / prefer not to respond	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Responses
<b>Policy 3.1</b>	1.7%	5.1%	1.7%	15.3%	27.1%	49.2%	59
<b>Policy 3.2</b>	5.1%	1.7%	6.8%	20.3%	28.8%	37.3%	59
<b>Policy 3.3</b>	1.7%	3.4%	5.1%	13.6%	28.8%	47.5%	59
<b>Policy 3.4</b>	5.0%	11.7%	11.7%	16.7%	30.0%	25.0%	60
<b>Policy 3.5</b>	3.4%	5.1%	1.7%	33.9%	20.3%	35.6%	59
<b>Policy 3.6</b>	1.7%	5.2%	6.9%	25.9%	27.6%	32.8%	58

**Themes of Open-Ended Question: Why do you feel this way? Would you suggest any changes to policies within Goal 3 and why? (n = 10)**

- There weren't strong trends in the answers to this question. Commenters noted the following related to Goal 3 and its policies:
  - The City should limit the construction of new housing and buildings
  - The City should approach development patterns from a holistic viewpoint, considering the need to preserve natural resources
  - The City should create safe biking and walking paths to achieve these goals
  - These policies are good as long as they do not lead to tax increases
  - The City should coordinate these policies (specifically Policy 3.5) with State and Federal programs

**Goal 4 - Minimize impacts and risk to life and property from natural hazards and disasters**

**Question: The following policies relate to Goal 4. Please share how important you think each policy is for the City of Sherwood's future.**

**Table 8:** Survey results for policies within Goal 4 for Community Health and Safety

	Don't know / prefer not to respond	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Responses
<b>Policy 4.1</b>	3.4%	8.5%	0.0%	27.1%	30.5%	30.5%	59
<b>Policy 4.2</b>	3.3%	3.3%	0.0%	8.3%	16.7%	68.3%	60
<b>Policy 4.3</b>	1.7%	5.2%	0.0%	10.3%	20.7%	62.1%	58

**Themes of Open-Ended Question: Why do you feel this way? Would you suggest any changes to policies within Goal 4 and why? (n = 10)**

- A few commenters think that:
  - These policies are common sense and the City should prioritize them

- These policies are redundant with the existing work the City is doing
- The City should create natural spaces that provide flood management services and wildlife habitat
- Commenters said the following related to commercial development and natural hazards:
  - Some commenters think that the City should hold commercial enterprises to high standards related to developments in flood-prone areas
  - Others think that if landowners are willing to accept risk and responsibility for flooding, then they should be allowed to build in areas with rare flooding

### Additional Comments

#### **Themes of Open-Ended Question: Do you have any additional questions or comments related to Comprehensive Plan updates for Strategic and Collaborative Governance? (n = 12)**

- There were not strong themes in the answers to this question. Commenters noted the following:
  - The City should provide more open green space and should not let all open space be developed
  - The survey was overly complex or hard to understand
  - Despite the survey and other public engagement methods commenters do not think their opinions will be factored into decisions
  - The City should avoid tax increases and keep population growth to a minimum
  - The City should work to improve schools, services and the economy
  - The City should improve the management of the urban forest, prioritizing the planting of more conifer trees and the pruning of deciduous trees
  - Participants are grateful for the opportunity to provide input on the comprehensive plan

# Appendix A: Goals and Policies

## Governance and Growth Management Goals and Policies

**Goal 1: Coordinate with adjacent jurisdictions, local service providers and regional and state governmental agencies to manage growth and development in Sherwood.**

**Policy 1.1:** Maintain a Comprehensive Plan and associated implementation tools consistent with the Metro Urban Growth Management Functional Plan, Regional Framework Plan, and Regional Transportation Plan; the Oregon Statewide Planning Goals; and all other applicable state and federal regulations.

**Policy 1.2:** Ensure that land use and plan administration procedures are compatible with the goals and policies in the Comprehensive Plan, consider relevant agreements with and plans by other local jurisdictions, and comply with regional, state, and federal plans and regulations.

**Policy 1.3:** Routinely verify whether the City's supply of developable land is sufficient to meet short- and long-term employment and housing needs and coordinate with Metro and Washington County to request additional lands for urbanization when Sherwood's growth areas will not accommodate the 20- year projected demand for employment and/or housing.

**Policy 1.4:** Establish and periodically update urban service, urban planning, and other formal intergovernmental agreements as needed to support urbanization, annexation, and urban service provision.

**Goal 2: Provide timely, efficient and fiscally responsible delivery of public facilities and services to balance the development of complete neighborhoods, employment areas, schools and public spaces.**

**Policy 2.1:** Coordinate the extension of public facilities, utilities, and services and prioritization of capital expenditures with Washington County, other public agencies, and special districts.

**Policy 2.2:** Adopt updates to system plans, as required by state law or necessary to address changing community needs and incorporate these plans by reference in the Comprehensive Plan.

**Goal 3: Ensure that the rate, amount, type, location and cost of new development will preserve and enhance Sherwood's quality of life.**

**Policy 3.1:** Maintain a Comprehensive Plan comprised of coordinated and interrelated components developed with guidance from the community-wide vision so that the consistent implementing tools further the aspirations of the Plan and, subsequently, the vision in day-to-day land use decisions and actions.

**Policy 3.2:** Designate land uses in a manner that accommodates projected population and employment growth and ensure development is consistent and compatible with the community's needs and resources.



**Policy 3.3:** Provide for compatible, phased and orderly transition from rural to suburban or urban uses on adjacent land outside Sherwood city limits or the Metro Urban Growth Boundary.

**Policy 3.4:** Ensure annexation to the City occurs in an orderly and coordinated manner, and services are provided to support urban growth consistent with the 2040 Vision. Consider proposals to annex to the City which meet the following criteria:

- *The subject property must be located within the Metro Urban Growth Boundary.*
- *The subject property must be contiguous to the existing City limits or separated from it only by a public right of way.*
- *Right-of-way that is not within City limits may be annexed for road reconstruction or modification or for the placement of utilities.*
- *The proposed use for the site complies with the Sherwood Comprehensive Plan and with the designation(s) thereon. If a re-designation of the plan map is requested after an annexation is*

**Policy 3.5:** Require larger urban growth boundary (UGB) expansion areas to complete concept plans that conform to local, regional and state requirements and include a phased development plan to achieve a sustainable transition over time. Concept plans shall strive to balance the needs of existing and new residents and businesses to ensure a sustainable tax base to deliver services. A variety of housing and employment uses shall be considered for each concept plan as an opportunity to provide walkable neighborhood services and efficient transportation alternatives.

**Goal 4: Provide open and transparent governance by assuring information is available and disseminated through a variety of methods that is accessible to people of diverse ages, abilities and backgrounds.**

**Policy 4.1:** Ensure that the Comprehensive Plan empowers community members to act as informed participants in the land use planning process by describing how the Plan and implementation tools work together.

**Policy 4.2:** Provide a technical foundation that documents and evaluates existing conditions related to social, economic, energy, and environmental needs in order to inform and refine policy recommendations and act as a foundation for future updates to the Comprehensive Plan.

**Policy 4.3:** Codify a set of review procedures and approval criteria for ministerial, administrative, quasi-judicial, and legislative land use decisions that comply with state and federal law and ensure these actions implement the Comprehensive Plan in a way that:

- *makes the review process clear and understandable for applicants,*
- *enables the public to effectively participate in the local decision-making process, and*
- *facilitates timely review of land use applications by the City.*

**Policy 4.4:** Coordinate with the acting Citizen Involvement Committee to develop and approve a Public Communications and Engagement Plan for all legislative Comprehensive Plan amendments that considers public notice and involvement processes as appropriate to the scale and type of the proposed action, such as:

- *noticing requirements above and beyond those established for legislative amendments,*
- *a variety of communication methods to actively solicit public participation,*
- *advanced contextual and technical information on matters under consideration,*
- *a program for educating residents on land use and land use decision processes,*
- *strategies promoting effective communication between the public and officials,*

- *identifying opportunities for public engagement in all phases of the planning process,*
- *a feedback mechanism for compiling and summarizing public comments and recommendations,*
- *follow-up reporting on feedback received.*

**Policy 4.5:** Ensure availability of information to build awareness about development and natural hazards measures to the public in a variety of formats, media, and languages, focusing especially on actionable items such as earthquake retrofitting and stocking emergency supplies.

## Community Health and Safety Goals and Policies

**Goal 1:** Ensure a high level of public safety by providing well-funded and well-planned police and fire protection, and emergency services and preparedness to existing and new development in Sherwood.

**Policy 1.1:** Build and maintain a citywide emergency and hazard response strategy based on existing plans and close coordination with public and private sector partners.

**Policy 1.2:** Maintain police, fire, medical, and other public safety services at levels of service commensurate with the City's population and activities.

**Policy 1.3:** Evaluate additional police and fire demand resulting from new development, redevelopment, or infill development.

**Policy 1.4:** Support coordination of public facility and service planning between City departments and local and regional partners to improve efficiency and service delivery.

**Goal 2:** Maintain and improve the quality of the air, water and land resources.

**Policy 2.1:** Support the preservation and maintenance of natural resources to mitigate the impact of natural hazards.

**Goal 3:** Encourage land use patterns that locate land use activities in close proximity, reduce or shorten vehicle trips and encourage energy conservation through sustainable site planning, landscaping and construction practices.

**Policy 3.1:** Encourage habitat-friendly development practices for developments with Regionally Significant Fish and Wildlife Habitats.

**Policy 3.2:** Build capacity for greater urban resilience and redundancy in infrastructure and essential public facilities.

**Policy 3.3:** Address public safety in development and redevelopment through building and site design, including Crime Prevention Through Environmental Design principles.

**Policy 3.4:** Promote compact mixed-use areas, innovative design, and limited neighborhood-serving commercial uses compatible within existing residential neighborhoods to reduce transportation demand.

**Policy 3.5:** Advance resource efficiency in the built environment through the integration of energy-conserving features and innovative construction methods in new development, redevelopment and retrofit.

**Policy 3.6:** Advance adaptive reuse when designing buildings and sites to respond to changing economic, environmental, and energy needs and conditions while remaining compatible with adjacent development and uses.

#### Goal 4: Minimize impacts and risk to life and property from natural hazards and disasters.

**Policy 4.1:** Ensure regular updates to spatial, economic and demographic data used by the City to support hazard planning and response in conjunction with federal, state, and local efforts.

**Policy 4.2:** Prohibit development on floodplain in order to reduce the risk of flooding, prevent or reduce risk of human life and property, and maintain functions and values of floodplains such as allowing for the storage and conveyance of stream flows through existing and natural flood conveyance systems.

**Policy 4.3:** Provide drainage facilities and regulate development in areas of runoff or erosion hazard.