



Community Vision 2029

A citizen-driven effort in collaboration with
Cogan Owens Cogan, LLC
and Steven Ames Planning

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Prepared by
**COGAN
OWENS
COGAN**

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Citizen Advisory Committee (CAC)

- Lore Christopher
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- James Taylor
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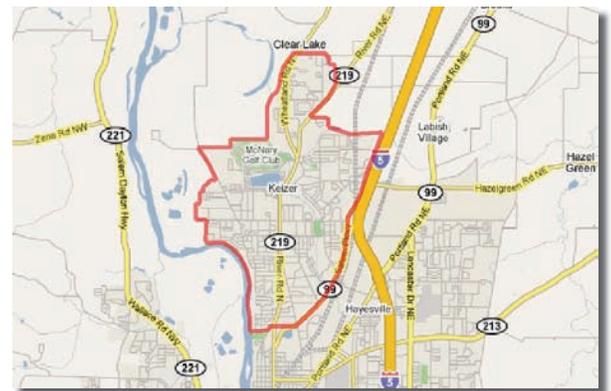
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Photos courtesy *Keizertimes*, Lyndon Zaitz, Publisher

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Keizer and surroundings

Keizer Compass Executive Summary

Introduction

The City of Keizer embarked on a community-based process to create a 20-year Vision for the community in November 2008. This process, entitled “Keizer Compass,” was characterized by broad community outreach, including a community survey, youth engagement forum and three community events: two public forums and an open house. A Citizens Advisory Committee (CAC) met regularly to guide and advise on key elements of the process and serve as primary steward of the Vision.

The City engaged Cogan Owens Cogan, LLC (COC) to help design and manage the visioning effort. As part of this process, residents were asked to identify attributes of their ideal community in the year 2029 and how those aspirations might be realized. COC worked collaboratively with the CAC and City staff to collect and refine this input to develop a vision statement that is generally representative of the Keizer community.

In addition to an overarching statement, the Keizer Vision consists of seven key thematic areas that further define the attributes of a preferred Keizer in 2029. Each theme is followed by corresponding implementation ideas that provide the community with specific ways to “Realize our Vision” in the future.

The intent of this Keizer Compass 2029 Vision is to serve as a basis for future City plans, policies and decisions, including ongoing updates of the City’s Comprehensive Plan. In addition, it is intended to guide partner organizations who are an integral part of the community’s fabric and can have an instrumental role in helping achieve the Vision over time.

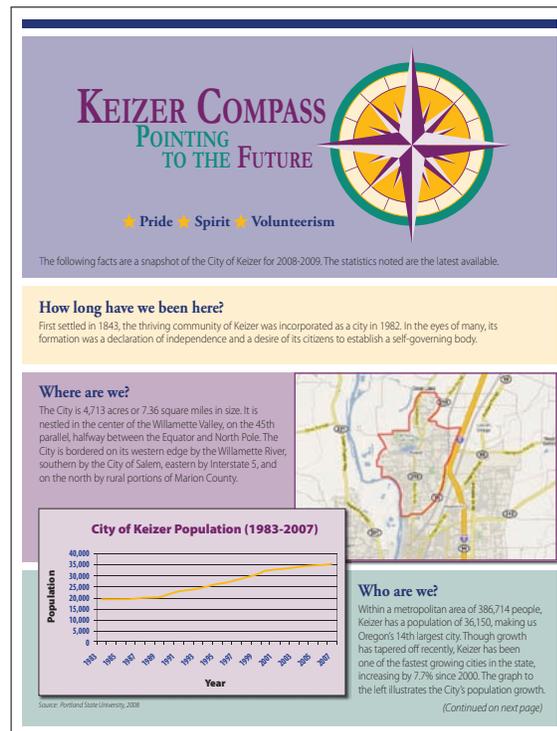
Vision

Keizer Compass Vision for 2029:

In 2029, Keizer is a safe, clean, well-connected community where we live, work and play. Responsible growth has resulted in local economic prosperity and a mix of quality housing options while preserving our community’s small town character. We thrive from an efficient government and by doing the most we can with the resources we have. We are an active, engaged community with a strong volunteer spirit.

Themes

The following seven themes define key aspects of the Vision most meaningful to Keizer residents. Each consists of a series of sub-themes that specify important ideas or concepts.



Keizer Community Profile (complete document in Appendix B)

Keizer's Vision for 2029:
In 2029, Keizer is a safe, clean, well-connected community where we live, work and play. Responsible growth has resulted in local economic prosperity and a mix of quality housing options while preserving our community's small town character. We thrive from an efficient government and by doing the most we can with the resources we have. We are an active, engaged community with a strong volunteer spirit.

A Proud, Engaged Community

Our citizens support and celebrate our community. We enjoy...

- Frequent opportunities to celebrate our unique accomplishments, traditions and history.
- Active citizens with civic pride and a spirit of volunteerism.
- Programs and facilities that provide opportunities for citizens of all ages.
- Easy access to information on local programs and options to participate in local government.

A Thriving Local Economy

We have a thriving local economy with strong businesses, diverse industries and good jobs. We enjoy...

- A variety of living-wage jobs in the city.
- A diversified economic base that attracts and retains an abundance of sustainable industries.
- An abundance of clean, green jobs.
- Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration.
- A range of goods and services for all.
- Being a centrally-located event destination.
- A high-quality, well-qualified work force.

A Clean, Green Environment

We are a clean, hospitable community with good water, air and access to green and open spaces. We enjoy...

- Sufficient land for outdoor recreation.
- An abundance of trees and greenery.

- Clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources.
- Programs and policies that encourage recycling, reducing waste and energy efficiency.

Responsible Growth and Development

We have sufficient land for jobs and housing, while preserving our small town character through responsible growth and development. We enjoy...

- An adequate land supply that provides local economic opportunities and accommodates the need for a variety of housing options.
- Well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character.
- Adequate infrastructure for current and future needs.

Balanced Transportation

Our residents have easy access to and from other places in the region and a variety of transportation options that enhance mobility and increase efficiency. We enjoy...

- Improved I-5 access that helps visitors and commuters get to and from the city with ease.
- A variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities and rail service to other communities.
- Sufficient and well maintained roads that control and mitigate traffic congestion.

Excellent Public Services

Our citizens are well served by an efficient government, excellent government programs and services and a low tax base. We enjoy...

- High-quality public safety.
- Well maintained streets, bicycle and pedestrian pathways.
- High-quality water, sewer, stormwater management, parks and recreational facilities and other services.
- A responsive local government.
- A collaborative relationship with schools that prepares all students for a successful future.

Quality Civic Amenities

Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy...

- Diverse recreational facilities, such as entertainment and sports-related facilities.
- High-quality parks, connected green spaces and access to the Willamette River.
- Community gathering places, including an identifiable downtown area, library and community/youth center.

Key Findings: How do we realize our Vision?

The results of this Keizer visioning process suggest directions the City and its citizens can take to realize its short- and long-term ideal future.

- **Manage Growth and Development.** Maintaining Keizer's "small town feel" while balancing expected growth and development pressures will continue to be a high-priority challenge. In informal polls and at the community events, residents have shown more interest in this issue than in most others. Those who expressed concern that expanding the Urban Growth Boundary (UGB) affects everyone's lifestyle cite alternative means of accommodating growth to maintain the general character of Keizer

and the inherent sense of community and togetherness they cherish.

- *Consider policies that enhance the efficient use of existing land within the UGB.*
- *Carefully examine long-term impacts to community livability of seeking additional land though expansion of the City's UGB.*
- **Maintain a Sense of Community.** Keizer is a proud community of active, involved citizens. Residents cherish the community's volunteer spirit as a key asset in realizing their Vision. Keizer residents favor additional opportunities for all to participate in their community. Additionally, Keizer residents have a proud sense of togetherness.
 - *Consider retaining just one high school as a symbol of community connectedness.*
 - *Maintain and increase civic celebrations and other volunteer efforts.*
- **Become More Sustainable.** Sustainability is at the heart of Keizer's future. Residents want a clean, green environment that includes additional parks, clean water and abundant greenery.
 - *Promote policies that enhance the ability of automobiles, pedestrians and bicycles to get around more efficiently.*
 - *Create and encourage neighborhoods that are more connected, with goods and services easily available.*
- **Maintain Efficient Public Services.** Keizer residents are proud of their public services and favor those that are fiscally resourceful. Public safety is of highest priority. Residents also want a responsive government that meets their expectations in an efficient manner.
 - *Engage more residents in ongoing deliberative, collaborative efforts with their government.*



Participants express their opinions at the Open House

First settled in 1843, the thriving community of Keizer was incorporated as a city in 1982. In the eyes of many, its formation was a declaration of independence and a desire of its citizens to establish a self-governing body.

- *Build and strengthen networks and coalitions with partner organizations.*
- **Preserve Keizer's Livability.** Keizer is a livable community and residents want to keep it that way. Aspects of livability include: keeping Keizer a safe place to live; maintaining streets and roads; controlling traffic and managing development; making Keizer an affordable place to purchase and own a home; attracting diverse industries with family-wage jobs; encouraging cultural and civic facilities; and favoring additional places to shop that appeal to a variety of people.
 - *Increase number and access to parks and open space and add greenery to enhance the physical health and beauty of the community.*
 - *Develop and nurture economic development policies that attract and retain desirable jobs for current and future Keizer residents.*

Summary of Key Findings

“Pride, spirit and volunteerism.” According to the visioning process just completed, today’s motto of the City of Keizer would serve the community well in the future. Keizer citizens are generally satisfied with their city today and envision it much the same in 2029, while allowing for reasonable growth and change. At the heart of their 2029 Vision is the distinct enjoyment of Keizer’s “small town feel” and citizens’ aspirations to preserve and enhance this key community attribute over time.



The Citizens Advisory Committee (CAC) met eight times

Introduction

This report is the community Vision for the City of Keizer in the year 2029. It is based on “Keizer Compass,” a broad engagement process to capture the values and aspirations of its citizens for their future.

In the context of community planning, the Keizer Vision is a declarative statement of desired outcomes for a particular place at a particular time in the future – in this case, Keizer 20 years from the date of this project: 2029.

In this visioning process, the Keizer community was engaged first to describe the attributes of their ideal community; then, to agree on themes; and finally, to articulate implementation strategies that would help achieve these aspirations over time. In considering these generally congruent but occasionally divergent aspirations, the final Keizer Vision is a mirror of the community it represents. It encompasses the broadest range of community values and can serve as a framework for creating and implementing future City policy, informing future budget allocations and other City decisions and updating elements of the City’s Comprehensive Plan. The Vision also is a blueprint for how community members and other key stakeholder groups can continue to work in collaborative partnership with the City – an attribute of Keizer that is very important to its residents.

This visioning project was funded through a grant from Oregon Department of Land Conservation and Development (DLCD) as a task in the City’s Periodic Review work plan. By State law, the City must periodically reexamine key elements of its Comprehensive Plan to ensure it has a 20-year supply of land to meet its projected needs. When the demand

exceeds supply, the City can explore options for accommodating this. One alternative is to request State approval to expand its Urban Growth Boundary (UGB). Alternately, the City can consider strategies for meeting anticipated growth through policies and actions relating to the use of its existing land supply.

How Did We Create Our Vision?

In November 2008, the City of Keizer engaged the consulting firm of Cogan Owens Cogan, LLC (COC) to assist the City in conducting this visioning process. COC collaborated extensively with City staff and a Citizens Advisory Committee (CAC) in engaging Keizer residents to project what Keizer should be like in 20 years, 2029. The process consisted of these key steps:

- Citizens Advisory Committee (CAC).** Fourteen citizens representing diverse facets of the Keizer community met regularly with the consultant and Staff during the course of the project to review key findings and develop the Vision, themes and elements that were taken to the public for review and comment.
- Community Profile.** Thousands of copies of a four-page, easy-to-read snapshot of key information, facts and statistics about the City were produced and distributed to the community as the first step in the outreach process.



*Citizens Advisory Committee
Back row: Richard Walsh, James Taylor, Lyndon Zaitz, Jim Jacks, Curt McCormack, Craig Koller. Front row: Mayor Lore Christopher, Shelley King, Beth Daniell, Debbie McCune. Not pictured: Jerry Nuttbrock, Greg Rands, John Rizzo, Jeff Cowan*

Within a metropolitan area of 386,714 people, Keizer has a population of 36,150. We are Oregon's 14th largest city.

- **Community Survey.** Residents were asked questions about what matters most to them in Keizer by answering an Internet-based survey. More than one percent of the population – a sizable response rate – responded with ideas and concepts that were explored during subsequent phases.
- **Youth Forum.** McNary High School students participated in a special session facilitated by the consultant where they discussed their unique and creative perspectives for the future of Keizer. Student representatives made a presentation at the first community forum.
- **Community Forums.** Two well-attended interactive events were held at the high school to engage residents in discussing what Keizer should be in 2029 and to examine a possible Vision and its elements.
- **Open House.** In tandem with the opening of the new Keizer City Hall, hundreds of Keizer citizens took the opportunity to review and comment on the draft Vision, key elements, themes and possible implementation ideas.

Throughout, COC, staff and members of the Citizens Advisory Committee (CAC) worked closely with to review and refine findings and draft elements of the Vision. Details follow.



Keizer kids learn fire safety

The Visioning Process

The Keizer Compass visioning process consisted of the following components:

Citizens Advisory Committee

As noted previously, the Citizen Advisory Committee (CAC) was appointed by the City Council to oversee the creation of the Vision, provide guidance on the process, review and refine draft materials and serve as initial stewards of the Vision. The 14 members, comprising a cross-section of community and civic interests: elected officials, neighborhood representatives, the Chamber of Commerce, and publisher of the *Keizertimes* newspaper, are the following:

- Lore Christopher, Mayor, City of Keizer
- Jeff Cowan, Keizer Fire District
- Beth Daniell, Gubser Neighborhood Association
- Jim Jacks, City of Keizer Planning Commission
- Shelley King, Citizen
- Craig Koller, Citizen
- Curt McCormack, Citizen
- Debbie McCune, Keizer Chamber of Commerce
- Jerry Nuttbrock, West Keizer Neighborhood Association
- Greg Rands, City of Keizer Planning Commission
- John Rizzo, City of Keizer Planning Commission
- James Taylor, City Councilor
- Richard Walsh, City Councilor
- Lyndon Zaitz, Publisher, *Keizertimes*

Over the course of the visioning process, between November 2008 and June 2009, the CAC held eight meetings. Agendas and summaries for each CAC meeting are found in Appendix A.

At each meeting, CAC members worked collaboratively with Staff and the consultant to develop and refine components of the visioning process, providing invaluable guidance on how to ensure the Vision would be most representative of the Keizer community. One of the first CAC tasks was to agree on a name for the process and the ensuing Vision. “Keizer Compass” was the unanimous choice. The name and the logo were affixed to all visioning materials and announcements.



Community Profile

The purpose of the Community Profile was to provide a basis of factual and statistical information from which citizens would engage in future discussions. The Community Profile, Appendix B, provides a range of information based on the following questions:

- *How long have we been here?*
- *Where are we?*
- *Who are we?*
- *How do we earn a living?*
- *How do we live?*
- *How do we use our land?*
- *Where do we play?*
- *Where do we educate our children?*
- *How do we govern ourselves?*
- *How do we pay for our services?*

Approximately 14,000 Community Profiles were printed and delivered to Keizer residents in their water bills. Accompanying the profile was a letter from Mayor Lore Christopher describing the purpose and objectives of the Keizer Compass visioning process and encouraging citizen participation.



Citizens report at Community Forum

Community Survey

The next step in the Keizer Compass visioning process was to create and deploy a confidential, Internet-based survey. The purpose of the survey was to elicit answers to a broad range of questions regarding Keizer's future that would provide an initial gauge of attitudes and priorities and be explored further during future community events.

COC, in collaboration with the CAC and City Staff, developed the survey, consisting of these questions:

- *In 20 years, do you think Keizer will be better/worse/same place to live?*
- *What are Keizer's three greatest strengths today?*
- *What will Keizer's three greatest strengths be in 20 years?*
- *What are Keizer's three greatest challenges today?*
- *What will Keizer's three greatest challenges be in 20 years?*
- *What are three key issues facing Keizer over the next 20 years?*
- *What are three most important attributes of your ideal Keizer?*

between December 17, 2008 and February 15, 2009, eliciting 382 responses, or slightly more than one percent of the population of Keizer. It was publicized in the *Keizertimes* and through the newspaper's and the City's website. City staff also encouraged people on various City committees and community organizations to respond.

The survey questions and a full summary of results, including responses ranked by level of importance, are found in Appendix C.

Key Survey Findings

Environment. High-quality water and air, conservation of natural resources and opportunities to recycle and reuse are of high importance to respondents. Providing for alternative transportation needs is considered the least important. Other important factors are preserving natural areas and green space.

Quality of Life. Controlling traffic and providing opportunities for youth are considered most important by respondents. Arts, culture and civic celebrations are less important. Other important factors include a library and maintaining a small town atmosphere.

Economy. Providing local jobs and a variety of work opportunities are considered most important to respondents, while additional development is less important. Other important factors include keeping taxes low and supporting local businesses.

Land Use. Green and open spaces, additional public infrastructure, affordable housing and a variety of housing choices/types are most important to respondents. Creating a downtown/civic center and more compact development is less important. To some,

Respondents were also asked for demographic information: how long they have lived in Keizer, their gender and age, whether they work in Keizer, and if they own or rent their home.

The survey was programmed into surveymonkey.com, a simple, user-friendly online service to collect responses via the Internet. It was deployed



Hundreds of citizens review the draft Vision at the Open House

expanding the Urban Growth Boundary (UGB) is important, while others are more interested in maintaining the existing UGB.

Public Services. Maintaining and enhancing public safety, quality public schools, well maintained streets and roads and low property taxes compared with other cities are most important to respondents. Providing parks and recreational opportunities, social services and “safety nets” and a library are less important. Other important factors include creating a recreation district.

Additional Comments.

- Most people (56%) believe Keizer will be a better place in the next 20 years.
- Keizer’s greatest strengths today:
 - Volunteerism
 - Community pride and spirit
 - Livability
 - Leadership
 - Low taxes
 - “Small town feel”
 - Public services, including police and fire
- Keizer’s greatest strengths in the next 20 years:
 - Location and access to the I-5
 - Good governance
 - Good public services
 - Volunteerism
 - Livability
 - Good neighborhoods and schools
- Keizer’s greatest challenges today:
 - Growth management
 - Maintaining green space
 - Transportation, traffic and congestion control

- Maintaining jobs and a good economy
- Crime
- Keizer’s greatest challenges in the next 20 years:
 - Controlling crime as the community grows
 - Maintaining and replacing urban infrastructure
 - Growth management
 - Adequate land for development
 - Traffic control and congestion
 - Maintaining good public safety
 - Providing good jobs
- Key issues facing Keizer in the next 20 years:
 - Growth/sprawl
 - Crime
 - Maintaining good schools
 - Providing and attracting good jobs
 - Controlling traffic
- Attributes of the ideal Keizer:
 - Small town feel
 - Good schools
 - Clean
 - Safe
 - Affordable
 - More green, sustainable
 - Low taxes
- Respondent demographics:
 - The majority (70%) are between 37 and 65 years old
 - The majority (57%) are male
 - The majority (90%) own their own home
 - Most have lived in Keizer an average of 18 years
 - The majority (42%) work in Salem; 20% are employed in Keizer



Community Forum participants at McNary High School



Time to visit with friends and neighbors at the Open House

Youth Forum

An important step in the Keizer Compass visioning process was to engage youth by soliciting their perspectives and aspirations. It also served as an invaluable educational opportunity for young people to learn about the importance of public participation in creating desirable future outcomes for their community.

With the enthusiastic approval and cooperation from McNary High School Principal, Ken Parshall, and Activities Director, Jason Heimerdinger, COC and City staff conducted a youth forum at the high school from 12:30 to 2:30 p.m. January 27, 2009. To involve a representative sample, students from the school's Youth Leadership class plus several others participated. The group of 31 was diverse, encompassing a range of age, class, ethnicity and interests.

After a brief overview of the visioning process, the students were seated at randomly-assigned tables of approximately five to six and one discussion leader. Prior to the forum, COC summarized techniques for effectively leading discussions with five students from the Leadership Class who led the small group discussions. They also agreed to participate in the first community forum to report on the results of their youth vision session.

The young people discussed the same questions that would be asked at the community forum that would follow:

- *What do you like best about living in Keizer?*
- *What would make Keizer a better place?*
- *What is your vision of a future Keizer you want to live in?*
- *What can be done to achieve your vision?*

A full summary of the Youth Forum is found in Appendix D.

Youth Forum Findings

The following themes were emphasized by participants:

- **Community and Sense of Pride.** In general, Keizer youth appreciate the small size of the city, its physical beauty and cleanliness, and closeness to Salem and Portland. Although young people feel safe in Keizer, they would like to have a more positive relationship with police. Students appreciate being involved in the visioning process, and desire more community outreach and engagement in the future, as well as opportunities for community service. They also favor continued or enhanced civic celebrations.
- **Growth and Development.** Youth feel it is important to maintain the small town character of Keizer by preventing the city from getting too big, preserving open and green space, and controlling future traffic impacts. Implementing "green" strategies to ensure environmentally-compatible development, as well as transportation and energy efficiency are consistent themes. Some say Keizer should develop more densely and vertically, with taller buildings, to accommodate future growth and provide more of a centralized "downtown" area either within, in proximity to or in addition to Keizer Station. While controlling the character of Keizer is considered important, many also are concerned about housing affordability. While the importance of physical improvements to the high school is a consistent refrain, there are notable objections to building an additional high school, as this may separate or bifurcate different segments of the community.
- **Entertainment and Recreation.** There are insufficient entertainment opportunities oriented toward youth. The majority of participants envision additional retail and entertainment options appealing to young

people by 2029, specifically a movie theater. Additional recreational opportunities, such as parks and a swimming pool, a library, and a youth center also are favored.

- **Economic Opportunity.** Young people desire an economically viable and thriving Keizer. They envision strong businesses that provide jobs and enhance the quality of life. Providing future employment opportunities is particularly important for those who want to live and work here after high school and college. Several say that Keizer needs more development – specifically, new and potential “green” industries. Others favor an institution of higher education to provide more economic opportunities. The young people who participated in the forum recognize that increased taxes are a means to realizing needed or desired civic improvements.

Community Forums

The purpose of the Community Forums was to engage the community in discussing key questions related to ideas for their ideal Keizer in 2029, identifying ideas that would serve as the foundation for creating a 20-year Vision.

COC worked with CAC members and City staff to design the process. Based primarily on questions from the Community Survey, participants were asked to validate survey responses, assess the community’s strengths and weaknesses moving toward the year 2029, and develop preliminary concepts that would serve as the foundation for the Vision. Participants were asked to prioritize the draft concepts, recognizing their challenges and opportunities. They were encouraged to consider Vision ideas in terms of their potential for future realization and relationships that would become the Vision themes.

Community Forum One

The first Community Forum was held February 26, 2009, from 5:30 to 9 p.m. in the McNary High School cafeteria. Participants were randomly assigned seats at tables headed by a CAC member, who served as the discussion leader. There were 89 participants.

Participants heard an overview of the visioning process, followed by a presentation summarizing Community Survey results and a report by high school student representatives of the results of their Youth Forum. Participants then were asked to discuss the following:

- *What do you like best about living in Keizer today?*
- *What would make Keizer a better place?*
- *Looking ahead to the year 2029, what is your vision of a future Keizer you want to live in?*
- *What are our challenges and opportunities to realizing our priorities?*



Serious discussion at a Community Forum about Keizer’s future

Between discussions, groups were asked to summarize their results by reporting to the larger group. Following Community Forum One, COC worked with CAC members and City staff to analyze the preliminary ideas and craft a series of Vision concepts that were refined into a draft set of Community Values, Vision and themes.

An agenda for the first Community Forum and compilation of Vision concepts by discussion leader table is provided in Appendix E.

Community Forum Two

Community Forum Two was held April 2, 2009, from 5:30 to 9 p.m. at the McNary High School cafeteria. As before, participants were randomly assigned seats at tables headed by a CAC

“Keizer is a vibrant, ecologically sound community with ample employment opportunities. Provide a safe environment for recreation opportunities to enhance livability.”
— James Taylor, Citizen Advisory Committee member

member, who served as the discussion leader. There were 40 participants at the Forum.

The second Community Forum began with a presentation summarizing tasks completed during the visioning process to date, an overview of how the draft Vision was formed and presentation of the draft Community Values, Vision and themes.



Citizen-in-training at a Community Forum

Participants were then engaged in two small group discussion exercises. The first focused on validating the draft themes. Each group was asked to review an assigned theme and two additional themes of their choice, and assess what elements should be retained, changed, deleted or added, and why.

During the second exercise, each group was asked to review the draft Vision and assess what elements should be retained, changed, deleted or added, and why.

Following this second Community Forum, COC worked with CAC members and City staff to revise the draft Visions and themes. In addition, draft implementation ideas were identified based on consistent ideas that emerged thorough the visioning process to date. These ideas were refined and organized by the CAC, City staff and the consultant. They are the foundation for actions based on the question, “How do we realize our Vision?”

A compilation of the results of Community Forum Two is provided in Appendix F.

Community Open House

The final step in the public engagement portion of this Keizer visioning process was a Community Open House. COC, CAC members and City staff, conducted this event on June 1, 2009, between 5 and 8 p.m. at the new Keizer Civic Center. The event was held in conjunction with a ribbon-cutting ceremony for the new facility and attended by several hundred people.

The Open House was an opportunity to present the Vision, themes and implementation ideas to the community, and assess the level of community support.

Participants were invited to review the draft 2029 Vision that had been crafted by the CAC after considering the results of the community survey, youth and community forums. They also were asked to comment on themes and implementation ideas printed on large posters. To indicate their preferences and level of support, each individual was given an envelope of dots to express the following:

- **Green Dot** = Agree
- **Yellow Dot** = Not Sure
- **Red Dot** = Do Not Agree

Due to the informal nature of the event, it was not possible to make an exact count of participants. More than 250 voting packets of dots were dispensed and some participants asked for and were given more. Most placed one dot per element as requested although a few affixed more than one. It is our observation that this did not significantly influence the results.

A full summary of the voting results are provided in Appendix G.

Open House Findings

There were no significant positive or negative comments on the Vision and generally high support for the themes and implementation ideas. The following are key findings by theme:

- **A Thriving Local Economy** is generally important to Keizer respondents, though, people may not agree on its level of importance. This theme received the most number of dots overall, though it also received the second lowest support of all themes. Support is predominantly positive.
 - People agree that a high-quality, well-qualified work force, a range of goods and services for all and a variety of living-wage jobs in the city are important.
 - People strongly agree that fostering Keizer as a destination and creating a strong, diverse and resilient economic climate are important ways to realize the Vision.
- **A Proud, Engaged Community** is important to Keizer residents. It is the second-highest supported theme overall.
 - People strongly favor the idea of promoting increased public engagement. It is the most highly-supported implementation idea overall, receiving no “disagree” votes.

- People strongly agree with the importance of active citizens with civic pride and a spirit of volunteerism; programs and facilities that provide opportunities for citizens of all ages; easy access to information on local programs; and options to participate in local government.



Open House participants consider many choices for Keizer's future

- **Responsible Growth and Development** received the least number of votes overall, although support is still relatively high. It is important to note that the theme consisted of only three sub-themes, possibly a reason for garnering less overall votes.
 - People strongly agree that well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character is important. Specifically, they agree that evaluating decisions about how future growth will impact the quality of life for Keizer is important. They also favor promoting more mixed-use development and redevelopment.
 - Residents are divided on the importance of encouraging planning opportunities that reduce dependence on automobile use. This received the most dots among the items in this theme, but a lower level of agreement.
 - People are strongly divided regarding expanding the Urban Growth Boundary (UGB) to accommodate the Vision of Keizer. It ranks lowest in the amount of “agree” votes overall and received the highest percentage of “disagree” votes.

Agree

Not Sure

Do Not Agree

One way for citizens to express their opinions at the Open House

- **A Clean, Green and Sustainable Environment** is important to Keizer. This theme received the highest level of agreement overall.
 - People strongly favor an abundance of trees and greenery; clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources; sufficient land for outdoor recreation; and programs and policies that encourage recycling, waste reduction and energy efficiency.
 - Though generally supported, developing additional parks, recreational facilities, open spaces and river access rank lowest within this theme as a way to realize the Vision.
 - While it is highly supported, promoting energy-efficient governmental operations received the least votes within this theme.
- **Balanced Transportation** is less important to Keizer residents overall. This theme received the lowest support of all the themes and the second least amount of votes.
 - People agree that sufficient and well maintained roads that control and mitigate traffic congestion are important. This is followed by a variety of energy-efficient transportation options, including public transit, bicycle and pedestrian amenities and rail service to other communities.
 - Increasing bicycle and pedestrian infrastructure received the most number of votes within the theme, although support is divided. There is moderate agreement this is a way to realize the Vision.
- **Effective Public Services** has generally high support. High quality public safety received the highest support of all sub-themes overall. A responsive local government is also highly favored.
 - People strongly agree on prioritizing efficiency and effectiveness of public services in making funding choices.
 - Consistent with the city's volunteer spirit, people support leveraging and encouraging volunteer efforts in support of City services.
- **Quality Civic Amenities** is generally supported.
 - People strongly agree that high-quality parks, connected green spaces and access to the Willamette River are important.
 - Respondents are divided on the issue of library facilities. It received the second-lowest overall support of all implementation ideas, followed by developing a new theater/art/cultural center.



Attendees at a Community Forum were assigned randomly to discussion tables

Our Community Values

During the Keizer Compass visioning process, a series of community values emerged that served as a basis for our 2029 Vision.

Keizer’s Vision for the year 2029 is consistent with the following Community Values:

We value . . .

- **A Sense of Community.** We are a proud, involved community that celebrates our accomplishments and nurtures and maintains a spirit of independence and volunteerism.
- **Our Unique Identity.** Our pride, spirit and volunteerism bring a creative approach to problem solving that distinguish us from other communities.
- **Our Civic Responsibility.** We are a unique community that values our families, civic independence and creative and volunteer governance.
- **Our Children.** We value our children and promote all aspects of their educational and recreational needs in a healthy, safe environment.
- **Our Small-Town Character.** We are a livable community, with a comfortable “small town feeling” that is friendly, safe and family-oriented. We value our clean, natural environment.
- **Our Place in the Region.** We are not only a destination, but also a gateway to other areas.



Many young people participated in the Open House

During the Keizer Compass visioning process, a series of community values emerged that served as a basis for our 2029 Vision.

Our Vision

Input from the Community Survey, Youth Forum, and two Community Forums was synthesized to form a draft vision statement and seven corresponding themes. This Vision and themes were reviewed and revised by the CAC and City staff prior to their presentation at the Open House.

Vision Statement

The following is Keizer's Vision for 2029:

In 2029, Keizer is a safe, clean, well-connected community where we live, work and play. Responsible growth has resulted in local economic prosperity and a mix of quality housing options while preserving our community's small town character. We thrive from an efficient government and by doing the most we can with the resources we have. We are an active, engaged community with a strong volunteer spirit.

- Active citizens with civic pride and a spirit of volunteerism.
- Programs and facilities that provide opportunities for citizens of all ages.
- Easy access to information on local programs and options to participate in local government.

A Thriving Local Economy

We have a thriving local economy with strong businesses, diverse industries and good jobs. We enjoy . . .

- A variety of living-wage jobs in the city.
- A diversified economic base that attracts and retains an abundance of sustainable industries.
- An abundance of clean, green jobs.
- Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration.
- A range of goods and services for all.
- Being a centrally-located event destination.
- A high-quality, well-qualified work force.

A Clean, Green Environment

We are a clean, hospitable community with good water, air and access to green and open spaces. We enjoy . . .

- Sufficient land for outdoor recreation.
- An abundance of trees and greenery.
- Clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources.
- Programs and policies that encourage recycling, reducing waste and energy efficiency.

Vision Themes

During the visioning process, seven key themes emerged that help define key aspects of the Vision most meaningful to Keizer residents. Each theme consists of a series of sub-themes that specify important ideas or concepts.

The following are the seven key themes of Keizer's Vision for 2029:

A Proud, Engaged Community

Our citizens support and celebrate our community. We enjoy . . .

- Frequent opportunities to celebrate our unique accomplishments, traditions and history.



Ample recreation choices are important to Keizer residents

Responsible Growth and Development

We have sufficient land for jobs and housing, while preserving our small town character through responsible growth and development. We enjoy . . .

- An adequate land supply that provides local economic opportunities and accommodates the need for a variety of housing options.
- Well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character.
- Adequate infrastructure for current and future needs.

Balanced Transportation

Our residents have easy access to and from other places in the region and a variety of transportation options that enhance mobility and increase efficiency. We enjoy . . .

- Improved I-5 access that helps visitors and commuters get to and from the city with ease.
- A variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities and rail service to other communities.
- Sufficient and well maintained roads that control and mitigate traffic congestion.

Excellent Public Services

Our citizens are well served by an efficient government, excellent government programs and services and a low tax base. We enjoy . . .

- High-quality public safety.
- Well maintained streets, bicycle and pedestrian pathways.
- High-quality water, sewer, stormwater management, parks and recreational facilities and other services.

- A responsive local government.
- A collaborative relationship with schools that prepares all students for a successful future.

Quality Civic Amenities

Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy . . .

- Diverse recreational facilities, such as entertainment and sports-related facilities.
- High-quality parks, connected green spaces and access to the Willamette River.
- Community gathering places, including an identifiable downtown area, library and community/youth center.



Citizens at a Community Forum engage in small group discussions

At the heart of the Keizer Vision for 2029 is the distinct enjoyment of Keizer’s “small town feel” and citizens’ aspirations to preserve and enhance this key community attribute over time.

Summary

“Pride, spirit and volunteerism.” According to the visioning process just completed, today’s motto of the City of Keizer would serve the community well in the future. Keizer citizens are generally satisfied with their city today and envision it much the same in 2029, while allowing for reasonable growth and change. At the heart of their 2029 Vision is the distinct enjoyment of Keizer’s “small town feel” and citizens’ aspirations to preserve and enhance this key community attribute over time.

How Do We Realize our Vision?

The results of this Keizer visioning process suggest directions the City and its citizens can take to realize its short- and long-term ideal future.

- **Manage Growth and Development.** Maintaining Keizer’s “small town feel” while balancing expected growth and development pressures will continue to be a high-priority challenge. In informal polls and at the community events, residents have shown more interest in this issue than in most others. Those who expressed concern that expanding the Urban Growth Boundary (UGB) affects everyone’s lifestyle cite alternative means of accommodating growth to maintain the general character of Keizer and the inherent sense of community and togetherness they cherish.
 - *Consider policies that enhance the efficient use of existing land within the UGB.*
 - *Carefully examine long-term impacts to community livability of seeking additional land through expansion of the City’s UGB.*

- **Maintain a Sense of Community.** Keizer is a proud community of active, involved citizens. Residents cherish the community’s volunteer spirit as a key asset in realizing their Vision. Keizer residents favor additional opportunities for all to participate in their community. Additionally, Keizer residents have a proud sense of togetherness.
 - *Consider retaining just one high school as a symbol of community connectedness.*
 - *Maintain and increase civic celebrations and other volunteer efforts.*
- **Become More Sustainable.** Sustainability is at the heart of Keizer’s future. Residents want a clean, green environment that includes additional parks, clean water and abundant greenery.
 - *Promote policies that enhance the ability of automobiles, pedestrians and bicycles to get around more efficiently.*
 - *Create and encourage neighborhoods that are more connected, with goods and services easily available.*
- **Maintain Efficient Public Services.** Keizer residents are proud of their public services and favor those that are fiscally resourceful.



All written comments were considered seriously

Public safety is of highest priority. Residents also want a responsive government that meets their expectations in an efficient manner.

- *Engage more residents in ongoing deliberative, collaborative efforts with their government.*
 - *Build and strengthen networks and coalitions with partner organizations.*
- **Preserve Keizer’s Livability.** Keizer is a livable community and residents want to keep it that way. Aspects of livability include: keeping Keizer a safe place to live; maintaining streets and roads; controlling traffic and managing development; making Keizer an affordable place to purchase and own a home; attracting diverse industries with family-wage jobs; encouraging cultural and civic facilities; and favoring additional places to shop that appeal to a variety of people.
- *Increase number and access to parks and open space and add greenery to enhance the physical health and beauty of the community.*
 - *Develop and nurture economic development policies that attract and retain desirable jobs for current and future Keizer residents.*



Citizens at Community Forum suggest their vision for Keizer



Appendices

Appendix A: CAC Meeting Agendas and Summaries

Appendix B: Community Profile

Appendix C: Community Survey Results

Appendix D: Youth Forum Summary

Appendix E: Community Forum One Results

Appendix F: Community Forum Two Results

Appendix G: Community Open House Results Summary

Appendix A: CAC Meeting Agendas and Summaries



City of Keizer

Phone: (503) 856-3442 • Fax: (503) 390-8288
930 Chemawa Rd. N.E. • P.O. Box 21000 • Keizer, OR 97307-1000

October 10, 2008

Congratulations you have been volunteered to participate in the City of Keizer's Visioning project. While this may seem like just another round of meetings in your already busy schedule I would like you to consider that this project will attempt to engage Keizer's citizens in their opinions and aspirations for the city over the coming 20-year period. Topics discussed will include growth, economic development and quality of life to name only a few.

The Visioning Citizen Advisory Committee (CAC) will be comprised of 13 citizens and representatives of local organizations such as the neighborhood associations, Chamber of Commerce, etc. The CAC will be instrumental in working with the consultant to refine the process that will be used during the visioning project. At this point it is planned that there will be 5 CAC meetings and 3 larger community forums over the next 6 months. The community forums will be an opportunity for the public to become involved in this project while the CAC meetings will be a time for this smaller group to work closely with the city's consultant.

The first CAC meeting is scheduled for Thursday, November 6, 2008 from 6:30 to 8:30 pm in the Council Chambers at City Hall, 930 Chemawa Road, Keizer. The purpose of this meeting is to kick-off the project, introduce the City's consultant, Cogan Owens Cogan, review the prepared community profile and establish guiding principals for the project. Please contact me at 503-856-3442, or by e-mail at litkes@keizer.org to confirm that you plan to participate in this project.

Regards,

Sam Litke,
Senior Planner



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Thursday, November 6, 2008
Keizer City Hall
Keizer, Oregon

Meeting convened at 6:30pm. In attendance were:

Person	Representing	Person	Representing
Lore Christopher	(7:00 pm) Mayor	Greg Rands	Planning Commission
Richard Walsh	City Council	Jim Jacks	Planning Commission
Jim Taylor	City Council		
Jerry Nuttbrock	West Keizer N.A.	Consultants	Staff
Beth Daniell	Gubser N.A.	Elaine Cogan	Nate Brown
Curt McCormack	Citizen at Large	Daniel Christianson	Sam Litke
Craig Koller	Citizen at Large	Stephen Ames	Kevin Watson
Lyndon Zaitz	Citizen at Large		Debbie Lockhart
Shelly King	Citizen at Large		
Debbi McCune	Chamber of Commerce		

Discussion

Following introductions, members of the committee suggested possible mottos or vision statements.

- | | |
|----------------------------------|---|
| Challenged with Growth | Home |
| Possible Well Known Music Town | Pride, Spirit & Volunteerism |
| Dynamic, Innovative Conservatism | Well-Kept Secret |
| Untapped | Keizer: Wondering if it Wants to be a City |
| Sleepy but Waking Up Fast | Comfortable but Percolating |
| Full of Exciting Opportunities | Able to Accomplish Great Feats with Very Little |

Ms. Cogan summarized from these responses that members are positive and comfortable with the City of Keizer and that these statements need to be captured in the visioning statement.

Stephen Ames then explained the need for a vision statement as a destination, a long term goal, an action plan, strategy, road map or step-by-step plan. He noted that the statement should engage the whole community and should describe a complete Keizer in years to come. It should be driven by questions such as: Where

are we now? What are we as a community now? What are our strengths and weaknesses? Where are we going? Where do we want to be? He concluded that the vision will stand by itself but many ideas will stem from it including the periodic review.

Discussion then took place regarding the periodic review with Sam Litke explaining that the visioning is the first step in periodic review that will hopefully give Council a tool to work with in the future. He noted that expansion of the urban growth boundary may occur, but an argument that there is a need for expansion must be created as well as verification that citizens are in favor of that expansion. Nate Brown added that it is important to understand that growth is important to the future of Keizer as it relates to growth issues. Lengthy discussion then took place regarding including urban growth boundary expansion and development of the vision. Sam urged everyone to consider everything, not just land issues.

Ms. Cogan added that development of a vision statement would help frame thoughtful discussion and bring about profound and far reaching decisions or ideas for the future.

Mayor Christopher reminded committee members of the Keizer Futures program developed in 2000 and explained her hope for this committee.

Discussion then took place regarding a logo and theme for this project. Committee members agreed to keep the Keizer logo with Mayor Christopher explaining that the three stars on the Keizer logo represent Pride, Spirit and Volunteerism and the seven lines indicate the 7 votes it took to become a city, and the Iris represents Keizer as the Iris Capital of the World and the blue and gold coloring bring to mind the state colors and the McNary High School colors. Committee members then suggested these possibilities for a theme:

What's Next?	Keizer Tomorrow
Eyes on the Future	A Place to Call Home
Pride, Spirit & Volunteerism: What's Next?	Future of our Heritage: What's Next?
A Proud Heritage with an Eye to the Future	Proud Heritage/Exciting Future
Now What?	Keizer 2033

Committee members agreed to give this more thought and email ideas to Ms. Cogan.

Daniel Christensen reviewed the draft Community Profile and asked for feedback from the committee. He noted that it was intended to be an overview or snapshot to provide a basis of information for initiation of discussion. He noted that some information is statistically driven and some is simply an understanding of the city. Committee members reviewed the document and pointed out inaccurate or outdated information. They suggested including parks, government, tax rate, the Willamette River, location, volunteerism, Fire District, neighborhood associations, the Miracle of Christmas and finance information. Ms. Cogan urged committee members to send additional thoughts via email.

The project schedule was distributed with review taking place and Committee members agreeing to meet again on Monday, December 8 at 6 p.m. to plan public forum dates and survey questions.

Ms. Cogan noted that three visioning questions would be included on the City survey but a separate survey would be posted on the web for community input. Members contributed the following ideas:

Types of Jobs	Traffic
Bicycling/Non-motorized Transportation	Industrial Development
Mass Transit	Schools/School District
Infrastructure	Green Space
Public Recreation	Arts & Culture
Library	Growth
Youth Activity	Downtown
Environmental Quality	Museum
Water Quality	Identity
Sustainability	Economic Vitality
Connection to Natural Resources	Energy
Trees	Agriculture
Public Safety	Renewable Energy
City Services	Tax Rate/Property Tax Revenue
Water Conservation: Keeping cost low and preserving the most precious resource on earth	

Ms. Cogan urged committee members to send additional thoughts via email.

Conclusion

The meeting concluded at 8:20 p.m.

*Next meeting Monday,
December 8, 2008
6 p.m.*



Keizer Vision
Citizens Advisory Committee Meeting #1
November 6, 2008, 6:30-8:30 p.m.
Keizer City Hall

Revised Agenda

6:45-6:55	Greetings	Mayor Lore Christopher
6:55-7:15	Introductions; Group Exercise	Group Elaine Cogan
7:15-7:45	Visioning 101; Discussion	Steven Ames Group
7:45-8:00	Possible logo and themes	Group Elaine; Steven
8:00-8:15	Review draft community profile	Daniel Christensen
8:15-8:30	Vision process/time schedule/other matters	Group Elaine



Keizer Tomorrow!
Citizens Vision Advisory Committee Meeting #2
December 8, 2008, 6:00-8:00 p.m.
Keizer City Hall

Draft Agenda

5:45-6:00	Light Dinner	Group
6:00-6:05	Welcome	Elaine Cogan
6:05-6:10	Review agenda; meeting objectives	Elaine
6:10-6:30	Summary of previous Vision	Nate Brown; Sam Litke
6:30-6:45	Review revised community profile	Elaine; Daniel Christensen
6:45-7:15	Review draft community survey (Content and distribution)	Elaine; Daniel
7:15-7:30	Report on youth engagement	Daniel
7:30-7:55	Discuss community forums (Process and timing)	Elaine; Daniel
7:55-8:00	Next steps; Adjourn (CAC meeting #3: Monday, January 12 th)	Elaine



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Thursday, December 8, 2008
Keizer City Hall
Keizer, Oregon

Meeting convened at 6:30pm. In attendance were:

Person	Representing	Consultants	Staff
Lore Christopher	Mayor	Elaine Cogan	Nate Brown
Richard Walsh	City Council	Daniel Christianson	Sam Litke
Jim Taylor	City Council		Kevin Watson
Beth Daniell	Gubser N.A.		Debbie Lockhart
Curt McCormack	Citizen at Large		
Craig Koller	Citizen at Large	Also Attending:	
Lyndon Zaitz	Citizen at Large	Steve Oulman, DLCD	
Shelly King	Citizen at Large	Christine Dieker, Chamber of Commerce	
Jeff Cowan	Fire District	James Hauge, Legacy Real Estate	
Greg Rands	Planning Commission	Brandon Smith, City Council	
John Rizzo	Planning Commission	Cathy Clark, City Council	

Discussion

Following introductions, Nate Brown thanked members for their efforts and reviewed past visioning efforts from the Century 21 project in 2000 through the River Road Renaissance project in 2005. He noted that the work taking place in this process was significant and would guide future direction of Keizer.

Members then reviewed the Community Profile with discussion and edits focusing on comparison to Salem, tax rates, Fire District service and crime statistics. Discussion then ensued on how to distribute the profile with consensus being that it be included in the first newsletter in 2009.

Review of the survey then took place with edits made for clarity.

Ms. Cogan then reported on the progress of the youth engagement portion of this project. She noted that she had been working with McNary High School and they are excited about the opportunity to work with the consultant and provide input from a youthful perspective. Tentative plans are for a half-day youth forum of 10-20 students, mostly seniors with some younger ones, to be held on January 22 during lunch.

Members suggested giving the students some form of question number 5 from the community survey and then suggested the following additional questions:

- How would you rate Keizer not just as a city but as it is for youth?
- Are you proud of your city?
- Would you recommend this town to another 17-year-old kid? Why/Why not? What are we missing?
- Do you want to live here when you get older?
- What kinds of jobs would you like to see in Keizer?
- What would keep you in Keizer?
- Do you plan on staying here?
- Do you feel a part of Keizer; do you feel like you belong?
- Do you trust Keizer Police/Fire District?
- Are you satisfied with what your city offers you today?
- Do you plan on living here after college? If not, why?
- What would bring you to Keizer?
- Do you have opportunities in Keizer?

Members then brainstormed to come up with a title of the Vision deciding upon “Keizer Compass: Pointing to the Future”.

Conclusion

The meeting concluded at 8:35 p.m.

Next meeting
Thursday, January 22, 2009
6 p.m.

KEIZER COMPASS
POINTING
TO THE FUTURE



Citizens Vision Advisory Committee Meeting #3

January 22, 2009, 6 – 8 p.m.

Keizer City Hall

Agenda

5:45-6:00	Light Supper	Group
6:00-6:05	Review agenda; meeting objectives	Elaine Cogan
6:05-6:40	Update on results of survey	Daniel Christensen
6:40-6:50	Report on youth engagement	Daniel
6:50-7:45	Discuss community forums	Elaine
7:45-8:00	Next steps; Adjourn (CAC meeting #4: Thursday, February 26 th)	Elaine



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Thursday, January 22, 2009
Keizer City Hall
Keizer, Oregon

Meeting convened at 6:00pm. In attendance were:

Person	Representing	Consultants	Staff
Lore Christopher	Mayor	Elaine Cogan	Nate Brown
Jim Taylor	City Council	Daniel Christensen	Sam Litke
Beth Daniell	Gubser N.A.		Kevin Watson
Curt McCormack	Citizen at Large		Debbie Lockhart
Craig Koller	Citizen at Large		
Lyndon Zaitz	Citizen at Large		
Jerry Nuttbrock	West Keizer N.A.		
Greg Rands	Planning Commission	Also Attending:	
Jim Jacks	Planning Commission	Christine Dieker, Chamber of Commerce	
Debbi McCune	Chamber Member	Mark Caillier, City Council	
		Cathy Clark, City Council	

Discussion

Meeting was called to order at 6:03 p.m.

Elaine Cogan reviewed the agenda and the meeting objectives.

Survey Update: Daniel Christensen then focused on the survey, fielding questions from committee members regarding the different categories and responses. He distributed a summary of the 165 responses that had been received to date, reviewing the questions and responses. He also explained how the comments would need to be categorized in order to get the gist of what the people are trying to say and to make the responses useful as a tool for shaping Keizer.

Lengthy discussion took place on how to promote participation in the survey including posting it on the Keizer television station, K-23, sending out a mass e-mail, contacting neighborhood National Night Out "captains", involving the student forum in spreading the word, getting the word out through the Chamber, church newsletters, and personal distribution lists. All members agreed to do their part to promote a high participation in completion of the survey.

Youth Engagement: Mr. Christensen reported that he had been working with the youth activity coordinator at McNary who has selected 15 leadership youth seniors to participate as well as youth from other grade levels. He explained the process in detail noting that the event is planned for January 27 and will consist of approximately 30 youth. Five discussion leaders will be chosen from the group to speak at the public forum planned for late February or early March. He reviewed agenda items for the youth forum and explained how information gleaned from the forum will be integrated into the vision for Keizer. Discussion then followed regarding how the forum will flow, questions that will be discussed, ideas needed to generate dialogue and encouraging the young people participating in the forum to take the survey.

Community Forums: Following lengthy discussion, members agreed that because the new Civic Center would not be complete in time, the Community Forum should be held at the Keizer Fire District building on Saturday, February 28 from 9:00 a.m. to Noon. The next Committee meeting would precede the Forum and be held on Thursday, February 26 at 6 p.m. at City Hall. The meeting would be used to review survey results and establish guiding principles wherewith the committee could create a preliminary vision for Keizer which would be presented to the community at the first Community Forum. Input from the community forum would then be integrated into the vision which would be refined by the committee and consultant and that would be offered to the public at a second forum.

Additional discussion took place on ways to market the forum and draw community participation. Suggestions for a “jingle” included: “This may decide if we are going to grow or not”, “Should we grow up or should we grow out?”, and “Keizer’s Future: Up or Out?”. Ms. Cogan encouraged members to continue thinking about ideas to enhance community participation and have the suggestions ready for the next meeting.

Conclusion

The meeting concluded at 7:35 p.m.

Next meeting
Thursday, February 26, 2009
6 p.m.

~~~~~  
*Community Forum, Saturday, February 28, 2009*  
*9:00 to 12:00*

**KEIZER COMPASS**  
POINTING  
TO THE FUTURE



## **Citizens Vision Advisory Committee Meeting #4**

**February 19, 2009, 6 – 8 p.m.**

**Keizer City Hall**

**DRAFT**

### **Agenda**

|           |                                                                                                                                                                                      |                    |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 5:45-6:00 | Light Supper                                                                                                                                                                         | Group              |
| 6:00-6:05 | Review agenda; meeting objectives                                                                                                                                                    | Elaine Cogan       |
| 6:05-6:50 | Report on results of community survey and youth forum                                                                                                                                | Daniel Christensen |
| 6:50-7:50 | Community forum February 26 <ul style="list-style-type: none"><li>- Update on notification</li><li>- Logistics</li><li>- Agenda</li><li>- CAC role</li><li>- Other matters</li></ul> | Elaine/Sam/Group   |
| 7:50-8:00 | Next steps; Adjourn<br>(CAC meeting #5: Thursday, March 19 <sup>th</sup> )                                                                                                           | Elaine             |



**MINUTES**  
**KEIZER VISION CITIZENS ADVISORY COMMITTEE**  
**Thursday, February 19, 2009**  
**Keizer Heritage Center**  
**Keizer, Oregon**

Meeting convened at 5:59 pm. In attendance were:

| <b>Person</b>   | <b>Representing</b> | <b>Consultants</b> | <b>Staff</b>    |
|-----------------|---------------------|--------------------|-----------------|
| Richard Walsh * | City Council        | Elaine Cogan       | Nate Brown      |
| Jim Taylor *    | City Council        | Daniel Christensen | Sam Litke       |
| Beth Daniell *  | Gubser N.A.         |                    | Debbie Lockhart |
| Curt McCormack  | Citizen at Large    |                    |                 |
| Craig Koller    | Citizen at Large    |                    |                 |
| Jerry Nuttbrock | West Keizer N.A.    |                    |                 |
| John Rizzo      | Planning Commission |                    |                 |
| Greg Rands      | Planning Commission |                    |                 |
| Jim Jacks       | Planning Commission |                    |                 |
| Debbi McCune    | Chamber Member      |                    |                 |

**Also Attending:**

Mark Caillier, City Council \*  
Cathy Clark, City Council \*

\* Left the meeting early for other commitments

**Discussion**

Elaine Cogan reviewed the agenda and the meeting objectives.

**Community Forum Strategies:** Ms. Cogan reviewed the draft agenda for the February 26 Community Forum at McNary High School. She noted that they are planning for 100 participants. Announcements will be made at the Rotary Luncheon; Keizer Chamber will send out an E-blast and the City will send out invitations via email, posting on the website and on K-23 as well. Ms. Cogan explained that each member of the committee will be expected to serve as a group leader and should plan on coming to the Forum at 4:30 for training which will consist of tricks to keep conversation flowing, how to stifle the dominant talker and how to bring quiet people into the conversation. She stressed the importance of each group leader taking detailed, accurate notes of responses from their group adding that they could designate a note taker in their group or take the notes themselves. Each group leader will be responsible for getting typewritten notes to her after the forum. She noted that the purpose of the forum is to get a sense of what the people who live in Keizer would like to see and that information from the forum will be compiled and compared to results from the survey.

**Dates for Final Community Forum, Open House and Next Meeting:** Ms. Cogan explained that the second Community Forum would be held on **April 2** if the space is available at McNary, the findings would be presented to the community through posters, signage and materials to read in conjunction with the Civic Center Open House scheduled for **May 6** and that members of the committee would be expected to be available to answer questions and engage the citizens. Members then agreed that the next Committee meeting would be held at City Hall on **March 30** at 5:45.

**Report on Results of Community Survey:** Daniel Christensen reported that there was a 1% response from the community on the survey which is very good. He reviewed the responses noting that he left the information raw so that everyone could review it and get the entire feeling in order to develop their own concept of the results. He pointed out that citizens characterize Keizer as a small town which is unusual for the 14<sup>th</sup> largest city in Oregon and that if people think Keizer feels like a small town, that tells you something about the citizens. He explained that with this in mind, it was more meaningful to consider the vision while preserving the small town feel.

Ms. Cogan interjected that certain things of value can be gleaned from the survey responses and this information can be used to develop a vision for the city that accurately reflects the desires of the citizens. Discussion then took place regarding the vagueness of the survey and how response to a question could be negative or positive but still have the same number value. Ms. Cogan responded that this is why the community forum is an integral part of the process and the survey responses will need to be discussed so that a clear picture or vision can be developed. She explained that the survey is the first step for assessing community values; the forum will pose questions in different ways and different responses will be received. It will be up to the committee to put everything into context to determine the future of Keizer.

Finally, Ms. Cogan urged committee members to review the survey results and identify things that need to be investigated. These would be used in the Community Forum and results from that will be combined and used in the second forum.

**Report on Youth Engagement:** Daniel Christensen and Ms. Cogan reviewed the Youth Forum reporting that 31 students of wide diversity had participated. Fifteen students were from the Leadership Youth group and the rest were recruited. It was a diverse group of different interests and ethnicities - a broad representation of Keizer youth. Discussion leaders facilitated their own tables and asked questions proposed for the Community Forum. The students exhibited a strong sense of community pride, showing appreciation for the City's location but voicing a desire for improved relationship with the Police. Topics discussed included land use, creating green sustainable development, greater density, preserving the small-town feel of Keizer, a preference for a more centralized location of downtown and a desire for more youth-oriented stores and entertainment. They voiced a desire for a community pool, a library and a youth center and expressed concern about the economic future of Keizer. They were particularly interested in green industries and were receptive in recognizing the

role of taxes in creating civic improvements. When discussing overcrowding of the high school, their first response was that the city needed another one, but upon further discussion, they decided that that would split the community so they opted for unity of the community and maintaining one high school.

**Conclusion:** Community Development Director, Nate Brown, pointed out that this is the first step in a long process which is part of the review of the Land Use Plan and Development Code and that he hoped that through this process the City can get a statement of priorities and concepts that need attention and get a guiding principle on the table so a picture can be developed of what needs to be focused on.

Mr. Christensen asked committee members to review the survey results and identify the themes – what the “buckets” look like - and these will be integrated into the responses from the community forums. Responses from the second forum will again be integrated and that information will be finalized and presented at the open house.

Ms. Cogan concluded that her organization is gathering data, but the committee is acting as the filter and what comes out of this will be the vision for Keizer.

The meeting concluded at 7:35 p.m.

*Next meetings:*

***Community Forum, Thursday, February 26, 2009***

***5:30 to 9:00 pm***

***McNary High School***

~~~~~

Committee Meeting, Monday, March 30, 2009

5:45 – 8:00 pm

Keizer City Hall (Old Building)

~~~~~

***Second Community Forum, April 2, 2009***

***5:45 – 8:00 pm***

***McNary High School***

~~~~~

Open House, May 6, 2009

4:00 – 7:00 pm

New Civic Center

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Citizens Vision Advisory Committee Meeting #5

March 30, 2009, 6 – 8 p.m.

New Keizer City Hall

Agenda

5:45-6:00	Light Supper	Group
6:00-6:05	Review agenda; meeting objectives	Elaine Cogan
6:05-6:20	Report on results of first community forum	Daniel Christensen
6:20-7:00	Review draft guiding principles and vision	Elaine/Group
7:00-7:50	Second community forum, April 2 <ul style="list-style-type: none">– Update on notification– Logistics– Agenda– CAC role– Other matters	Elaine/Sam Litke/ Group
7:50-8:00	Next steps; Adjourn (Open house May 6) (CAC meeting #6: Thursday, April 16)	Elaine



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Monday, March 30, 2009
Keizer City Hall
Keizer, Oregon

Meeting convened at 6:04 pm. In attendance were:

Person	Representing	Consultants	Staff
Richard Walsh	City Council	Elaine Cogan	Nate Brown
Lore Christopher	Mayor	Daniel Christensen	Sam Litke
Beth Daniell	Gubser N.A.		Debbie Lockhart
Curt McCormack	Citizen at Large		
Craig Koller	Citizen at Large		
Jim Jacks	Planning Commission		
Debbi McCune	Chamber Member		
Shelly King	Citizen at Large		
Lyndon Zaitz			

Also Attending:

Mark Caillier, City Council
Steve Oulman, DLCD

Discussion

Elaine Cogan reviewed the results of the community forum, thanked everyone for their efforts as discussion leaders and reminded them of the upcoming forum on Thursday. She urged members to meet her at McNary at 5 pm.

Daniel Christensen reviewed forum discussion table results and commended leaders for there summarizations. Referring to one of his handouts, he explained that 90% of the content is what the leaders provided to him and that he had looked for consistencies among the tables to break it down to key ideas to work with.

Committee members then reviewed the Community Values and edited them to read as follows:

We value....

A Sense of Community: We are a proud, involved community that celebrates our accomplishments and nurtures and maintains a spirit of independence and volunteerism.

Our Unique Identity: Our pride, spirit and volunteerism that brings a creative approach to problem solving is what distinguishes us from other communities.

Our Civic Responsibility: We are a unique community that values families, our civic independence and our creative and volunteer governance.

Our Children: We value our children and promote all aspects of their educational recreation as well as a healthy, safe environment.

Our Small-Town Character: We are a livable community with a comfortable “small town feeling that is friendly, safe and family oriented. We value our clean, natural environment.

Our Place in the Region: We are not only a destination but also a gateway to other areas.

Committee members supported the “Vision” handout with no changes other than:

- A Proud, Engaged Community: change “cultural heritage” to “accomplishments”
- A Thriving Local Economy: add “• We enjoy being a centrally located event destination.”
- Excellent Public Services: “High quality public service” should be a separate bullet.

Ms. Cogan reminded members of upcoming events including the community forum, the next meeting and the Civic Center open house.

The meeting concluded at 7:18 p.m.

Next meetings:

Community Forum, Thursday, April 2, 2009

5:30 to 9:00 pm

McNary High School

~~~~~

***Committee Meeting, Thursday, April 30, 2009***

***5:45 – 8:00 pm***

***Keizer City Hall Public Meeting Room***

~~~~~

Open House, Monday, June 1, 2009

4:00 – 7:00 pm

New Civic Center

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Citizens Vision Advisory Committee Meeting #6

April 30, 2009, 6 – 8 p.m.

New Keizer City Hall

Agenda

5:45-6:00	Light Supper	Group
6:00-6:05	Review agenda; meeting objectives	Elaine Cogan
6:05-6:40	Report on results of second community forum/ review revised themes and vision	Daniel Christensen
6:40-7:00	Community open house, June 1 <ul style="list-style-type: none">- Notification- Logistics- Expected outcomes- CAC role- Other matters	Elaine/Sam Litke/ Group
7:00-7:55	Discussion – what can the City do to carry out our Vision?	Elaine/group
7:55-8:00	Next steps / Adjourn	



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Monday, April 30, 2009
Keizer City Hall
Keizer, Oregon

Meeting convened at 6:04 pm. In attendance were:

Person	Representing	Consultants	Staff
Richard Walsh	City Council	Elaine Cogan	Nate Brown
Lore Christopher	Mayor	Daniel Christensen	Sam Litke
Beth Daniell	Gubser N.A.		Debbie Lockhart
Curt McCormack	Citizen at Large		
Craig Koller	Citizen at Large		
Debbi McCune	Chamber Member		
Shelly King	Citizen at Large		
Lyndon Zaitz			

Also Attending:
Cathy Clark, City Council

Discussion

Elaine Cogan reviewed plans for the open house on Monday June 1 noting that members will be hosts at the event and be identified by badges.

Vision Review

Daniel Christensen reported on input received at the second community forum referring to his handout showing the original verbiage and proposed edits. The following changes were made/approved:

Original Draft: In 2029, Keizer is a clean, safe, well-connected community where we live, work and play. Responsible growth has resulted in local economic prosperity and quality, affordable housing, while preserving our community's small town character. We thrive from an efficient government, low taxes and an active, engaged community with a proud volunteer spirit.

Changed to: In 2029 Keizer is a safe, clean, engaged community where we live, work and play. Responsible growth has resulted in local economic prosperity and a quality mix of housing opportunities while preserving our community's small town character. We thrive from an efficient government, by doing the most we can with the resources we have. We are an active engaged community with strong volunteer spirit.

Theme Review:

A Proud, Engaged Community: Change

Bullet 2: "Active citizens with pride, spirit and volunteerism."

A Thriving Local Economy: Change

Bullet 2: "A diversified economic base that attracts and retains an abundance of sustainable industries."

Add bullet: "An abundance of clean and green jobs."

Bullet 3: "Industries that are invested in the community and enhance regional connections through regional and global economy and strategic collaboration."

Bullet 4: Okay

Bullet 5: Okay

Bullet 6: Okay

A Clean, Green Environment: Accept all changes

Responsible Growth and Development:

Bullet 1: Accept changes

Bullet 2: Replace "compact" with "well, planned, mixed use, energy efficient development."

Bullet 3: Delete

Bullet 4: Okay

Balanced Transportation: No changes

Excellent Public Services:

Bullet 1: Okay

Bullet 2: Okay

Bullet 3: Add stormwater management, recreational facilities and other services.

Bullet 4: Okay

Bullet 5: Change to: "A collaborative relationship with schools that prepare all students for a successful future."

Quality Civic Amenities: No changes

Ms. Cogan reviewed the changes noting that these would be the VISION for Keizer and presented to the public at the Open House. Mr. Christensen then showed posters that will be used at the open house and explained that citizens will be encouraged to do the "dot exercise" to determine highest priorities.

Discussion then took place regarding realizing the Vision and moving it into reality. Ms. Cogan encouraged members to develop recommendations that can be given to Council towards this end. Members agreed that this should be done at another meeting.

Meeting adjourned at 7:30 p.m.

Next meeting:

May 27, 2009, 5:45 pm, Civic Center

~~~~~

***Open House, Monday, June 1, 2009***

***5:00 – 7:00 pm, Civic Center***

**KEIZER COMPASS**  
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## **Citizens Vision Advisory Committee Meeting #7**

**May 27, 2009, 6 – 8 p.m.**

**Keizer City Hall**

### **Agenda**

|           |                                                                        |                                        |
|-----------|------------------------------------------------------------------------|----------------------------------------|
| 5:45-6:00 | Light Supper                                                           | Group                                  |
| 6:00-6:05 | Review agenda; meeting objectives                                      | Elaine Cogan                           |
| 6:05-6:15 | Review plans for Open House                                            |                                        |
| 6:15-7:45 | How do we realize our Vision?                                          | Elaine/Daniel<br>Christensen/<br>Group |
| 7:45-8:00 | Next steps; Adjourn<br>(Final CAC meeting)<br>(Report to City Council) | Elaine                                 |



**MINUTES**  
**KEIZER VISION CITIZENS ADVISORY COMMITTEE**  
**Monday, May 27, 2009**  
**Keizer Civic Center**  
**Keizer, Oregon**

Meeting convened at 6:04 pm. In attendance were:

| <b>Person</b>  | <b>Representing</b> | <b>Consultants</b> | <b>Staff</b>    |
|----------------|---------------------|--------------------|-----------------|
| Richard Walsh  | City Council        | Elaine Cogan       | Nate Brown      |
| Mark Caillier  | For the Mayor       | Daniel Christensen | Sam Litke       |
| Beth Daniell   | Gubser N.A.         |                    | Debbie Lockhart |
| Curt McCormack | Citizen at Large    |                    |                 |
| Craig Koller   | Citizen at Large    |                    |                 |
| Debbi McCune   | Chamber Member      |                    |                 |
| Shelly King    | Citizen at Large    |                    |                 |
| Lyndon Zaitz   |                     |                    |                 |

**Also Attending:**  
Cathy Clark, City Council

### **Discussion**

Elaine Cogan reviewed plans for the open house on Monday June 1 noting that members will be hosts at the event and will be identified by badges. Citizens will be given dots to place on the various boards to mark their preference (good, bad, not sure).

**How Do We Realize our Vision?** The following items were reviewed. Italics indicate verbiage added by the committee.

#### **A Proud, Engaged Community: How do we realize our Vision?**

- Provide volunteer opportunities for all ages
- Develop additional community celebrations
- Promote increased public engagement
- *Support, cultivate and partner with community organizations*
- *Utilize technology to facilitate and support communication between the City and the community*

#### **A Thriving Local Economy: How do we realize our Vision?**

- ~~Focus on an economic identity/niche (i.e. sports tournaments, music concerts, agriculture, or wine/microbreweries)~~

- *Foster Keizer as a destination for business and community special events such as sports tournaments, concerts, agriculture, points of interest, wine/microbreweries*
- Foster more youth-oriented businesses
- *Nurture and encourage business development opportunities with living wage jobs*
- *Strengthen partnerships with other cities to recruit businesses*
- *Address regulatory barriers to business development*
- *Ensure that local zoning supports and complements envisioned development*

#### **A Clean, Green Sustainable Environment: How do we realize our Vision?**

- Improve community recycling and energy-efficient programs
- Promote energy efficient governmental operations
- Establish community gardens
- Develop additional parks, recreational facilities open spaces and river access
- *Work with other jurisdictions and agencies to identify and resolve potential threats to source groundwater*
- *Use vegetation to reduce energy consumption and improve air and water quality*

#### **Responsible Growth and Development: How do we realize our Vision?**

- Develop a centralized downtown area
- Promote more mixed-use development and redevelopment
- Foster development of several commercial “nodes”
- Expand Urban Growth Boundary (UGB) to accommodate the vision of Keizer
- *Evaluate decisions regarding how future growth will impact the quality of life for Keizer residents*
- *Encourage planning opportunities that reduce dependence upon automobile use*

#### **Balanced Transportation: How do we realize our Vision?**

- Increase bicycle and pedestrian infrastructure
- Improve transit and variety of transportation options
- Advocate for additional/improved access to I-5
- *Implement adopted transportation systems plan*

#### **Effective (not excellent) Public Services: How do we realize our Vision?**

- ~~Ensure adequate fire and police services~~
- ~~Support school funding and maintenance~~
- *Prioritize efficiency and effectiveness of public services in funding allocation.*
- *Coordinate City resources with other service providers*
- *Leverage and encourage volunteer efforts in support of City services*
- *Fund municipal functions at sustainable levels*

#### **Quality Civic Amenities: How do we realize our Vision?**

- Develop a new theater/art/cultural center
- Establish a youth center
- Develop library facilities

- Support additional sports tournament facilities
- Foster destination entertainment facilities
- *Implement long-term plan for parks*

**Next Meeting:** Members agreed that they wanted to meet one last time following the Open House to review input received at the Open House. Consultants will report to Council on June 15. Committee will meet prior to that on June 10.

Meeting adjourned at 8:25 p.m.

*Next meeting:  
June 10, 2009, 5:45 pm, Civic Center*

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## **Citizens Vision Advisory Committee Meeting #8**

**June 10, 2009, 6 – 8 p.m.**

**Keizer City Hall**

### **Agenda**

|           |                                                              |                                  |
|-----------|--------------------------------------------------------------|----------------------------------|
| 5:45-6:00 | Light Supper                                                 | Group                            |
| 6:00-6:05 | Review agenda; meeting objectives                            | Elaine Cogan                     |
| 6:05-6:15 | Review Open House Summary                                    |                                  |
| 6:15-7:45 | Discussion: What are our priorities in realizing the Vision? | Elaine/Daniel Christensen/ Group |
| 7:45-8:00 | Next steps; Adjourn<br>(Report to City Council)              | Elaine                           |



**MINUTES**  
**KEIZER VISION CITIZENS ADVISORY COMMITTEE**  
**Wednesday, June 10, 2009**  
**Keizer Civic Center**  
**Keizer, Oregon**

Meeting convened at 6:04 pm. Members in attendance were:

| <b>Person</b>    | <b>Representing</b> |
|------------------|---------------------|
| Richard Walsh    | City Council        |
| James Taylor     | City Council        |
| Lore Christopher | Mayor               |
| Beth Daniell     | Gubser N.A.         |
| Curt McCormack   | Citizen at Large    |
| Craig Koller     | Citizen at Large    |
| Debbi McCune     | Chamber Member      |
| Shelly King      | Citizen at Large    |

| <b>Person</b> | <b>Representing</b> |
|---------------|---------------------|
| Lyndon Zaitz  |                     |
| Jim Jacks     | Planning Commission |

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| <b>Consultants</b> | <b>Staff</b> |
|--------------------|--------------|
| Elaine Cogan       | Nate Brown   |
| Daniel Christensen | Sam Litke    |

### **Review of Open House Summary**

Discussion took place regarding the interpretation of the dot exercise, citizen understanding of the process, determination of how the vision will be implemented, prioritization of options, and what to do with the information received from the entire process.

Members agreed that they accepted the validity of the responses and discussed at length specifically what should be included in the report submitted to Council, grouping projects together and scheduling.

Ms. Cogan distributed an example of the final report and the meeting adjourned to the lobby for pictures at 7:20 p.m.





**Appendix B: Community Profile**

## Who's in charge of public safety?

The Keizer Police Department has 41 sworn officers, 8 support staff and numerous volunteers, protecting over \$1.5 billion in property.

Most of the City is served by the Keizer Fire District, a special service district in Marion County, and also by Marion County Fire District #1.

Volunteer safety organizations include Emergency Volunteers Assisting Keizer (EVAK) and Community Emergency Response Team (CERT).



Courtesy: Keizertimes

## Keizer-Salem Crime Rates - 2005

| Type        | Keizer |             | Salem  |             |
|-------------|--------|-------------|--------|-------------|
|             | Actual | per 100,000 | Actual | per 100,000 |
| Murders     | 1      | 2.9         | 3      | 2.0         |
| Rapes       | 9      | 25.8        | 53     | 35.8        |
| Robberies   | 12     | 34.4        | 134    | 90.5        |
| Assaults    | 64     | 183.6       | 516    | 348.6       |
| Burglaries  | 164    | 470.5       | 1,170  | 790.5       |
| Thefts      | 717    | 2056.9      | 6,752  | 4561.9      |
| Auto thefts | 118    | 338.5       | 1,082  | 731.0       |
| Arson       | 13     | 37.3        | 32     | 21.6        |

Source: City-Data.com

## How do we use our land?

- Keizer has approximately three miles of Willamette River frontage, with a majority privately owned.
- Most of Keizer's land is devoted to single family residential uses.
- The percentage of land use by type is:
  - Residential – 70%
  - Commercial – 10%
  - Industrial – 2%
  - Other – 18%
- Our population density is an average of 4,815 people per square mile, compared to Salem's of 3,322 people per square mile.



Courtesy: Keizertimes

## How do we celebrate and organize our community?

At least twice a year, Keizer citizens get together as a community – at our annual Iris Festival in May and the "Miracle of Christmas" lighting display in December.

We are well served by a number of civic organizations:

- Chamber of Commerce
- Rotary International
- Lions Club
- Elks Club
- Keizer Art Association
- Keizer Little League
- Keizer Youth Sports Association
- Keizer Youth Basketball Association
- Keizer Youth Soccer Association
- Salem-Keizer Senior Center
- Keizer Heritage Association
- and many others

Keizer has two active neighborhood associations recognized by the City – Gubser and West Keizer.

The City, in partnership with numerous volunteer efforts, has realized significant accomplishments, including:

- Skate Park near City Hall
- Keizer Rapids Park and improvements, including Dog Park, Amphitheater, trail system and two picnic shelters
- Relocation of the Heritage Center
- 45th Parallel monument
- Monument in the First Donation Land Claim



Courtesy: Keizertimes

★ Pride ★ Spirit ★ Volunteerism



Produced by  
COGAN  
OWENS  
COGAN

# KEIZER COMPASS POINTING TO THE FUTURE



★ Pride ★ Spirit ★ Volunteerism

The following facts are a snapshot of the City of Keizer for 2008-2009. The statistics noted are the latest available.

## How long have we been here?

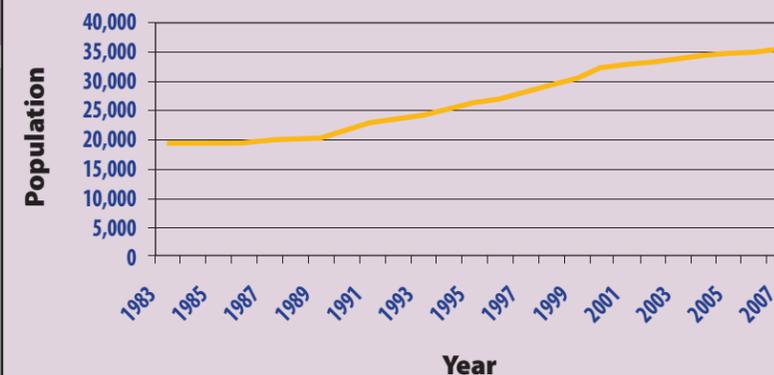
First settled in 1843, the thriving community of Keizer was incorporated as a city in 1982. In the eyes of many, its formation was a declaration of independence and a desire of its citizens to establish a self-governing body.

## Where are we?

The City is 4,713 acres or 7.36 square miles in size. It is nestled in the center of the Willamette Valley, on the 45th parallel, halfway between the Equator and North Pole. The City is bordered on its western edge by the Willamette River, southern by the City of Salem, eastern by Interstate 5, and on the north by rural portions of Marion County.



## City of Keizer Population (1983-2007)



Source: Portland State University, 2008

## Who are we?

Within a metropolitan area of 386,714 people, Keizer has a population of 36,150, making us Oregon's 14th largest city. Though growth has tapered off recently, Keizer has been one of the fastest growing cities in the state, increasing by 7.7% since 2000. The graph to the left illustrates the City's population growth.

(Continued on next page)

## Who are we? (continued)

The State of Oregon has a median age of 37.6 years. With a median age of 34.4 years, we are a younger city than many. Slightly more females (51.5%) than males (48.5%) live here.

The population of Keizer is predominantly White non-Hispanic as shown in the table to the right.

Keizer has approximately 12,775 households, with a median household size of 2.6 people. This is on par with both the state average of 2.5 and the national average of 2.61 people per household.

We are a relatively educated community; 84.7% of people over the age of 25 have at least a high

school education, while 57.7% have some college education or a degree. While this is slightly below the state's level of 87.6%, it is higher than the nation's 84.1%. Keizer's 2006 high school dropout rate matched the annual statewide rate of 4.2%.

### Race by Percentage of Population (2000)

| Race                                       | Keizer | Oregon | US    |
|--------------------------------------------|--------|--------|-------|
| White                                      | 85.5%  | 86.6%  | 75.1% |
| Black                                      | 0.8%   | 1.6%   | 12.3% |
| American Indian and Alaska Native          | 1.4%   | 1.3%   | 9.0%  |
| Asian                                      | 1.5%   | 3.0%   | 3.6%  |
| Native Hawaiian and Other Pacific Islander | 0.2%   | 0.2%   | 0.1%  |
| Persons reporting two or more races        | 3.4%   | 3.1%   | 2.4%  |
| Persons of Hispanic or Latino origin       | 12.3%  | 8.0%   | 12.5% |

Source: U.S. Census, 2000

## How do we earn our living?

- Compared to the state as a whole, where the median household income in 2006 was \$46,230, Keizer's is lower, with a median household income of \$45,052. Approximately 9.3% of our population is below the federal poverty line. For the state, the number is 13.3%.
- Keizer is a working community, with approximately 68.7% of our population in the labor force and an unemployment level of 5%.
  - Primary occupations include:
    - Management, professional, and related fields (32.2%)
    - Sales and office (28%)
    - Service (16.2%)
  - Our largest industries are:
    - Educational, health and social services (18.3%)
    - Public administration (11.9%)
    - Manufacturing (11.4%)
    - Retail trade (11.3%)
- Approximately 22% of the City's workforce is employed by a government agency.

## How do we live?

- The majority of our houses (64.7%) are single-family residences.
- Approximately 64.7% of Keizer citizens own their own homes.
- In 2006, the median home price was \$192,000.
- The gross median rent in 2007 was \$729 a month.
- Keizer has relatively young housing stock. The majority of homes (69.6%) were built after 1970 – 35% since 1990.

## Where do we play?

Keizer has 20 parks, open space and natural areas, comprising slightly more than 212 acres.

### Keizer Parks and Natural Areas

| Park                                                         | Size in Acres |
|--------------------------------------------------------------|---------------|
| Bair Park & Reservoir (Undeveloped)                          | 2.0           |
| Ben Miller Family Park                                       | 2.5           |
| Carlson Skate Park/Chalmers-Jones Park                       | 5.0           |
| Claggett Creek Park                                          | 10.8          |
| Clear Lake Park                                              | 4.5           |
| Country Glen Park                                            | 5.0           |
| Hidden Creek Park (Undeveloped)                              | 2.6           |
| Keizer Little League Park                                    | 16.7          |
| Keizer Rapids Park                                           | 120.0         |
| The Meadows Park                                             | 3.5           |
| Mike Whittam Park                                            | 5.0           |
| Northridge Park (Undeveloped natural wetland area)           | 9.6           |
| Northview Terrace Park                                       | 2.1           |
| Palma Ceia Park (Undeveloped river bank and flood dike area) | 1.0           |
| Wallace House (Future developed neighborhood park)           | 10.3          |
| Sunset Park                                                  | 1.2           |
| Willamette Manor Park                                        | 2.1           |
| Bob Newton Family Park (Wilark Park)                         | 8.4           |
| <b>Total Parkland</b>                                        | <b>212.3</b>  |

### Pro Baseball Team

Keizer is home to the Salem-Keizer Volcanoes minor league baseball team (Class A, short season).

## Where do we educate our children?

- Keizer has 10 public schools and one charter school, with an enrollment of approximately 7,174 students.



Courtesy: Keizertimes

### Keizer Schools

| School                                      | Type       | Grades | Enrollment   |
|---------------------------------------------|------------|--------|--------------|
| McNary High School                          | High       | 9 - 12 | 2,080        |
| Claggett Creek Middle School                | Middle     | 6 - 8  | 944          |
| Whiteaker Middle School                     | Middle     | 6 - 8  | 868          |
| Clear Lake Elementary School                | Elementary | K - 5  | 479          |
| Cummings Elementary School                  | Elementary | K - 5  | 411          |
| Forest Ridge Elementary School              | Elementary | K - 5  | 241          |
| Gubser Elementary School                    | Elementary | K - 5  | 511          |
| Keizer Elementary School                    | Elementary | K - 5  | 532          |
| Kennedy Elementary School                   | Elementary | K - 5  | 500          |
| Weddle Elementary School                    | Elementary | K - 5  | 483          |
| Optimum Learning Environment Charter School | Charter    | 1 - 5  | 125          |
| <b>Total</b>                                |            |        | <b>7,174</b> |

## How do we govern ourselves?

The City operates under a Council-Manager form of government. The elected City Council consists of an unsalaried Mayor and six Councilors, all serving as volunteers. The City Manager, the administrative head of our government, is appointed by the City Council.

Our 75 employees work in seven departments:

- Administration
- Community Development
- Finance
- Human Resources
- Municipal Court
- Police Services
- Public Works

Our roads are maintained by the City's Public Works Department.

Keizer's water service is provided by the City, while our sewer service is under the jurisdiction of the City of Salem.

Transit service is provided by the Salem-Keizer Transit District.



Courtesy: Keizertimes

## How do we pay for our services?

The City's current property tax rate of \$2.0838 per \$1,000 of net assessed value rates as one of the lowest among large-sized cities in the State of Oregon. For fiscal year 2008-09, the City's annual expenditures include:



Courtesy: Keizertimes

| Major Budget Category                              | Annual Expenditure (in millions) |
|----------------------------------------------------|----------------------------------|
| General Fund Programs                              | \$2.4                            |
| Keizer Police Department                           | \$5.7                            |
| Street and Storm Water Operations and Improvements | \$3.3                            |
| Sewer Operations and Improvements                  | \$5.6                            |
| Water Operations and Improvements                  | \$3.7                            |
| Dedicated Special Purpose Programs                 | \$6.8                            |
| Capital Reserves                                   | \$10.0                           |
| <b>Total Expenditures</b>                          | <b>\$37.5</b>                    |

Source: City of Keizer



**Appendix C: Community Survey Results**

# Keizer Compass

## Community Survey Preliminary Result Summary February 18, 2009

### Background

The City of Keizer is creating a community vision to help guide its decision-making for the next 20 years. Led by a Citizens Advisory Committee (CAC), the visioning process consists of these key components: a widely-distributed community profile; online survey of attitudes and priorities; youth engagement and community forums.

By identifying preliminary ideas and issues of importance to the residents of Keizer, the results of the online survey will be the basis of discussions at the first community forum February 26.

### Methodology

Cogan Owens Cogan, LLC (COC), in collaboration with the CAC and City staff, developed a survey consisting of 13 questions (Appendix A). It was programmed into *surveymonkey.com*, an online service for collecting responses to this summary via the Internet. The survey was deployed between December 17, 2008 and February 15, 2009, resulting in 382 responses, or slightly more than one percent of the population of Keizer. It was publicized in the *Keizertimes* and through its and the City of Keizer's website. City staff also urged people on various City committees and community organizations to respond.

### Preliminary Findings

The following is a summary of preliminary results to the online survey. Tables illustrating the responses ranked by level of importance and corresponding open-ended responses by question are presented in Appendix B of this summary.

- Respondents were asked to rank the level of importance of several factors in each of the following categories:
  - Environment: High quality water and air, conserving natural resources and opportunities to recycle and reuse are high importance to respondents. Providing for alternative transportation needs is considered the least important. Other important factors are preserving natural areas and green space.
  - Quality of Life: Controlling traffic and providing opportunities for youth are considered most important by respondents. Arts and culture and civic celebrations are less important. Other important factors include a library and maintaining a small town atmosphere.
  - Economy: Providing local jobs and a variety of work opportunities are considered most important to respondents, while additional development is less important. Other important factors include keeping taxes low and supporting local businesses.

- Land Use: Green and open spaces, additional public infrastructure, affordable housing and a variety of housing choices/types are most important to respondents. Creating a downtown/civic center and more compact development is less important. To some, expanding the Urban Growth Boundary (UGB) is important, while others are more interested in maintaining the existing UGB.
- Public Services: Maintaining and enhancing public safety, quality public schools, well maintained streets and roads, and low property taxes compared with other cities are most important to respondents. Providing parks and recreational opportunities, social services and “safety nets” and a library are less important. Other important factors include creating a recreation district.
- Most people (56%) believe Keizer will be a better place in the next 20 years.
- Keizer’s greatest strengths today:
  - Volunteerism
  - Community pride and spirit
  - Livability
  - Leadership
  - Low taxes
  - Small town feel
  - Public services, including police and fire
- Keizer’s greatest strengths in the next 20 years:
  - Location and access to the Interstate highway
  - Good governance
  - Good public services
  - Volunteerism
  - Livability
  - Good neighborhoods and schools
- Keizer’s greatest challenges today:
  - Growth management
  - Maintaining green space
  - Transportation, traffic and congestion control
  - Maintaining jobs and a good economy
  - Crime
- Keizer’s greatest challenges in the next 20 years:
  - Controlling crime as the community grows
  - Maintaining and replacing urban infrastructure

- Growth management
- Adequate land for development
- Traffic control and congestion
- Maintaining good public safety
- Providing good jobs
- Key issues facing Keizer in the next 20 years:
  - Growth/sprawl
  - Crime
  - Maintaining good schools
  - Providing and attracting good jobs
  - Controlling traffic
- Attributes of the ideal Keizer:
  - Small town feel
  - Good schools
  - Clean
  - Safe
  - Affordable
  - More green/sustainable
  - Low taxes
- The majority of respondents (70%) are between 37 and 65 years old
- The majority of respondents (57%) are male
- The majority of respondents (90%) own their own home
- Respondents have lived in Keizer an average of 18 years
- The majority of respondents (42%) work in Salem; 20% are employed in Keizer

# Appendix A (of this summary):

## Keizer Compass Vision Survey

### Introduction

We want to hear from you!

The City of Keizer is developing a community Vision to guide decision-making by the City and its citizens for the next twenty years. We will hold several upcoming community-wide events next spring. One of the first steps in our process is a community survey.

This is your opportunity to say what’s important to you. What is your Vision for the future of Keizer?

### 1. Achieving your Vision for Keizer

- How important are the following factors in realizing your ideal vision of Keizer?  
[Very Important, Important, Somewhat Important, Not Important]

| <b><u>A. Environment</u></b>                  | <b>Very Important</b> | <b>Important</b> | <b>Somewhat Important</b> | <b>Not Important</b> |
|-----------------------------------------------|-----------------------|------------------|---------------------------|----------------------|
| 1. Opportunities to recycle and reuse         |                       |                  |                           |                      |
| 2. Alternative transportation options         |                       |                  |                           |                      |
| 3. Noise control                              |                       |                  |                           |                      |
| 4. Energy efficient buildings and cars        |                       |                  |                           |                      |
| 5. High quality water and air                 |                       |                  |                           |                      |
| 6. Conserving natural resources               |                       |                  |                           |                      |
| 7. Other important factors (Please fill in)   |                       |                  |                           |                      |
| <b><u>B. Quality of Life</u></b>              | <b>Very Important</b> | <b>Important</b> | <b>Somewhat Important</b> | <b>Not Important</b> |
| 1. Community identity                         |                       |                  |                           |                      |
| 2. Arts and cultural opportunities            |                       |                  |                           |                      |
| 3. Entertainment and recreation opportunities |                       |                  |                           |                      |
| 4. Civic celebrations                         |                       |                  |                           |                      |
| 5. Volunteer opportunities                    |                       |                  |                           |                      |
| 6. Congestion and traffic control             |                       |                  |                           |                      |
| 7. Activities for youth                       |                       |                  |                           |                      |
| 8. Other important factors (Please fill in)   |                       |                  |                           |                      |

| <b>C. Economy</b>                                   | <b>Very Important</b> | <b>Important</b> | <b>Somewhat Important</b> | <b>Not Important</b> |
|-----------------------------------------------------|-----------------------|------------------|---------------------------|----------------------|
| 1. Variety of work opportunities                    |                       |                  |                           |                      |
| 2. Local jobs                                       |                       |                  |                           |                      |
| 3. Commercial/retail development                    |                       |                  |                           |                      |
| 4. Industrial development                           |                       |                  |                           |                      |
| 5. Other important factors (Please fill in)         |                       |                  |                           |                      |
| <b>D. Land Use</b>                                  |                       |                  |                           |                      |
| 1. Compact development                              |                       |                  |                           |                      |
| 2. Adequate land supply for growth                  |                       |                  |                           |                      |
| 3. Affordable housing                               |                       |                  |                           |                      |
| 4. A variety of housing choices/types               |                       |                  |                           |                      |
| 5. Downtown/civic center                            |                       |                  |                           |                      |
| 6. Public infrastructure                            |                       |                  |                           |                      |
| 7. Other important factors (Please fill in)         |                       |                  |                           |                      |
| <b>E. Public Services</b>                           |                       |                  |                           |                      |
| 1. Parks, recreational opportunities and open space |                       |                  |                           |                      |
| 2. Low property taxes compared with other cities    |                       |                  |                           |                      |
| 3. Library                                          |                       |                  |                           |                      |
| 4. Public safety                                    |                       |                  |                           |                      |
| 5. Quality public schools                           |                       |                  |                           |                      |
| 6. Well maintained streets and roads                |                       |                  |                           |                      |
| 7. Social services and "safety nets"                |                       |                  |                           |                      |
| 8. Other important factors (Please fill in)         |                       |                  |                           |                      |

**2. Keizer's Future - Better or Worse?**

- In 20 years, do you think Keizer will be...
  - A better place to live \_\_\_\_
  - A worse place to live \_\_\_\_
  - About the same as it is today \_\_\_\_
- Why? \_\_\_\_\_

### **3. Keizer's Strengths and Weaknesses**

- What are Keizer's three greatest strengths today?
- What will Keizer's three greatest strengths be in 20 years?
- What are Keizer's three greatest challenges today?
- What will Keizer's three greatest challenges be in 20 years?

### **4. Key Issues Facing Keizer's Future**

- What are three key issues facing Keizer over the next 20 years?

### **5. Your Vision for Keizer**

- What are three most important attributes of your ideal Keizer?

### **6. About You**

- Tell us about yourself:
  - Age
    - under 25 \_\_\_\_\_
    - 26 to 36 \_\_\_\_\_
    - 37 to 50 \_\_\_\_\_
    - 51 to 65 \_\_\_\_\_
    - over 65 \_\_\_\_\_
  - Male/Female
  - Own/Rent
- How long have you lived in Keizer?
- Where do you work?
  - Keizer
  - Salem
  - Portland Metro Area
  - At home
  - Other/Not employed
- Do you own a business in Keizer?

### **7. Anything Else?**

- Is there anything else you would like to add?

Thank you!

# Appendix B (of this summary): Ranked and Open-Ended Responses by Question

## Q1A: Environment

### Results by Rank According to Level of Importance

| Rank | Answer Options                           | Very Important |            | Important |            | Somewhat Important |            | Not Important |            | Rating Average | Response Count |
|------|------------------------------------------|----------------|------------|-----------|------------|--------------------|------------|---------------|------------|----------------|----------------|
|      |                                          | Count          | Percentage | Count     | Percentage | Count              | Percentage | Count         | Percentage |                |                |
| 1    | High quality water and air               | 269            | 73%        | 89        | 24%        | 13                 | 4%         | 2             | 1%         | 1.33           | 371            |
| 2    | Conserving natural resources             | 191            | 51%        | 137       | 37%        | 35                 | 9%         | 10            | 3%         | 1.64           | 371            |
| 3    | Opportunities to recycle and reuse       | 194            | 52%        | 132       | 35%        | 35                 | 9%         | 15            | 4%         | 1.67           | 374            |
| 4    | Energy efficient buildings               | 129            | 35%        | 164       | 45%        | 65                 | 18%        | 12            | 3%         | 1.9            | 368            |
| 5    | Noise control                            | 95             | 26%        | 138       | 37%        | 116                | 31%        | 25            | 7%         | 2.2            | 372            |
| 6    | Alternative transportation options       | 99             | 27%        | 117       | 31%        | 113                | 30%        | 45            | 12%        | 2.29           | 372            |
|      | Other important factors (please specify) |                |            |           |            |                    |            |               |            |                | 46             |

### Other Important Factors

- Wetlands enhancement
- Use of natural resources being maintained
- Public safety, Security
- Willamette River water and recreation quality
- Keep our parks open!!!!
- Planned sufficient roads so neighborhoods don't get cut-thru traffic and all traffic doesn't go through one road
- Train connection to Portland, Salem, Corvallis and Eugene from Kaiser Station
- Clean up of properties that are in disarray
- Keep size of new stores smaller and more natural
- Safe Bike Pathways from South Salem through Keizer.
- Living within our means as a city, not trying to take on too much.
- Safety
- Reducing expenditures and taxes as a result of the above
- To be safe
- Don't destroy the farm land and the "green" that is left.
- Better bus transportation
- Ground, water, sewer infrastructure operating smoothly. Also, alternative transportation, i.e. bike & pedestrian
- Claggett Creek needs a lot of restoration.
- Public education and acceptance prior to expenditure of public monies
- Crosswalk at Chemawa and Newberg St so my Bassett and I stay safe. Lee M.
- Bike lanes; don't have several of one type of business throughout Keizer, such as 2 banks next to each other. I'd like to see a trolley run from one end of Keizer to possibly central Salem or the bus stop area.

- Clean out Claggett creek
- Residents need to plan "blue bin" discards to maintain every other week schedule
- Strict control of population growth
- Recycling and reusing are currently at a good level. Require new buildings to have their parking lots drain into a filter strip to clean pollutants out before runoff flows to our streams.
- Green space within the city
- Cleanliness is very important
- More trees, less concrete
- Sustainability
- Efficient use of buildable land
- Clean water
- Control Of Crime and Reporting Illegal Immigrants To ICE
- Open space park recreation areas
- Movement of traffic
- Crime control
- No taxes
- Population growth beyond sustainability
- Conserving green space within city limits!
- Single family homes
- Stopping Fluoridation
- Our small town atmosphere and personal safety
- Quality in the constructed Public Projects
- Requiring dog owners to pick up after their dog.
- Appropriate development of businesses to attract shoppers
- Visually clean at major intersections
- Cats on a leash like dogs equal no animal pets loose

## Q1B: Quality of Life

### Results by Rank According to Level of Importance

| Rank                                     | Answer Options                             | Very Important |            | Important |            | Somewhat Important |            | Not Important |            | Rating Average | Response Count |
|------------------------------------------|--------------------------------------------|----------------|------------|-----------|------------|--------------------|------------|---------------|------------|----------------|----------------|
|                                          |                                            | Count          | Percentage | Count     | Percentage | Count              | Percentage | Count         | Percentage |                |                |
| 1                                        | Congestion and traffic control             | 239            | 65%        | 96        | 26%        | 29                 | 8%         | 6             | 2%         | 1.47           | 369            |
| 2                                        | Activities for youth                       | 175            | 48%        | 143       | 39%        | 41                 | 11%        | 9             | 2%         | 1.68           | 368            |
| 3                                        | Entertainment and recreation opportunities | 101            | 27%        | 174       | 47%        | 85                 | 23%        | 10            | 3%         | 2.02           | 369            |
| 4                                        | Community identity                         | 86             | 23%        | 175       | 47%        | 90                 | 24%        | 22            | 6%         | 2.13           | 372            |
| 5                                        | Volunteer opportunities                    | 76             | 21%        | 183       | 50%        | 98                 | 27%        | 13            | 4%         | 2.14           | 369            |
| 6                                        | Arts and cultural opportunities            | 58             | 16%        | 139       | 38%        | 137                | 37%        | 36            | 10%        | 2.41           | 370            |
| 7                                        | Civic celebrations                         | 39             | 11%        | 133       | 36%        | 148                | 40%        | 52            | 14%        | 2.58           | 371            |
| Other important factors (please specify) |                                            |                |            |           |            |                    |            |               |            |                | 41             |

### Other Important Factors

- Making sure ALL of Keizer is considered the city has seemed to shy away from Southeast Keizer. After planting and updating they have neglected the area entirely
- One factor of "Community Identity" would be a library. Can't believe we don't have one at our size. It's embarrassing.
- Livability issues like quality grocery shopping, services, and future economic development
- multi-use development
- Also activities for adults, we get bored too.
- The newly installed art in and Keizer is a joke. I guess it goes to the old saying "Beauty is in the eye of the beholder"
- link #'s 3 and 7
- Make sure you can maintain what you create.
- Keep the small, local atmosphere.
- Activities for families
- Museum and local history elements
- Evening Activities for college age and up.
- After School Programs - POWER PROGRAM (support it)
- preserving parks and green space
- The Kroc Center will help with this. Don't need a stand alone center for basket ball tournaments - would not be self supporting
- activities for seniors - Important
- Keizer's parks need to be friendlier to small children up to 3 years in age. The few pieces of playground equipment are too big for toddlers.
- More trees, less concrete
- traffic control-uniform speed limits
- Youth tournaments
- Attract businesses that employ people
- Where is our Library???
- Our library needs to be a vital part of the community.
- Safety; daytime, nighttime
- public library
- Control of crime and Reporting Illegal Immigrants to ICE

- places for homeless teens to seek shelter
- Dining options like Caruso's - not the fast food types
- support of local churches
- Pedestrian violation enforcement on Cherry Ave NE
- Traffic impact of growth is a big issue, stabilization of home values, Limiting of multifamily units (a little late for that).
- No taxes
- more parks
- Schools & Churches already offer much for youths

- Urban Renewal
- more walking paths- interconnect bike paths
- Placing dog waste bags along route for walkers to dog park.
- activities for elderly
- Need another north/south route.
- Appropriate development of businesses to keep shoppers "in-house"
- mall or movies

## Q1C: Economy

### Results by Rank According to Level of Importance

| Rank | Answer Options                           | Very Important |     | Important |     | Somewhat Important |     | Not Important |     | Rating Average | Response Count |
|------|------------------------------------------|----------------|-----|-----------|-----|--------------------|-----|---------------|-----|----------------|----------------|
| 1    | Local jobs                               | 184            | 50% | 131       | 36% | 41                 | 11% | 11            | 3%  | 1.67           | 366            |
| 2    | Variety of work opportunities            | 152            | 41% | 163       | 44% | 46                 | 12% | 10            | 3%  | 1.77           | 370            |
| 3    | Commercial/retail development            | 99             | 27% | 149       | 41% | 90                 | 25% | 30            | 8%  | 2.14           | 367            |
| 4    | Industrial development                   | 69             | 19% | 114       | 31% | 107                | 29% | 77            | 21% | 2.53           | 366            |
|      | Other important factors (please specify) |                |     |           |     |                    |     |               |     |                | 36             |

### Other Important Factors

- For commercial/retail it should be the total planned development along river road
- We don't need industrial facilities in Keizer
- curtail growth expand on what business we have and make river road more the center of Keizer
- I would like to see a Market of Choice come into Keizer they are out of Eugene and offer what is like a Safeway and a Trader Joes
- support local commerce
- Continue to keep taxes LOW
- Don't create jobs for people who don't live here NOW!
- Variety of options for commercial/retail. Not just same stores that already exist in Salem.
- Help our core businesses on River Road. Keep River road manageable for traffic. Have businesses revitalize their buildings to refresh River road.
- Attracting Green manufacturers to our community
- The City needs "basic" jobs, e.g., industrial.
- farming should be given a high priority
- No more Urban Renewal districts or associated taxes
- Improving existing areas, NOT building new ones
- You idiots have already ruined are quality of life
- Give us a city center. We have been waiting since 1983! We want to get together somewhere other than a Starbucks along River Road - the exhaust stinks and it's loud.
- More trees, less concrete
- UGB expansion
- Neither Keizer nor the USA can survive on retail...we must make and sell useful products
- We high end restaurants like Chili's
- public library
- Control of crime and Reporting Illegal Immigrants to ICE
- Businesses that are starting up need to be clean and not polluting for Keizer
- Need more grocery store competition i.e. Wal-Mart, Winco,
- Jobs that pay living wages would be nice, although our identity is a bedroom community it is that defining issue that will change our future identity.
- Keep Keizer small, if not tiny
- The City needs to be far more supportive of small businesses that have been the foundation of this City. As of now the City of Keizer does not want small established businesses to succeed. They are way to concerned about the Big businesses that they have allowed to come into our community. They are the ones that don't last but before they leave they force the small businesses out.
- Jobs in our City do not always go to citizens in out City

- maintain small town atmosphere and personal safety
- Tax Credits for NEW Businesses
- Every job is important.
- opportunities for jobs for the youths to feel community connection
- Keep current businesses in business.

- Getting WINCO & such core businesses to locate in Keizer in order to keep shoppers "in-house"
- only use legal citizens for jobs and school attendance
- Industry needs to be clean, or have close access to mandatory recycling for whatever they produce in waste.

## Q1D: Land Use

### Results by Rank According to Level of Importance

| Rank | Answer Options                           | Very Important |     | Important |     | Somewhat Important |     | Not Important |     | Rating Average | Response Count |
|------|------------------------------------------|----------------|-----|-----------|-----|--------------------|-----|---------------|-----|----------------|----------------|
| 1    | Green and open spaces                    | 171            | 46% | 145       | 39% | 41                 | 11% | 12            | 3%  | 1.72           | 368            |
| 2    | Public infrastructure                    | 116            | 31% | 170       | 46% | 68                 | 18% | 18            | 5%  | 1.97           | 371            |
| 3    | Affordable housing                       | 120            | 33% | 158       | 43% | 67                 | 18% | 24            | 7%  | 1.99           | 368            |
| 4    | A variety of housing choices/types       | 101            | 27% | 161       | 44% | 84                 | 23% | 24            | 7%  | 2.09           | 369            |
| 5    | Adequate land supply for growth          | 97             | 26% | 132       | 36% | 90                 | 24% | 50            | 14% | 2.26           | 368            |
| 6    | Downtown/civic center                    | 79             | 21% | 113       | 31% | 121                | 33% | 57            | 15% | 2.43           | 369            |
| 7    | Compact development                      | 49             | 14% | 135       | 38% | 110                | 31% | 67            | 19% | 2.55           | 360            |
|      | Other important factors (please specify) |                |     |           |     |                    |     |               |     |                | 47             |

### Other Important Factors

- Making sure we don't over build on land. I do not like looking at all these homes where you can look out of one window and see right into your neighbor's house. We need to build more homes with land or homes around parks.
- All these are important to sustainability and growth
- Public Recreation, Pools, Parks, Baseball Fields, Soccer
- Compact development undesirable.
- Keep Keizer small and homey.
- I hate for us to get to big!!!
- Downtown checked important but not civic center
- Urban renewal is ripping off non city public service districts
- stop the big retail centers and focus on what we have in Keizer proper
- Leave park lands in their natural state
- Don't over develop our parks.
- Keep UGB as is. We do NOT need to gobble up more farms.
- do not want infill taking over, am against compact development
- Don't pack people in like sardines. Keep housing livable. Not on top of each other. Make developers create green space. Kids need neighborhoods to play in.
- Quit allowing in-fill of housing in already occupied lots
- Multi-use housing/retail mix; in-fill; maintaining neighborhoods as safe, nice-to-live in areas.
- Expand UGB and allow bigger housing lots in Keizer!!!
- Maintain single family homes - NO NEW DOWNTOWN!
- NOT paving over all the good farm land is what is important. NOT jamming houses in cheek by jowl is also important.
- downtown area near the waterfront/possibly end of Chemawa
- NO MORE APARTMENT COMPLEXES, WE HAVE FAR TOO MANY
- the urban growth boundary should be maintained
- I would hate to see suburbia impede upon the farmlands
- Build up not out. Keep as much of Marion Co. farm ground. It is essential to farmers, farmers markets, fresh fruits & vegetables. Also, urban sprawl makes a city less attractive.

- more N & S and E & W thoroughfares
- No more public housing....only attracts criminals. Need more sidewalks.
- More trees, less concrete
- Smart Growth
- Reinforce zoning rather than changing it
- Keizer needs to be very careful in their desire to expand the Urban Growth Boundaries. We need to be VERY careful to preserve good farmland. Once it is gone, you can NEVER get it back. There is plenty of land available for redevelopment which may be more expensive for developers, but much more prudent.
- There are to many low income apartments which are attracting criminals and illegal immigrants.
- What downtown?
- No taxes
- Don't need a "downtown"
- You have no room to grow and haven't done a very good job in laying out the City

- Future neighborhoods should center around schools, parks, and transportation
- increase lot sizes - currently to small
- Replacement of Degrading Infrastructure
- Respect other's property. Pickup animal waste and trash.
- I don't know what "Compact Development" means
- Need more sidewalks.
- Like to see Keizer stay a bedroom community, less apartments
- more parks, playgrounds
- Keizer is all ready too developed
- I think it's a shame that a section of Keizer rapids couldn't be left as a natural habitat for the wildlife. It seems that someone thinks that it all needs to be parking lots and pavement
- cared for properties - landscaped, painted, no junk or cars in yard
- Development and growth with various living choices is important, however, I believe it also wise to have a great deal of open spaces.

## Q1E: Public Services

### Results by Rank According to Level of Importance

| Rank                                     | Answer Options                                | Very Important |            | Important |            | Somewhat Important |            | Not Important |            | Rating Average | Response Count |
|------------------------------------------|-----------------------------------------------|----------------|------------|-----------|------------|--------------------|------------|---------------|------------|----------------|----------------|
|                                          |                                               | Count          | Percentage | Count     | Percentage | Count              | Percentage | Count         | Percentage |                |                |
| 1                                        | Public safety                                 | 266            | 72%        | 85        | 23%        | 13                 | 4%         | 4             | 1%         | 1.33           | 368            |
| 2                                        | Quality public schools                        | 262            | 71%        | 87        | 24%        | 14                 | 4%         | 6             | 2%         | 1.36           | 368            |
| 3                                        | Well maintained streets and roads             | 202            | 55%        | 148       | 40%        | 17                 | 5%         | 3             | 1%         | 1.52           | 369            |
| 4                                        | Low property taxes compared with other cities | 177            | 48%        | 113       | 31%        | 59                 | 16%        | 21            | 6%         | 1.8            | 369            |
| 5                                        | Parks and recreational opportunities          | 135            | 36%        | 178       | 48%        | 47                 | 13%        | 13            | 3%         | 1.84           | 372            |
| 6                                        | Social services and "safety nets"             | 80             | 22%        | 161       | 44%        | 94                 | 26%        | 34            | 9%         | 2.23           | 368            |
| 7                                        | Library                                       | 105            | 28%        | 102       | 27%        | 81                 | 22%        | 87            | 23%        | 2.41           | 374            |
| Other important factors (please specify) |                                               |                |            |           |            |                    |            |               |            |                | 40             |

### Other Important Factors

- Extremely efficient city government
- Public Safety is not specific enough, Security, Low Crime, Good Fire and EMS, Strong Police Force, Scare crime away.
- Public/private partnerships not expecting City to provide all the above.
- Have enough parks but it is important to keep them maintained. Property taxes should reflect what we get which today is low. Should have quality schools but don't see that as a city function
- Don't promise what we can't afford
- Provide open spaces. the city does not belong in the recreation business, there are ample opportunities available for those interested.
- Fire & EMS Services
- We need ONE Fire department/District serving our community. Keizer Fire needs to be able to expand. Volunteers are great, but the public needs to realize that KFD is the only district its size that serves the population it does and DOES NOT have a fully paid engine company as other agencies that serve smaller areas do have a full paid engine. Volunteers cannot guarantee getting you the service you need...food for thought
- Have one fire station
- Maybe focus some more money on improving streets that actually need it instead of street that are doing just fine
- RECREATION DEPARTMENT, RECREATION DISTRICT
- We don't need the upheaval of last year with the little league fields. Keizer needs to be more active with its fields. Not just give contracts to the best bidder. Keep track to make sure all kids are being serviced by these fields. Yes, bring revenue, but not on the backs of the parents of kids just wanting to play.
- A property tax comparison to others is meaningless. Taxes should be based on quality and quantity of services citizens willing to pay for. Not knowing what is meant by "safety nets" I cannot make an informed reply.
- Sidewalks on Chemawa for my Bassett hound and I. It's scary at rush hours./Any hours.
- Crime Prevention, Neighborhood Watch, and active/strong Neighborhood Associations
- Why couldn't a new library be a "branch" library such as the West Salem branch?
- Using people who are willing to volunteer
- It'd be great to have a public pool

- Public safety is currently at a real good level.
  - A FULL SIZE LIBRARY IS EXTREMELY IMPORTANT. We should be embarrassed to be a city the size of Keizer with NO full size library. Look at Independence, Monmouth, etc.!
  - Salem's regional library is more than adequate to also serve Keizer. A library in Keizer would be a total waste of money that's needed to be spent on vital services.
  - More trees, less concrete
  - Smart Government
  - Adequate size of police department - not management
  - I feel a full scale Library is not necessary if proper usage of the Salem Public Library is coordinated. However, what the current Keizer Library is focusing on is terrific.
  - Controlling crime and reporting illegal immigrants to ICE
  - sell the stadium or rewrite the contract
  - By quality school, I assume it means that students actually learn how to be productive members of society and gain skills they will use in the future instead of the feel good testing and mediocre standards that are in place now.
  - Excellent library services are available with Salem; developing of a library here, independent of the Salem Public Library, is a waste of money.
  - Why would we need a library when we are within 5 miles of a great library? Parks and Rec as long as they can be maintained.
  - Library not really needed. Social services can be offered better by the state.
  - Training of Public works Personnel in Maintenance
  - Central Park w/play structure. PLEASE
  - I think adding a library should be a city priority. Libraries go hand in hand with education and literacy.
  - Require dog owners to pick up dog waste.
  - Parks need equipment for toddlers. Current playgrounds are too big for them.
  - Public schools are not the responsibility of the City. Although it might be a good idea to eliminate the School District and let local government provide schools!
  - Keizer has a library no new taxes
- Well maintained streets and roads don't do any good if they are too congested to drive on. A little planning ahead goes a long way.

## Q2: In 20 years, do you think Keizer will be...

| Answer Options                | Response Frequency | Response Count |
|-------------------------------|--------------------|----------------|
| A better place to live        | 56%                | 201            |
| A worse place to live         | 18%                | 64             |
| About the same as it is today | 26%                | 94             |
| Why?                          |                    | 231            |

### Why?

- I don't see Keizer having a real plan for the future at this point in time. Everyone talks about wanting to grow but if we don't have enough room in our schools or on our roads then there is no point. I don't think Keizer needs more subdivisions built with homes on top of each other where you can look out of your window and wave at your neighbor who is standing in theirs. I think we need to figure out how to improve what we already have rather than looking to expanding it.
- As time goes by, I hope we build on our past experience!
- I do not see the same pride I once saw in the 1980's when growing up. Although I am not a parent it seems as though the quality of the teachers that I have met that teach in Keizer's schools are less qualified than the generation of teachers who taught me at Cummings, Whitaker, and McNary. A bigger emphasis needs to be placed upon the Keizer Iris Festival especially now that the festival is moving its grounds to Keizer Station. Showcase Keizer's merchants, Keizer's charitable contributions, and arts but on all levels and not just with a select few "clique" oriented businesses and individuals. Seek out the entire community to help make the Keizer Iris Festival a festival that people plan all year in attending not just in the local community but throughout the region, similar say to Portland's Rose Festival, Newport's Seafood and Wine Festival, and McMinnville's UFO Festival. We need to compete friendly with Salem in making our community better and more special in everyway that they are and more. Embrace the younger generations and don't disenfranchise them as it currently seems to be done.
- Some neighborhoods (including mine) have seemed to deteriorated the last 7 years I have lived here. An influx of renters and lower income migrant families has created "blight" areas where no pride is taken in personal properties. Graffiti has increased and I pick up trash daily from the road and the front of my home. This does not happen in "better" neighborhoods I have lived. Same thing happened in North Salem years ago and it has not gotten any better - therefore, I don't think Keizer will improve.
- without change and ways to develop managed growth I do not see it improving or its desirability increasing.
- great citizen involvement and great business/governmental leadership
- More civic and recreational focus providing opportunities and sources of pride and celebration
- Keizer suffers from having only recently incorporated ('82). There is a lack of amenities (library, colleges, performing arts center) and a lack of basics (sidewalks). These deficiencies will improve over time if we have a vision of what is possible along with proper leadership and commitment from key people.
- Traffic Congestion increase with growth.
- Economics. Keizer's vision is unsustainable in the current tax supported structure.
- With proper planning and management.
- Keizer is fenced in: river on the West, Salem on the South, I-5 on East; only way to expand is North and three other jurisdictions have to agree to allow the expansion. Good planning, solid public works infrastructure growth including a new N/S traffic mainline will keep everything about the same, assuming all available ground within the UGB is utilized. Growth to the North if allowed is not infinite. New development should be less dense and we should keep our eyes open for additional open space to reserve for our community.....ie the wonderful cow pasture along Verda. The non wetland portion along with the floodway/wetland portion would be ideal to be added to the park land to the West.
- If we stop building on prime farm land and stop adding buildings so we can focus on what is here, then it will be better.

- Quality of citizens, leadership and economic development.
- Forward thinking leaders who are projecting where we will be and how we need to get there.
- Keizer is a wonderful place to live, just has a couple of hiccups now and then. I love Keizer and am proud to be a citizen here.
- Crime is on the rise, neighborhoods deteriorating
- Population increases tied to pollution, noise, traffic congestion, crime. I moved to Keizer as a child in 1962 - I have seen many positive changes and influences (local government control through formation of city, great Fire/Emergency services, and good public schools) and negative changes (population increase, change in criminal activity, noise, and traffic congestion).
- Hopefully the growth won't take away the unique spirit we have here in Keizer
- Because our city leaders will do a good job of planning today.
- As of now the city does a fairly good job keeping up with the needs of citizens. As long as we don't have a huge swing in the way the city does business for the worst. At this time the citizens of Keizer have a great quality of life compared to most others in the state.
- Because Keizer has a great volunteer community that will never let Keizer become a bad place to live
- In fill, small lots for houses
- No land to expand. Cost of services to economy.
- Until the city has more money it will be hard to grow successfully.
- Keizer has a small town mentality
- Over populated, over controlled by city officials. Gangs, traffic, over all poor leadership in the city and fire district.
- Because many residents, like me, are involved!
- We are working to make it better. If we plan to do better then we will.
- a lot of civic pride in Keizer interest groups are trying to keep Keizer livable and hopefully not big box stores
- "It is difficult to see in the future with the economy the way it is now.
- I don't see much growth because people will vote down any taxes or bonds.
- Personally I like Keizer the way it is except for the drug problems and the # of bars and the prevalence of the video lottery places.
- Don't get me wrong, I am an occasional visitor to Porters and Ringos but do we really need all of the others?"
- We believe in growth with an open mind with wisdom
- "IF we continue to jam our quaint community full of
- Low-cost housing, intense housing developments and multi level apartments will erase the ambiance of our reason to stay here and support our beautiful tree laden community."
- I think we have a city that tries to allow for checks and balances to keep tradition alive while dealing with urban growth.
- No major improvements over the last 20 years. I don't see City Hall improving much, other than protecting their own interests & pocketbooks.
- Because you will listen to the people and do what is right for the community.
- urban grows outward (inner city)
- The City get wiser as it grows in population and people get more involved.
- The quality of people in Keizer.
- Our current direction was a poor choice by our elected officials. We are a bedroom community, and that is what makes Keizer so great.
- I plan to be here for this time as well as my family
- There is going to be more people, and probably packed closer together!
- don't know
- Despite the city council's efforts at maintaining sprawl, energy prices are going to force more compact development and the availability of alternative modes of transportation.
- The visionaries of Keizer are conservative. Consequently, safety and business garner the most attention. This can only lead to boring stagnation and more of the same. Unfortunately for the city of Keizer and its citizens, it cannot relocate. It was always be a small town just above boring Salem. Try as you might, a giant strip mall only makes things far far worse, and all in the name of expansion and growth. How about an actual art space? Some form of entertainment other than high school plays and sports? Make a national buzz with some sort of ideology that is diametrically the opposite of complaining about phallic traffic poles. Such complaints only cry out of a deeply seeded sexual repression that turns the city into a national joke.
- Sometimes the Keizer Way doesn't work. Lower taxes will insure that Keizer residents will continue to recreate and read in Salem. The parks are fairly weak and there is no recreation department. I pray that Keizer Rapids Park

does not become a land grab. It would be nice if there were bathrooms and drinking fountains at the parks.

- I believe people will work hard to make it so.
- Too many people, too much development
- I have seen improvements with more sidewalks and other improvements from urban renewal funds. I am concerned about the increase in population and that people will want to change the urban growth boundaries which will use up neighboring farmland and increase traffic and congestion.
- Because our vision of a public library will have been realized.
- It will get too big, lose the small city charm and atmosphere, traffic congestion will be a headache.
- Hopefully, traffic will be controlled & we will have better/more opportunities for activities, shopping in Keizer
- If we keep our efforts towards improving the quality of life for those that live here now. Use resources to improve Keizer, not to make it bigger. Bigger is more costly and doesn't improve life for those here now.
- It depends upon Keizer leadership and spending.
- Keizer is already a nice place to live with competent government and excellent Fire and Police services.
- I enjoy that Keizer has family friendly, distinct neighborhoods. It gives the city a small town feel. However, we could benefit from an enhanced business district that provides opportunities not available elsewhere.
- "Stop trying to change the UGB.
- Keep the land we have and grow more park land"
- Because we still will not have a library, or a street cleaner that does both sides of the street or even every street. We also will be continuing to deal with people who do not want to pay for services necessary for a community of our size.
- We voted Keizer to keep from becoming Salem. Now we're competing to be the BIG City. The Charter was never to be full service.
- Hopefully the city will continue to focus on the basics like public protection (fire, police), infrastructure (water, sewer, road maint.) and livability (traffic, parks, shopping)
- Carefully planned growth and good use of resources - although we're one of the youngest cities in Oregon, our experience is growing!

- Because it currently is about the middle of the road and will probably continue to be.
- I see the constant back and forth with growth vs. limited growth being a hindrance to the developmental ideas, such as a downtown Keizer, more new homes, etc.
- I think it is trying to be too much of a big city. I have been in Keizer since before it was a city. It needs to remain quaint.
- I see Keizer as one of the more progressive cities in the Mid Valley. I think that the people and leadership share the same vision to see us grow as an independent and vibrant community. I believe that our community groups, non-profits, churches and businesses are willing to work together to make our event calendar work like a well oiled machine.
- Keizer has grown a lot since I've lived here... I think if it continues to grow and the citizen continues to work together it will only get better.
- I believe Keizer will be "different" in 20 years, that doesn't necessarily mean good or bad. We often put a value judgment on different when it's really nothing more than that. Assuming positive results from the survey and a proactive council, 20 years should produce a different and better Keizer.
- The positive attitude that exists already
- Local leaders and community involvement
- With each generation, morality, honesty, and integrity become less prevalent (and even less acceptable). The result is an increase in crime, more ex-felons on the streets and higher recidivism rates. Not only this city but our entire country is in a downward spiral that can only be stopped by returning to the Christian values and vision our nation was founded with. Only true revival can save this country.
- Because we're doing a Vision and will follow it up with specific actions to ensure it is better.
- Can't predict. It depends on the development decisions that are made. The mayor and city council need to make decisions that are in the best interest of its residents, not be in a co-development relationship with land developers. If they continue in the mode they have been in over the past couple of years, I expect Keizer to be a worse place to live, and predict River Road will be a non-viable business community. I hope that vision does not come to pass, but it will take a change in current practice.
- The community cares
- Lore Christopher will probably still be mayor and we will be stuck with more strip malls instead of a sense of community.

- "It depends, are we going to continue investing into more retail or big box stores? If so then it will be no better. If we invest in making the community more livable and less crowded with traffic then in may be a little better. Keizer is losing the small town feel it once had because city government is focused on growing too much way too fast without proper planning. Try fixing the traffic mess at Lockhaven and Chemawa. There is a lot of traffic congestion and too many accidents at that corner.
- Seems like Keizer gets a lot of negative press, let's invest in cleaning up the city's image. Look at the mess in the Clearview and Plymouth areas. Let's invest in cleaning up the gangs and drug dealers before spending more money on meandering sidewalks, art, fountains and traffic turn lane curbs."
- I am optimistic that individuals will become more engaged in community and participate in the process that directs government actions. If I am correct we will all be encouraged and more active in decision making resulting in a better Keizer.
- Pride!
- My daughter and kids and friends live here. I and my dog are old so we only have a few years to go, especially if there are no crosswalks at Newberg and Chemawa and no sidewalks on Chemawa.
- If the UGB is expanded and developers build homes with larger lots life will be better because we won't be living on top of our neighbors. If the Keizer Station is filled out as intended with some quality family style restaurants, life will be better. If suggested improvements for a north/south and east/west streets are implemented, life will be better. If Keizer puts itself on the map as a "destination of choice" for youth sports, life will be better. If Keizer takes over management of the KLL/KYSA fields and settles the "turf battle" between the two, life will be better. If Keizer works with Salem, Marion County, and Polk County to build a second bridge to the West Salem area, life will be better. If the City simply continues to manage its resources like they do today, life will be good. We have a great City who does not live outside its means.
- The development of Keizer Station provided an excellent opportunity to make badly needed traffic flow changes and my city has demonstrated its ability to "make it happen" with relative speed and efficiency. There are still a few traffic flow challenges, but watching the development has been impressive and made me stop and take note that our city government is doing its job well. I look forward to watching how Keizer continues to develop! Keep up the good work!
- I've seen some recent changes that I like & hope they continue. Especially the new Riverfront Park.
- Too much focus on growth. Potential of removing a lot of single family homes to create a down town.
- I do not think enough is done in keeping up the neighborhoods.
- Packing houses together does not make for better neighbors. Taking away peoples homes and paving over our good farm land does not make food any cheaper.
- "In the past thirty years, we've had more government, more taxes, and more growth.
- Keizer became its own city to stay small. Not become a competitor with Salem."
- Keizer is no longer the small town it was always meant to be
- I see both great things happening in Keizer, but still lots of challenges that need community-wide cooperation, especially centered around making great neighborhoods. I'm concerned that local businesses will struggle both now in the short-term (due to economic climate) but also the long-term if we continue to put all our funds into the mega-chain stores like at Keizer Station.
- With all the effort taking place for the city
- Keizer has always been very "shortsighted" and "cliquey" until that changes it will still be the same place. Decisions that are made should benefit all Keizer citizens not just the select few who have a louder voice than the rest.
- I have no problems as is. If it isn't broke don't fix it!
- Because Keizer will continue to mature and develop into a place with a personality and flavor all its own.
- Keizer is a medium city with a small town feel. I believe if the community stays that way while allowing some structured growth we will continue to be THE place to live in the Salem area.
- I HOPE IT'S A BETTER PLACE, THANKS TO YOUR VISION. I HAVE LIVED HERE ALL MY LIFE, (54 YEARS). I LIKE THE OLD KEIZER FAR BETTER, THE TRAFFIC IN KEIZER TAKES AWAY FROM THE SMALL TOWN FEEL IT USE TO HAVE. WHAT YOU HAVE DONE TO CHEMAWA ROAD, IS WHAT I HOPE YOU WILL DO TO VERDA, MAKING IT PEDESTRIAN AND CAR FRIENDLY. CHANGES LIKE THAT GREATLY IMPROVE KEIZER. THE THOUGHT OF A DOWNTOWN KEIZER AREA NEAR THE CITY HALL IS VERY EXCITING, I LOVE THAT IDEA. KEEP THE FOCUS ON FAMILIES AND COMMUNITY.
- "Keizer has made and is making an effort to develop a sense of community that includes all of its citizens.
- Keeping the community informed via email, newsletters and publicized community events promotes community awareness."
- Concerned that we might take on more than we are able to do well.

- Hopefully we as citizens have the good sense to curb development. Especially that which destroys the land and pollutes the water.
- Good planning, good reputation, good citizens
- I would like to choose better, but the way things are going now, I am not sure that will happen.
- I HOPE it will be better, but I worry about it getting overly commercialized with the same crap that's everywhere else. Back in the mid 90's when I was in the chamber, they wanted the shops and Keizer Station to be unique. So far, the same old stores everywhere else has. Trader Joe would be awesome since there's none down here. We need different eateries, not the same chains. We need to be unique. I know it's a problem getting certain businesses in because they fear our demographics, but they shouldn't, i don't think. Anyway, i also fear that Keizer will spread out too much and our nearby farm and country lands will be covered with mass produced housing.
- Excessive retail development which adds to crime and traffic congestion
- Because of an increase in apartment living which is now quite large and less in development of homes. Also, see the main roads (i.e. River Road) being turned into strip type malls. To me, that can lead to being an eyesore.
- The city council doesn't listen to it's citizens when it comes to big commercial industries "Area C" they sold out to "Big Box" retailers. Now, they are bringing into that area a group of people that may cause issues. Section 8 housing is not needed in Keizer and I'm tired of the council working with the developers and changing North Keizer into "Wal-Mart" zone. It is so obvious that the Section 8 people will be working at Wal-Mart. Keep the employee's close and make sure that those employees are easy to buy off. WTG City of Keizer.. Selling your souls to Big Business.
- Growth has not been controlled well for many years and the congestion and crime are increasing. The collapse of the housing market and economic downturn will help control the growth for awhile. There is also a chance Keizer Station will become an eyesore if many more businesses close. The civic center will probably look good in 20 years, but sure seems excessive now.
- Keizer is pretty nice now and it will be hard to improve much more.
- There would be more and better job opportunities and better transportation.
- It's growing too quickly. It's becoming just another suburb without a distinct identity.
- Traffic - every year the time it takes for me to get children to school, drive to a grocery store, or drive in the area takes longer!
- I would hope that it's a better place to live... All one can do is think positively, and do their part to help improve the city.
- It has already turned into a hell hole in my 30 years of living here. I cannot wait to get the hell out of this shithole of a town. My friends won't even come to Keizer anymore because of the Keystone Kops here.
- I would like to say better but, unless crime is reduced, more N/S main thoroughfares made to control traffic congestion, and we get some more "sit down" restaurants instead of another Drive thru, I don't see how Keizer will get better.
- I believe the city council will vote to open up the city limits. This will create urban sprawl. Will also aggravate people when they have to get out of their residences and drive anywhere. I already head straight to I-5 to get out of the River Road congestion. People are angry already - adding more people further out (probably northerly direction) will mean they head north to shop or again like myself, get onto the freeway to head to other stores that are less hassle to get to. I would love to shop locally. If you start up a downtown, build high density living quarters we can be more social and in turn help with community service and friendly attitudes.
- The city needs to make sure we have a viable trail system along Claggett creek and remember that when we plan that we have to consider that whatever we do today our kids will have to live with so we need to plan carefully and be thoughtful
- Becoming to crowded. Only one main street (river road) where all commercial is crammed onto. there are already neighborhoods in great neglect in this very small town. It looks as though Keizer will keep growing north but in reality, it should spend its money preserving what it has.
- Keizer Rapids Park will bring a lot to Keizer, as does Keizer Station. There is not much for tween and teen kids to do, except cause mischief. Need to have some facilities - roller skating, rock climbing, aquatics; teen center... the Kroc Center will be a great addition. Hard for kids to get around, so they tend to just hang out. Feel putting some monies into schools, library, rec opportunities is key for thriving community.
- It WILL be about the same as it is today, unless we take action to make it better.
- The city council as a whole is doing a great job of listening to the people who elected them.
- More people, congestion
- "The current economic situation of the country will impact the community. Resources are limited and will continue to be limited. City government seems too focused on development for development sake versus providing for quality development and family income wage jobs.

- Hopefully, the opportunity to create more of a downtown can "leap frog" from the decision to keep City Hall closer to City center and allow for the creation of a pedestrian friendly and active area within the community."
- I plan to volunteer more and make be active in the community so things that are important to me don't get overlooked.
- I like the pro active approach you are taking. I would like to know how I can help grow our community in a more positive, healthy direction.
- It could be better because there is enough civic energy to do it, but it would make taxes higher than people will be willing/able to pay.
- I'm not sure what the answer to this question will prove to be.
- We can always hope that each generation will improve things.
- Much of Keizer's Future is based on our location, population, that won't change much.
- Progressive leadership encouraging public involvement
- It is impossible to know that far ahead
- Operating city on a bare bones budget means keeping up with growth - just. But never being able to convince the citizens to spend for the future. Keizer will be a bigger bedroom in 20 years, but not necessarily a prettier one.
- It should have the opportunity to expand it's urban growth
- Because of Keizer's continued support of its citizens and the volunteerism that is strong among residents and businesses in Keizer. People live here because Keizer beautiful, safe and wraps around its residents. We could do better, especially in the area of appropriate youth activities and events and more meaningful youth engagement in civic opportunities, community planning, policy development, etc. As we move through this tough economic time, it is important for leadership to keep their eye on the future, looking for opportunities and to help provide needed to support to help residents sustain their livability and quality of life.
- Having a Gymnasium/Civic center will not provide enough revenue to justify the cost of developing the area currently used as homes and churches.
- If the city council listens to the public input regarding what types of businesses and learning opportunities the people want, especially library services and less fast food entities, our city will grow into a well-rounded home place to live.
- Limited growth opportunities
- I have lived in Keizer Since 1987 and River Rd has become another Lancaster Dr. Soon it will have to become a six lane highway in order to

accommodate the growth. STOP GROWING!!! Keizer does not need to become a huge metropolis. The small town atmosphere has gone which I so admired in the past. It is nice to see all the new park spaces opening up around town although I believe it would benefit the citizens and the city to charge a fee for the use of shelter areas along with groups of people above a certain said number of occupants in one area. (i.e.) sports fields and picnic facilities. I also believe the city of Keizer should implement a curfew on kids to be off the streets and out of the parks after dark or a specified time.

- It will no longer be a small place to live. I don't want to be another Salem. We have what we need here to live good, expect a discount grocery store like Win-Co. Not Wal-Mart. I think that would hurt the local stores. Get us a good restaurant out here to, like Cracker Barrel.
- I think Keizer's citizens are beginning to realize what it takes to make their community a better place: getting involved and helping to make the change.
- The city is not managing vehicle traffic properly. Things have gotten significantly worse in the last few years. City management is making poor decisions and serving other than the citizen's best interest and wishes.
- I have seen improvements just in the 8 years that I have lived in Keizer. People care about Keizer and have pride in the city. Keep up the good work and the citizens will follow.
- Don't know.
- As long as the housing growth doesn't overload the roads and schools. Developing places to shop and eat to keep Keizerites in town is very important. I love the feel of the community and how well kept the city is. If we keep these goals in mind then Keizer will always be my home.
- Because I think life is always getting better.
- People in Keizer are committed to our community. A major reason why this is the case is because our city government doesn't try to do everything, so people step in. This is good for the community and a great example for our kids
- B/C we have citizens that are motivated to make it a better place to live. Building a better community is everyone's responsibility.
- Good long range planning and a stable tax base.
- We have a solid volunteer core of people who genuinely care about this city from fire to emergency management. We MUST keep the California or "big city" attitude out of our town. We also must preserve and not loose sight of our farming roots and historic heritage. Thank You
- Limitations of economy, tax structure, and composition of citizens.

- We're headed into a very exciting time, historically. If Keizer can bring together its diverse population, it will be a much better place to live for one and all. Include some low-income/minorities in the decision making process(es) of the city. It seems to me - all too often - that just a handful of folks are running the show...
- The entire public is given a great amount of opportunities to be involved and provide input which has always made Keizer a better place.
- It sometimes feels as though our focus never broadens and that many who have lived in Keizer for a long time want no changes. I have been a resident of Keizer for 23 years and am sometimes frustrated by what seems to me to be a narrow, "but we've always done it like this" attitude. So, status quo seems likely.
- The determination of current activists in the community
- "Keizer is not controlling crime and working with ICE. There will be too many people where the ratio will most likely be
- That Keizer is an attraction for criminals and illegals."
- The involvement and investment of local faith communities and other non-profits are key to a successful community. I'm seeing some great organizations giving a lot into our youth, which is the next 20 years.
- There will likely be more retail stores to encourage residents to spent money locally. There will also likely be an expansion of the urban growth boundary
- It is growing and people seem to care about the city. There are community groups that care about the neighborhoods which is always a good sign.
- There always seems to be a lot of talking and effort going into community discussions, but the ball gets dropped from there.
- Cannot forecast this as our economy is in the toilet now and all things including taxes are on a downward spiral. Too hard to forecast 20years ahead when this cycle we are in supposedly economists are saying we will be in for 5-10 years. So, knowing this I would same about the same as today in 20years.
- Keizer is growing too fast and becoming too urban. Please stop the crammed in housing and waste of good farmland. Let's get back to our rural roots. Otherwise, we might as well be part of Salem.
- I think Keizer's a nice place to live right now, and I forsee that staying about the same. I've seen Keizer grow over the past 20 years and am happy with it. Would like to see specific neighborhoods to clean up appearances, and would like sidewalks in my neighborhood, but hopefully someday.
- more variety of business going in and river rd. beautification expanding to other streets
- The wonderful job that the mayor and city council is doing with long-range planning for the city. This includes Keizer Station and adding a Cherriots park and ride in central Keizer.
- Keizer is a little town and there's only so much you can force into this area. Most roads are as wide as they can get and if we continue to build it's going to get congested. I think if we're smart about where we build it would be a better outcome.
- I see an abundance of growth and growth potential. People like Keizer because of the close community and cleanliness.
- Keizer is progressive and is making the effort to grow with its residents' needs
- Hopefully will meet and exceed each year goal to make our town a great place to live and grow so our children and there children will call it there city.
- Too much growth without the infrastructure to accommodate it.
- We are on the right track now with the Keizer Station and are "on the map"
- Everyone takes pride in living in Keizer, where there is pride there is growth.
- Leadership cares
- no library, no sidewalks in many areas, no enforcement of rundown property
- Because we still have a volunteer spirit. Involved citizens make for a good city
- because of the development of Keizer Station, it has definitely improved our city and it is so nice to not have to drive far to get to those stores.
- Because people in Keizer care about their city. We work hard to make it a good place to live and raise children.
- Continued increase of drugs & violence
- I have lived in Keizer for 23 years but it seems to me that many people who have lived here for many years seem reluctant to see anything change.
- Unhindered illegal immigration is turning out once great country into a third world country.
- With the redevelopment of the commercial core being shifted out to Keizer Station our River Road commerce will suffer. We already have two big dead boxes out at KS which we didn't think we would see till at least 2012. With the bringing in of one more big box the economic shift will not be pretty. This is also allowing more minimum wage jobs causing more travel to and from Portland and Eugene. I think light rail would be appropriate to look at. Our homes will stay constant in value due to the lack of inventory and job resources... The average home in Keizer now is 31 years old. Without further growth the average age will be 51.... People want new, clean livability.

Without growth of homes or property value our tax structure will stay the same in the city and they will not be able to afford upgrading and maintaining our infrastructure.

- I cannot predict the future and won't even try. Keizer, along with the rest of the country has a lot of work ahead and we the citizens need to learn how we can take care of ourselves, rather than lean on the government as a crutch.
- the city government and policy makers are quite good
- Because better is what we want....
- The city is looking for growth and community working together for one goal.
- Keizer, as a city, has a number of limitations, which is not necessarily bad. The city is landlocked, providing some limitations. On the other hand, the city's efforts/desires to expand its urban growth boundary have the potential to reduce the city's livability. We can envision an increase in the city's livability with constraints on its population growth.
- Our forefathers and mothers have done a bang up job. Let's keep it status quo and stop reaching to make things bigger. Let's beautify what exists now rather than tearing down the old to install new. Look at Coffee Paradigm; it is old fashioned for today's world.
- I think that in 20 years, Keizer will have evolved and modernized to fit the current needs. We will get some of the things that would be very nice to have such as a community center where the youth can gather and stay out of trouble.
- The economy will keep the city from being able to do anything but retain present services.
- to much growth and congestion
- We will conserve green spaces for future generations and have more opportunities for employments
- They have good leadership in place
- We are going in right direction with talking about the issues and you are listening
- Too much growth. Not what we incorporated for
- It will be the same if it keeps going as it is. The main employees down at City Hall will be long gone and the main stays and families will still be here trying to undo all the mistakes that the City is making and will keep on making until we the people take charge of our City again.
- Current leadership has been very active and progressive, (e.g. Parks Master Plan), but how the City redevelops and plans future growth today will have a huge impact in 20 years.
- We are growing responsibly and we have good city leaders.
- Hopefully a better place to live. It would depend on the economy. The use of our tax dollars and if Keizer could draw job opportunities for our citizens.
- If we all work together and listen to one another we can grow, remain a great place to live and raise a family, and Keizer and its citizens and businesses can prosper. Keep crime down.
- Without the proper education of the Keizer workforce in Quality Control Measures the Infrastructure will degrade at a rate faster than the normal.
- Because Keizer citizens are concerned about their future.
- We're always playing catch-up.
- If we continue to invest in parks, arts and quality of life concerns
- I like Keizer the way it is. While the River Road corridor has become more attractive, I think we have enough water features (not green unless the water is recirculated), we have enough in-fill with putting multi-family housing in where residential lots used to be. I could see older homes being replaced with newer homes, but not much more in the multi-family housing area. It puts too much burden on existing infrastructure.
- Change always brings good and bad.
- We are energized and the link between business, civic, and government is stronger than ever with solid leadership in all areas!
- Overcrowding, the majority of cars on the main streets are just passing through. The majority of small businesses on the main roads cannot entice customers to stop in from their commute to and from work. Keizer needs to assist these small businesses, the backbone of this small town, to save the atmosphere that most people want to live in.
- Because of the quality of our city employees and volunteers
- Close monitoring of city affairs and needs of the community. (Good Job)
- I think there is a strong infrastructure so that the positive and negative factors will be evened out.
- Given the conservative leanings of its residents and government, I doubt that Keizer will be willing to spend any money or except proposals that encourage future change.

- The current city council works very well together. Keep it up and it will be a better place. Just remember to keep asking private citizens for their opinions and then listen to them.
- Because people are saying things are going to change in the future and also that's what the president OBAMA! said
- I believe Keizer will be a better place, because I think we will have more parks and less noise at night, and during the day.
- I hope it will be a better place to live; I dread it could well be a worse place to live; I believe it will be about the same...because it WILL be bigger & have more people, but growth always brings crowding & the problems of poverty, drugs, & gangs, all of which have become more & more apparent in Keizer over the last 20-30 years.
- Traffic will be the problem with denser housing.
- Because all the advancements.
- No ability to tax citizens for amenities that would make it a nice community. Short-sighted leadership.
- Too damn many people already and it appears we are trying to make room for more.
- Growth and current policy direction
- It's a pretty nice place to live now. And i have only seen improvements. So i would hope that will not change.
- "You are trying to make it like Salem, a bigger city.
- Keep it small no more growth!"
- Too many new subdivisions and growth. I moved here for the small town atmosphere.
- always room for improvement
- We seem to be growing more than we can comfortably accommodate.
- The city of Keizer is notorious for being short sighted, until that changes Keizer will be the same old place.
- The way the housing areas look off of River Road - Verda etc. except for McNary and the Meadows -indicated people do not have homeowner pride. They let their homes/property deteriorate and that affects everyone on the block.
- "I say, I honestly do not know much about Keizer, I do not live there, but my mother does and I visit her often. Keizer appears to be a nice place, if a little small for me. It is my opinion that any community leadership that asks the

community at large what is important and what is not and takes into account all variables known and theorized, that that community can only move forward unless besieged by outside influences. Lack of land is a bad thing, but there is only so much of it available to anyone. Allowing for a shaded grassy area below buildings and sunny resting areas above buildings. Utilizing all space available is important.

- I grew up in Northern California, I saw farmers go under and industry and malls move in, at the same time I watched the air quality decline and the income diminish. From what I see in Keizer, it is young, and could flourish if it moves in the right directions."
- "I see Keizer continuing to be a bedroom community to provide employees to the state government and local services. At this point I don't see our role changing because we simply don't have the space to develop industrial employers or service type employers that will change our basic form. We have a regional shopping center that isn't complete, a major park that will require another 10-15 years to develop, and a civic center nearing completion that will serve us for at least a generation.
- Explosive growth will destroy our fabric. Whether we build up in the form of apartment complexes or outward by spreading into nearby farmland will unalterably change the character of Keizer. I think our focus should be to manage what we have in a sustainable way, rebuild and improve the deteriorating areas in our city, and continue to improve infrastructure that we enjoy. Moderate and managed growth must be considered, but I do not support expansion at taxpayer expense."
- City government acts like they want to know what the citizens want and then does what a few key city councilors and the mayor want to do anyway, 2) Too much "scope creep" to trying to have Keizer be all things to all people and away from its roots as a simple, fiscally responsible, low tax city, 3) Too much influx of low SES, 4) Too many apartments, 5) Police have to spend too much capacity on low SES issues (drugs & alcohol, fights/assaults, burglaries, vandalism) instead of quality of life issues for those of us who pay the most taxes and stay out of trouble with the law (how about more patrols on the streets of nicer neighborhoods, slow down traffic on secondary and residential streets, get control of noise (music thumping from cars, dogs barking, loud cars, violations of ordinances re: fences, broken down cars on streets, RVs improperly parked, and on and on), 6) Too much of an old boys/girls network in town, 7) Crappy land use planning (allowing too small of lots for too big houses, crowded/narrow streets, allowing unsightly yards at homes and BUSINESSES!, allowing residences to park garbage and recycling cans anywhere instead of out of sight, permitting the Iris festival to leave town and go out to Keizer Station further deteriorating any hope of the real Keizer from surviving/thriving, poor traffic "engineering" (can't we hire real traffic engineers? Try paying the City Manager about 2/3 of what he is currently

overpaid to help fund such critical positions), allowing River Road to become another Lancaster or Wallace Rd., and more.

- We/You need to balance commercial growth with quality of life. I don't want Keizer to become another Salem. Watch what you are doing on the East Side (Keizer Station). It is not a destination for long-time Keizer residence.
- Because we care now. The steps that we take as citizens to create a better place today will carry over to improve our city as time goes by with or without growth.
- Improvements in public transportation that include more effective reach throughout the city; growth of Keizer Station as well as growth of downtown. To prevent greater congestion on River Rd, an improved traffic grid and more sensible distribution of signals.
- The City is finally taking the traffic issues in our city seriously. Public Safety (Police) appears to be coming off the back burner.
- Efforts are made to improve the city
- The city will grow and with growth will come new problems. These will be solved, but that brings us back to being about the same as today.
- Because identifying a vision seems to be important to Keizer. Also because of Keizer's history and pride. I also feel hopeful because of the progress already made; I love the art and beautification of "downtown".

### Q3: What are Keizer's three greatest strengths today?

- Keizer Fire District
- Schools
- Size
- New City Hall and Civic Center project
- sense of community
- Devoted City Council and Volunteers
- Sense of community
- volunteer attitude
- Entrepreneurial spirit
- Mix of land use.
- Livability
- Spirit
- Not a big over developed city
- livability and volunteerism
- small size
- Quality of citizens
- Volunteerism
- Keeping within budgets
- none
- Good core group of leaders (gov and civic) who care about the community
- good parks
- police
- Location (I-5, Willamette, north (Portland side) of Salem
- Public Safety
- Tax rate
- Volunteerism
- Community driven
- Volunteer's
- Low taxes
- Big sense of community
- pride
- Quality of life
- Community Spirit
- people
- families
- The volunteer attitude
- Citizen involvement
- Beauty with nature
- People / community
- Low Government Cost
- emergency response services
- low taxes
- Keizer Fire District
- community
- volunteers
- Community
- Low-cost government
- The Fire department
- It's not Salem
- Good use of tax payer dollars
- The people
- Its citizens
- The Citizens
- Low taxes
- accessibility
- Some elbow room.
- FIRE DEPARTMENT
- lower taxes
- Low crime rate
- Volunteerism
- safe
- Volunteer groups seem to do about everything.
- community identity
- community involvement
- Quality of living
- volunteers
- solid volunteer base
- small town feel
- Commitment to Parks/open spaces
- Small size
- Location
- Good Fire and Police
- Quality of life and convenient location
- Low crime
- Small town feel
- Volunteers
- Police/Fire protection
- small city
- City Council members committed to City's well-being
- community involvement
- Commuting access to Portland
- friendly people
- Small town feel
- Community
- Location - The first major city off I-5
- Cleanliness
- Strong vital neighborhoods
- Public awareness
- Police Department
- Excellent City Manager and Mayor (LEADERSHIP!)
- Sense of community; community spirit
- Established neighborhoods
- Fire Department
- The city is clean. Clean streets say that a community is working toward something better.
- Hard working people
- Living with the resources we have
- Cows still exist in the middle of my neighborhood instead of strip malls!

- Public Schools
- public safety
- Single family homes
- Lots of trees
- volunteer police
- Citizens
- Forward-looking council and staff
- It's small size
- good schools
- Small town appeal
- livable neighborhoods
- Small town feel
- THE NEIGHBORHOODS
- volunteer promotion
- Renewal
- our farm lands.
- Independent community
- Police Department
- small town feel
- quality of life is pretty good so far
- Small size
- Volunteers
- Its Citizens
- Good, caring, family oriented people.
- Walkability along River Road
- Low taxes
- community
- Fire/EMT
- "small town" feel
- None
- Great city leaders with positive outlooks
- It has a great high school! That is why we chose to move back to Keizer after swearing that we would never live here again as teens :)
- location
- small town next to large town
- People
- Good people with a vision.
- River Road improvements.
- Safety
- a size that allows for the feeling (for the most part) of a cohesive community
- community spirit
- low taxes
- leadership
- Civic Leadership
- dedicated city officials
- livability
- livability
- Small City
- community spirit
- Sense of community
- Livability
- A small town feeling.
- effective city government
- schools
- People - volunteers
- community
- Small
- It's friendly community
- location
- Low property tax
- Independent
- Being a small town
- Home town feel
- Community
- small town community feel
- Appealing atmosphere
- People
- Strong community spirit
- Small town atmosphere
- professional, dedicated and loyal city hall staff
- Small town recognition
- Keizer Rapids Park
- Low Tax Rate
- dedicated visionary volunteers
- Lower taxes
- Low cost
- Community Organizations
- A strong sense of community
- Law Enforcement
- Clean city
- Sense of community
- We are not Salem
- small town feel
- Co-operation
- Still has a "small town" feel.
- clean
- Keizer Heritage Center & Art Association
- Keizer Station
- Small town feeling
- Location
- Nice neighborhood-McNary Estates
- location
- Volunteerism
- Keizer Station
- Law enforcement
- volunteerism
- Sense of community
- Housing
- Volunteerism
- Small town feel
- a local government who is trying to do what is best for the people
- Sense of Community
- Community Support
- small town feel
- small and convenient shopping
- Public services - fire and police
- good volunteer group
- people

- A great Mayor
- Small
- A variety of services are available
- community feel
- Great city chamber
- small town feel
- Volunteers
- small town
- It could be a wonderful community to live in
- Great Public Works staff and City Manager
- small town feel
- Good Leadership
- beautiful community
- Low Taxes
- Fiscally Sound
- The people working for the City of Keizer
- Law enforcement
- the friendly people
- volunteers
- cost of living
- Good neighborhoods
- Sense of community
- Pride in community.
- quality elementary schools
- Its Location
- schools
- low taxes
- community
- Its people
- Low to moderate taxes
- Its size is manageable
- Keizer Station
- the places that have been built
- Lots of youth sports & parent participation therein
- community support
- Location north of Salem
- volunteer base is strong
- Fire district
- Volunteers
- Limited traffic
- Proximity to other areas
- Small City Environment
- police
- Low-cost government
- Low tax rate
- managing money responsibly with transparency
- community togetherness
- Location
- good water
- proximity to I-5
- nice town
- Community pride
- Keizer station
- City Leadership
- Low Taxes
- Parks
- Still small
- Committed fire department
- Volunteers
- Emphasis on core functions of government
- Livability
- Control government spending
- low taxes
- Location
- People
- Keizer Police Department
- Parks
- Structure
- Proximity to Portland and Salem geographically
- volunteers
- The Willamette River- Keizer Rapids Park
- Hub to Portland or the Coast
- thoughtful growth
- Community identity
- Neighborhood atmosphere.
- Volunteerism
- Pride
- open spaces still visible
- The current City Council
- everything we need is right here
- Leadership
- Small town feel with big city opportunities
- Open to new ideas-
- Good central geographic location to other locales (mountains, lakes, rivers, coast)
- landscaping improvements
- commercial growth
- Community Spirit and Volunteerism
- City Budget
- No "downtown"
- Entertainment, i.e. Keizer fest river fest
- volunteerism
- size
- Good fire department
- Location, Location for everything to do
- sprit
- Low crime rate
- Strong Local government
- civic pride
- people who care about others
- The small town feel
- friendly community
- Volunteers
- Location
- the new Keizer Station
- close to Salem with limited congestion

- Nice community
- not a lot of traffic issues
- Keizer rapids park
- Location
- Small-town feeling
- The Police Department
- It's kind of a smaller town
- Providing good services - all departments
- Mayor
- The Fire District
- The Fire District
- Youth athletic programs
- friendliness
- Generally conservative politics.
- YOUTH SPORTS
- lower taxes
- lower taxes
- fast food
- Cultural diversity
- volunteerism
- safe community
- Volunteers
- schools
- great water
- nice residential areas
- Affordable Housing
- Small, local businesses
- Location
- Community involvement is GOOD!
- Police and Fire services
- Clean neighborhoods
- easy to access government (willing to listen)
- Police Dept.
- Public works (water, sewer, roads)
- safe city to live
- Location on I-5 Corridor is a big advantage
- green & clean
- Affordable housing
- convenience
- Community pride
- Volunteering
- Strong Volunteer base
- Sense of community
- Strong central core retail/commercial district
- enthusiasm
- Volunteerism
- Citizen Involvement and volunteerism.
- Schools
- Potential for upscale living
- Police Department
- A visible active police force sending a message that crime does not pay here. With regular patrols people feel safe and criminals do not get the chance to lurk.
- Young people
- Police Services
- Low crime rate.
- Clean Town
- civic organization
- neighborhoods
- Decent taxes
- Water system
- light traffic
- Big town shopping
- schools
- Clean
- PARKS
- efforts at attracting business
- Manageable size
- our library
- Parks and recreational opportunities
- Schools
- new dog park
- Caring citizens
- Good parks
- Affordable Property Taxes
- Its Size
- Its volunteer organizations: Churches, the Chamber, Rotary, etc.
- small retail along River Road
- Low Taxes
- volunteerism
- Police
- very clean
- None
- Good police and fire departments
- Lower taxes. Low city operating costs.
- potential
- school districts
- Vision
- Close to city services, yet maintain country feel.
- Good communication between City and residents.
- Convenience
- Citizen support of its youth by supporting its schools
- growth
- well run city
- identity
- Police Dept
- volunteers
- low population density
- low taxes
- Low Taxes
- low crime
- Low taxes
- Volunteerism
- Access to malls and other forms of entertainment.
- Good infrastructure
- kids recreational opportunities

- City management
- Location
- good police
- It's police department
- accessibility
- Low crime
- affordable
- elementary schools are good
- city leadership
- Cleanliness
- safe community
- Slow but smart growth
- Low taxes
- Excellent city manager
- Volunteer spirit
- dedicated volunteers
- Live within budget
- Keizer Station
- Responsiveness to Citizens Needs
- Enthusiasm
- Great local Newspaper
- Location
- People
- Wise government spending
- Communication with residents
- Neighborhood Watch program
- New River Road image (Wells Fargo sidewalk, Chemawa sidewalk, etc.)
- Living costs are less
- nice main drive
- City identity
- Has a good variety of shopping.
- affordable
- Community spirit & caring for one another
- Keizer Rapids Park
- Close to Portland and Eugene
- friendly/welcome
- Close to I-5, easy commute to PDX area
- Keizer Rapids Park
- good schools
- Community strength/Strength of citizens.
- small community
- Developing retail outlets
- Public Safety
- low taxes
- Keizer Station
- Size
- Small town atmosphere with all amenities
- new growth
- Great schools
- Forward thinking city government
- Homogeneous
- Community involvement
- Lots of open, undeveloped lands...see the cows?
- Clean
- Traffic, while heavy, is manageable
- in touch government
- willingness to invest in the community
- police dept. is great
- Setting
- Progressive Council leadership
- everything is close
- Community Identity
- Small town
- Water quality
- Volunteers in Keizer
- recycling
- proximity to Portland
- Staats lake
- Keizer Rapids Park
- Public safety
- Cleanliness
- Youth energy.
- River Road attractive and functional
- Sports(recreation) and Parks
- community care
- low population
- government
- Its infrastructure
- Relative small size allows for close monitoring
- Most of its citizens are hard-working middle class
- River Road improvements
- population
- A few good businesses to draw shoppers & keep Keizerites shopping "in-house"
- Range in types of housing
- small and rural nature
- Water/public works
- lack of room for endless growth
- Friendly people
- Small town feel
- Excellent Schools
- clean downtown
- Location (close to I-5 and mid valley)
- Volunteers
- our own local fire and police dept
- not big city
- Location
- good schools
- Keizer Station
- All the fixing up so the town looks good.
- Volunteer
- Community Involvement/Volunteers
- Safety
- Community
- Relatively good water

- Good schools
  - Committed leadership
  - Lower property tax rates
  - Affordability
  - Encourage volunteers
  - community support
  - Parks
  - People
  - Livability
  - Police
  - Location
  - strong youth sports programs
  - newer buildings and streets
  - Community identity events: Christmas tree lighting, Miracle Light Display, Iris Festival
  - green spaces - art
  - Lean and effective city government
  - Looking forward toward and planning for the future
  - Volunteerism
  - good government
  - The current Police Dept
  - we don't have far to go if we want more variety
  - Volunteers
  
  - Good clean City
  - A supportive citizenship (want a good quality of life)
- Quality of Life (low crime, low congestion, etc)
  - City Taxes
  - youth sports
  - pride
  - cost of housing
  - Big citizen involvement
  - volunteerism
  - Proximity to other regions
  - Controlled Growth
  - volunteerism
  - affordable housing
  - The spirit
  - size
  - small town
  - Size
  - good schools
  - community spirit
  - Friendly
  - schools
  - Keizer Station
  - Leadership
  - Good location (mid-valley on I-5)
  - Opportunity to grow
  - Homey feel
  - managing development
  - council
  - Our Parks
  - The Police Department
- Access to Interstate
  - activities
  - Pretty good infrastructure.
  - SAFE PLACE
  - lower taxes
  - our aquifer
  - A sense of community
  - control of growth
  - fiscally sound
  - Vision
  - parks
  - small town feel
  - well thought out development
  - Commitment to Keizer Station AND downtown development
  - Avoiding sameness of the nameless malls and developments.
  - Location
  - This survey
  - Excellent Financial Control
  - Strong sense of community
  - Growing community
  - Still somewhat small
  - Livability (parks, river road development)
  - great schools
  - Healthy, safe place to live
  - small town atmosphere
  - Professional Baseball Team
- Keizer target station
  - Low property taxes
  - Aesthetically pleasing
  - Excellent schools
  - planning
  - Fire District
  - Visibility from I-5.
  - Spirit of volunteerism
  - A separate identity from Salem
  - Public Works - Parks
  - A city government that encourages participation and input of its citizens.
  - Generally happy people if it doesn't rain too much
  - Controlled development
  - The open space provided by our natural, undeveloped areas as well as our parks.
  - Not too big
  - a very nice city to live in
  - Good government - so far
  - Volunteers for Fire Dist., youth activities
  - nice parks
  - friendly people
  - safe
  - sense of community
  - IT'S SCHOOLS
  - promoting livability
  - Low crime rate

- our volunteers
- Feeling of a small community
- citizens
- geo location
- reasonable taxes except for Urban Renewal District
- Communication between community and leadership
- Its Serenity
- Central location: close to Portland, Eugene, Salem, I-5, the coast, and mountains.
- housing-to-retail ratio
- Low Taxes
- a great place to live
- Tax Structure
- None
- A "nice" look to the whole city.
- Not blowing money on wasteful projects (45th parallel idea, expensive signs to depict the different neighborhoods or areas of Keizer). Being fiscally conservative.
- citizens
- newer residential subdivisions
- looking to future
- Good schools.
- Traffic
- a location accessible to many different activities
- improvements to date
- relatively crime free
- growth
- Volunteerism
- small town feel
- green spaces
- small town atmosphere
- Pretty good city management
- low taxes
- great water
- Sense of community
- Clean, and modern.
- size
- quiet, safe residential areas
- Not tied to Salem
- public services
- good business
- It's heritage center
- friendliness
- compact & comfortable
- local shopping available close by
- Keizer Station
- Police and Fire
- high percentage of homeownership
- Leaders
- schools
- support for local business- both existing and new
- Common sense and get it done approach to issues
- longevity of citizens living in the city
- Open minded leaders
- Public Parks
- Dedicated Caring Staff
- many dedicated city staffers
- Location, close to Salem, beach, country
- Size
- Youth
- Crime is relatively low and the city doesn't have many of the problems larger cities do
- fire service
- Good city leaders
- The cattle in the city. Love it!!!!
- close to i-5
- Strong leadership
- Always improving.
- small community
- Keizer Station
- Safe place to live
- clean
- Fire Dept
- city government
- Proximity to Salem and I-5
- Council willing to listen
- Safe
- Development - current & future
- location
- convenient location
- Volunteerism
- good government
- safe
- A decent police force
- Traditional
- A very strong school system
- location
- positive outlook
- fire dept is great
- Hard working long time residents
- Volunteerism
- Family focused
- Friendly and generally safe
- Parks
- friendly neighborhoods
- Willamette mission park
- Keizer Station
- Public safety
- Hope.
- new city center complex
- Art
- fairly low crime
- public safety
- public safety
- The city employees
- Volunteerism
- Community activism
- public schools

- Small-town pride and friendliness
  - People in the community working for a better city
  - families are predominant demographic
  - Police dept
  - small town atmosphere
  - Nice shops (Keizer Station)
  - Big League Ball Team
  - Close to Metro area
  - nursing homes
  - Safe place to live.
  - Sense of community
  - small town feel, but Keizer station shopping abundance
  - Location
  - good water
  - Low property taxes
  - Community Input
  - Pro-growth
  - Roads (The ones that I travel.)
  - Relatively lower taxes
  - Quiet, safe place to live
  - Business community connectivity and strength
  - Safety
  - Keep government small
  - limited bureaucracy
  - Business
  - People
- The improvement to "downtown" area and the Keizer Station.

#### Q4: What will Keizer's three greatest strengths be in 20 years?

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| <ul style="list-style-type: none"> <li>▪ Public Safety</li> <li>▪ I hope Schools</li> <li>▪ Location</li> <li>▪ Development and gentrification of older Keizer neighborhoods into a River Road &amp; Chemawa Road downtown city center</li> <li>▪ volunteers - if we keep that focus</li> <li>▪ It could be quality of housing &amp; schools</li> <li>▪ Much bigger and diversified local economy</li> <li>▪ urban development</li> <li>▪ Community spaces</li> <li>▪ Planning done in 2009</li> <li>▪ good government</li> <li>▪ livability</li> <li>▪ small cozy size</li> <li>▪ Quality of citizens</li> <li>▪ Strong support from community</li> <li>▪ won't be any if things don't change</li> <li>▪ Quality place to live compared to other communities</li> <li>▪ access to freeway</li> <li>▪ Location (I-5, Willamette, north (Portland side) of Salem</li> <li>▪ Public Safety</li> <li>▪ Keizer Parks</li> <li>▪ community driven</li> </ul> | <ul style="list-style-type: none"> <li>▪ I don't see any, I see us taking a down turn</li> <li>▪ same as above</li> <li>▪ Location to everything</li> <li>▪ pride</li> <li>▪ Quality of life</li> <li>▪ Community Spirit</li> <li>▪ people</li> <li>▪ families</li> <li>▪ I have no idea</li> <li>▪ because of Community involvement</li> <li>▪ I fear growth</li> <li>▪ Low government cost</li> <li>▪ hopefully the same as above</li> <li>▪ Keizer Fire District</li> <li>▪ same as above</li> <li>▪ Location</li> <li>▪ Hopefully low-cost government</li> <li>▪ Fire department</li> <li>▪ A great waterfront park (Keizer Rapids, or other)</li> <li>▪ Wise use of taxpayer dollars, staying within budget</li> <li>▪ The people</li> <li>▪ Its citizens</li> <li>▪ I wish I knew</li> <li>▪ Access to Interstate</li> </ul> | <ul style="list-style-type: none"> <li>▪ same</li> <li>▪ Depends on decisions made today!</li> <li>▪ lower taxes</li> <li>▪ Who knows</li> <li>▪ location</li> <li>▪ safe</li> <li>▪ A sense of community</li> <li>▪ education</li> <li>▪ safe community</li> <li>▪ volunteers</li> <li>▪ great water</li> <li>▪ shopping centers besides going to Salem</li> <li>▪ Commitment to parks/open spaces</li> <li>▪ Small size, if we are careful and don't get sucked into developers dreams.</li> <li>▪ The same</li> <li>▪ ask me then, can 't tell the future</li> <li>▪ Same</li> <li>▪ small town feel</li> <li>▪ Livability</li> <li>▪ Small City</li> <li>▪ Vibrant community on the I-5 Corridor w/citizen involvement</li> <li>▪ Commuting access to Portland</li> <li>▪ Hopefully the addition of a WinCo or Wal-mart @ Keizer Station</li> </ul> | <ul style="list-style-type: none"> <li>▪ Community</li> <li>▪ Community spirit through service (business, non-profit, churches, community groups)</li> <li>▪ More to do</li> <li>▪ Hopefully the same as above....</li> <li>▪ continued awareness</li> <li>▪ Police Department</li> <li>▪ A strong economy based on "basic" industrial jobs.</li> <li>▪ No way to predict</li> <li>▪ Hopefully, more owned properties</li> <li>▪ Fire Department</li> <li>▪ The attention being paid to planning now for the future of Keizer 20 years from now.</li> <li>▪ Hard working people.</li> <li>▪ A full service City (no library needed)</li> <li>▪ Still having the natural, undeveloped open space and parks that are available now.</li> <li>▪ Citizens</li> <li>▪ Access to the River - keep the progress going</li> <li>▪ Hopefully it is still small</li> <li>▪ I hope the above mentioned items</li> <li>▪ Small town feel</li> <li>▪ NEIGHBORHOODS</li> <li>▪ livability</li> </ul> |
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- a lack of big box stores.
- Independent community
- Commercial Development
- more self-sufficiency
- Hopefully, continued Volunteers
- The Citizens of Keizer
- The people
- affordable housing
- none
- hopefully the same as above
- Kroc Center (I know it is not in Keizer, but it is so close!)
- quality of life
- hopefully, a small town
- Cultural
- I hope a safe place to live.
- Same I hope
- its location within an area that is accessible to a variety of services and amenities
- community spirit
- hopefully same as the today strengths
- jobs
- Staying small
- sustain, control population growth
- same
- Budget Management
- community spirit
- close to Portland via light rail
- Strong, meaningful youth civic engagement
- Access to surrounding entertainment etc.
- same
- parks
- People - volunteers
- hopefully a council to stop the growth
- to big
- It's parks
- location
- Independent
- tight community that works together
- Willamette River
- Government
- small town community feel
- same
- People
- God willing the 3 listed above
- Strong government
- A public library!
- Low Tax Rate
- revitalization of upcoming volunteers
- Depends of what they do today.
- Low government cost
- Community Organizations
- law enforcement
- Technology
- The cattle in the city. Best thing ever!
- more variety of retail
- Long range planning
- Hopefully the same as I listed for today's.
- jobs
- Community spirit
- unknown
- Close to Portland and Eugene
- community focus
- none
- Volunteerism
- Keizer Station
- I have no idea
- Housing
- I already gave my opinion about the future
- Same
- Strong community support
- more people working local
- schools
- Public services - fire and police
- same
- Hopefully a great volunteer Mayor
- Small
- Managed growth and good living conditions.
- location
- freeway access
- Have no idea
- Family-friendly
- Prime location with proximity to Salem and Portland
- Location mid Willamette Valley
- growth with a small community feeling
- Good forethought on growth & design (hopefully)
- Public Safety
- proximity to Portland
- Keizer rapids park
- Quality of life
- Addition of a library
- People wanting good things for Keizer.
- parks and green spaces
- Its location (central hub for meeting, business, sports, etc)
- big business oriented (really not a good thing)
- community
- Maintenance of an adequate tax base
- Keizer Station
- I would hope, more of the same, plus more "core businesses" to keep Keizerites shopping close to home and draw shoppers from other nearby areas.
- To keep the small town feel
- proximity to Portland
- Volunteers - I hope

- Growth - sleeper to Portland
- Proximity to other areas
- Not sure
- law enforcement
- Location
- Low tax rate
- hopefully top rated schools
- Location
- Who can really say?
- proximity to I-5
- none
- Same as above
- Depends on what the local government and private citizens do to improve their individual homes like the city is trying to improve River Road
- Unknown
- Proximity to I5
- Committed fire department
- Business community connectivity & strength
- Hopefully the Same
- Control government spending
- Location
- A public library - FINALLY.
- Livability
- Keizer businesses
- Variety of housing stock
- Keizer Station
- Natural resources and leadership in sustainable community
- Sense of community that encourages participation
- Community identity
- alternative transportation
- Improved neighborhood basics--sidewalks, lighting
- Commitment to the vision
- Proper planning
- Continued volunteerism
- Still has prime farm land to continue growing amazing food
- Leadership
- Well planned growth
- Good central location
- access to parks
- Community Spirit and Volunteerism
- City funding
- Volunteerism
- volunteerism
- Citizen involvement
- Sprit
- Low crime rate
- Strong Local Government
- Civic pride
- People still caring
- Loss of natural beauty falling to housing
- Location
- More housing opportunities
- Hopefully livability
- Community
- "Modern" city with small town appeal
- police department
- It still won't be Salem
- Managing growth
- Who ever us Mayor
- The Fire District
- Access to river via parks
- Same
- Retail opportunities.
- infrastructure maintenance
- Fast food
- Safety improvement
- Fiscally sound hopefully
- Schools
- Solid volunteer base
- Nice residential areas
- Commitment to jobs/shopping
- Near a real urban area, without urban woes.
- Green spaces
- Housing values
- Safe City
- Still a healthy, safe place to live
- Access to the Willamette river for recreation
- Community pride
- Volunteering
- A green manufacturing hub - We will seize the wheel and steer the ship
- City wide wi-fi internet
- Volunteerism
- Low juvenile crime rate due to library and rec programs.
- Fewer rentals
- Police Department
- A solid community
- Older people
- Lots of retail, restaurant and entertainment choices
- Low crime rate.
- Public infrastructure
- Sense of community
- PARKS
- Expanded urban growth boundary
- Better mass transit
- Economic independence
- Parks
- Maintaining affordable property taxes
- The Size of Keizer
- The volunteer organizations
- Proximity to Salem
- Building a downtown, and attracting small business, food, a place to be outside, culture.
- Open inner city green spaces

- Keizer rapids park(?) forgot the name, sorry
- Recreational opportunities
- Affordability.
- The presence of some community leaders and volunteers who serve the City without relegating to a personal agenda and truly reacting to the citizen needs during their decision making and planning
- Innovation
- environment
- Volunteerism
- Lower crime rates
- Quality of Life
- Low crime
- Low taxes
- Livability
- Clean and modern
- livability
- City management
- Hopefully a Mayor with small town values
- Not enough police
- Its library
- Accessibility
- Safe
- Schools will be great
- Police and Fire
- safe community
- schools
- Many historically significant sites that draw tourist trade to the city
- Keizer Station
- Community Identity
- Stability of the volunteer force
- Location
- People
- Schools
- Leveraging more community volunteers
- Cleaner streets
- Green place to live
- affordable housing
- Making changes to meet the needs of its resident
- Keizer Station
- Better school
- Parks
- I already gave my opinion about the future
- Growth - economic
- safety
- A great Police Force
- Close Knit
- Good Roads
- Low taxes
- Friendly people
- Desirable place to live, work, & raise a family
- Community Identity
- Maintain low taxes and costs to live here
- Transportation Plan
- volunteers
- Parks and open spaces
- More jobs
- Local merchants.
- Energy efficiency
- Sports (recreation) and Parks
- Plenty of used business buildings for lease
- Government
- Maintaining controlled growth
- I hope for an economy-wise development at Keizer Station to help achieve #1
- If they don't over build
- Low cost housing
- Lack of room for endless growth - I hope
- Willamette River
- Keizer Station
- Traffic controller
- Low-cost government - hopefully
- Volunteers
- hopefully low crime
- Location
- Keizer Station
- Proximity to the Willamette River
- Good schools
- Location on I-5 Corridor
- Keep government small
- Public Services
- A strong facility and activities for youth
- Hopefully Infrastructure
- community awareness/ involvement
- Smart growth
- the beginning of a Keizer Renaissance and or Revival
- family oriented community
- Diversity of economy, demographics,
- Lean and effective city government
- Developed park system
- It's people that live here
- managed resources and budge
- We'll have even more variety to choose from even closer to us because outside communities will have expanded our way. That's why it's important to keep the farm land we DO have, if we have any left!
- Volunteers
- Quality of Life (low crime, low congestion, parks & rec etc)
- City Taxes
- Downtown
- pride
- more for citizen in art, culture, recreation
- volunteerism

- Diversified work force
- voluntarism
- a planned city
- a generation of irresponsible youth
- Size
- open space
- Good well paying jobs
- Hopefully Leadership
- Location still good
- commercial opportunities
- Kroc Center
- Providing good services, police, water etc.
- strong council members
- Our Parks
- Office parks
- public safety
- library
- small town feel
- no industrial areas
- Keeping local farms and restricting growth.
- shopping variety
- Public Services
- Great school
- Well-planned & well-maintained
- Neighborhood parks
- A great School district = higher property values, people will stay in Keizer, people will fix up their homes
- Uses 100% clean energy
- Fire District
- Low property tax rate.
- Hopefully a true downtown
- With the right focus it could be city government
- Happy people if the rain lets up
- A leader in the youth sports tournament industry
- Continued value of partnering with volunteers in support of such accomplishments as the skate park, Keizer Rapids Park, etc.
- Education
- SCHOOLS
- location
- a lot of green space
- Public Safety
- Listening to the community
- The Serenity of Keizer
- Its investment in the arts and music
- proximity to Portland
- Being fiscally conservative.
- citizens
- quality of life
- Services for all, including senior citizens.
- hopefully, its ability to continue to maintain a sense of community
- reputation as a community throughout the state
- culture
- Well educated kids who won't want to leave
- reduce homeless population
- civic pride
- young population
- Quality of life
- Hopefully still a small town feeling
- same
- schools
- Safe community
- hopefully citizens who enjoy residing in a small town
- To many business, some will be run out by big ones.
- It's commerce
- friendliness
- Forward thinking
- small stable population able to be sustained by all infrastructure
- Community pride
- high percentage of homeownership
- transportation
- Affordable public services
- A stronger sense of community
- vision
- Size
- Youth
- traffic
- Better communication between city leaders and citizens
- housing
- Job opportunities
- shopping
- Schools and housing
- new business
- none
- I already gave my opinion about the future
- Networking and local support
- A super park system
- Modern yet homey
- Good police and fire services
- Great location
- Family Focused
- Good traffic flow and personal safety
- Citizen Approachable Boards and Committees
- Keizer station
- Keizer station
- Opportunity to buy locally - In town, not Salem
- Friendly neighborhoods.
- overpopulation
- Arts
- safety
- Feeling of a close-knit community

- If the council and mayor would listen to people that live here for a change.
- low taxes
- small town atmosphere - I hope
- Lots of raw land
- Volcanoes Baseball
- still clean
- Location
- Parks
- hopefully the best quality of life over any local city
- Location
- Unknown
- Proximity to the country
- Quiet, safe place to live
- Committed Leadership
- Encourage volunteers
- Businesses
- Good social services for the needy in our community..

#### Q4: What are Keizer's three greatest challenges today?

- Urban Renewal
- Community awareness/ involvement
- Keeping the citizens informed
- Youth gangs and the overall family structure
- Measure 5 limits on our ability to set taxes for services we want, like a library
- Keeping River Road business open while developing Keizer Station
- Development-Land, Business & Housing
- Better roads/sidewalks
- Unwillingness to change or invest on a civic level
- Establishing balance between urban growth and green space.
- Haphazard or non-existent zoning
- \$\$\$ to match desire
- Stop building apartments and high density living
- Traffic routing and congestion, Transit District
- Kids
- Growth
- Funding to keep pace with growth
- Commercial/Industrial land development opportunities
- Cars, speeding
- Nurturing future leaders
- Land use
- Congestion/Traffic
- Public Support
- Traffic congestion
- Self sufficiency
- government, city officials
- Traffic
- Keeping Citizen Involvement
- Parks on river
- Low crime rate
- Crime
- Open government
- Traffic
- Recreation for the younger crowd
- Lockaven road
- population
- good water
- Traffic
- Expanding the UGB
- City Council
- traffic at schools
- public pool
- One High School (getting way overcrowded)
- Maintaining city road system
- Keep drugs out of our city
- Crime
- Traffic
- Traffic
- A ridiculous Mayor
- Our current city council
- Lack of developable land for residences/business
- Infrastructure growth
- Managing growth.
- GROWTH
- Public safety
- Accommodating alternative modes of transportation
- traffic related problems
- Trying to get a winning baseball team again
- Development of parks, especially Keizer Rapids Park
- Lack of library
- Providing services with in budget
- Greater diversity and communication from the community
- Crime
- Deciding how to approach the next twenty years
- Keeping the small town feel
- Allowing growth & retaining the "small community feel"
- Keeping developers out of government.
- Living wage Jobs
- Bringing in top quality businesses
- Managing Traffic
- Traffic/congestion
- inadequate services for a community of our size
- Crime
- Avoiding the temptation to go into debt for non essentials (civic center, expensive youth facilities, libraries)
- Greedy council member who want to grow the UGB
- Boundary issues (with Salem and Marion County)
- Vandals & teen-age curfew
- Crime control
- Challenge of convincing city residents that Keizer station is a good thing
- Priority needs to focus on attracting manufacturers - for job growth so we are not riding Salem or PDX's coat tails
- Lack of entertainment (a music venue, movie theatre etc...)
- Growth

- Education of transportation users
- Land Use
- Creating an identity – place making.
- Land use
- Having a mayor who will pay attention to surveys
- Traffic
- Sidewalks for Chemawa road so the high school students do not have to walk on the side of the road.
- Economy
- Not being able to provide all the services of a bigger city
- River Road, Lockhaven/Chemawa traffic flow
- Crime/traffic
- Resisting growth
- Traffic congestion
- City leaders who don't care what the public think
- No library
- Environment
- Finding support for a local library
- Traffic
- Leadership
- Traffic
- There needs to be another high school, McNary is being out grown quickly
- RIVER ROAD TRAFFIC
- Recession
- To make sure that we don't try and act like an urban city, i.e., we do not need to expend the resources for a redundant library facility
- Too much population growth
- Responsibly managed Retail growth
- Traffic congestion (North/South)
- mayor
- Gang & crime prevention, litter and graffiti
- Open minds on issues by Council and Staff
- Traffic control on River Road
- The City Council
- Public safety.
- Traffic to I-5 is bad in the morning and evening
- Over growth
- Taxes
- Noise
- Gang Activity
- Traffic control
- Traffic
- Crime/gang activities
- Growth - quantity v.s. quality. I prefer quality. Please don't open up the city boundary, millions of dollars are earned from Oregon farming and Marion County is at the top of the list.
- Thoughtful planning
- Space
- Increase of drugs
- Creating a city that looks and feels like a city. Not just a community in the north part of Salem.
- Need a better option for clearing streets when it snows.
- Same as above
- Focusing on what is good for the community versus reacting to all knock on the door
- Crime
- Maintaining relatively low taxation
- Economy
- Crime
- Include more in recycling at curbside (blue cart)
- Community check on the growth vision.
- Traffic
- Traffic Congestion
- Library
- Low taxes
- Economy
- Urban growth/redevelopment.
- Reducing the speed on North River Road & Wheatland
- South end of city
- Developing a downtown core
- Traffic
- Crime
- Not to try to be a big city
- Preparing for a public library
- maintaining quality of life
- Traffic
- Maintaining livability
- Crowded neighborhoods - too many houses being built too close together
- River Road
- Traffic Congestion
- Curtailing growth and strength of government
- Congestion, traffic control
- Balancing needs for parks with costs
- Traffic congestion
- Keeping a long term visionary approach to things
- establishing its own identity as apart from Salem
- Living within the budget
- River Road! (Too much traffic, not enough CROSSWALKS!)
- Managing Growth
- Economy
- Crime
- Keeping costs low
- School/social funding
- Too much reliance on City of Salem and Marion County to provide basic city services. I.e: public works
- Gangs
- Traffic

- Traffic
- City Council has lost site of Keizer's vision. And they don't seem to care anymore.
- River rd. congestion
- Funding education
- Growing faster than the city can keep up.
- not enough job diversity
- Maintaining local businesses in this economy
- River Road So. of Chemawa is ugly!
- Controlling growth
- Growth
- Community building
- Accountability to citizens from officials
- Congestion/development
- Need more good restaurants
- Flooding/Disaster control
- Lack of a reasonable public library for a town this size
- Illegal immigration
- Traffic
- Downtown
- Getting the youth baseball groups to quit bickering like the five-year-olds they are coaching
- Controlled growth
- Developing Keizer Station - smooth transitioning
- River Road strip of stores is ugly on the south end
- Developing an attractive city - excellent starts made
- Traffic
- Overcoming Salem's shadow
- Understanding and accepting we have saturated the growth boundaries
- No youth activities
- Meeting current service needs in a bad economy.
- Traffic
- Urban sprawl
- Traffic
- Keeping it small
- city council
- Our City Employees
- Expansion
- Low tax base
- More parks for kids and adults to play
- Economy
- Traffic
- Keeping costs down
- Decaying and degrading Infrastructure
- Jobs
- Don't assume that we don't want to spend the money
- No downtown
- Lack of coordinated vision
- Not enough sidewalks around all schools
- Not enough pride in community.
- Lack of immigration control
- Agreeing
- To much traffic
- Illegal immigrants
- population
- Traffic patterns and congestion
- Gang activity
- Too many Republicans
- Need another north/south major route
- WISE development as opposed to too much influence from either the "Not in MY neighborhood" OR the "But it would be good for MY pocketbook" lobbies
- Business competitors
- Traffic
- McNary - one high school is not large enough for community. it's overcrowded and gangs are growing at an alarming rate
- Limiting growth without stagnating
- All businesses are on River Road - No depth
- Shrinking Economics
- Traffic and noise
- Traffic on lockhaven
- Need more room to expand
- Tax increases
- Traffic congestion
- Gangs and theft
- Growth
- The city council and there agendas.
- Traffic along river road
- Traffic
- Housing collapse
- none
- Growth/City boundaries
- Beautification of private property
- Space
- Crime and traffic
- Less government
- Keizer BOD, Mayor and City Manager not in sync re growth and spending with Keizer residence.
- Things for kids to do
- Improving traffic patterns
- Growth
- Land for development
- Park development
- No cooperation
- Traffic
- Traffic.
- Keizer Station and the economy
- Keeping Keizer businesses alive or bringing new business to Keizer
- Growth
- Lack of after school and community center for youth
- Space to grow

- Congestion on River Road
- Quality of schools
- best bang for the buck
- Keeping River Road business district viable and vital
- mixed housing development
- Inadequate streets, sidewalks, bike paths, street lights
- Leadership to build consensus
- Stop building in flood plains - irresponsible
- Salem Sewer
- Funding
- Wanting to be big city ie, Our own library
- Rising costs of all commodities- budget woes/taxes
- Degradation
- Maintaining good quality of life for community
- urban renewal
- Growth issues (Urban Growth boundary)
- Budget
- Parks and Recreation
- Quality of housing
- Urban renewal
- Crime
- Leveraging resources for citizens demands
- Youth
- Improved and more diversified transportation
- Livable wage jobs
- City council mayor listen to public opinion
- Safety
- Drugs
- Tight living quarters as an answer
- Schools / growth
- Employment opportunities
- Need more retail
- Alternative travel corridors
- Weaning the City from Urban Renewal money
- No library
- Public library
- Not enough activities for kids
- Attracting light industrial business
- Routing of traffic / adequate roads
- Traffic
- Growth
- high taxes
- Over spending on a gigantic city hall "civic center"
- Traffic
- No library
- Employment
- Maintaining public safety.
- KEEPING KEIZER'S SMALL TOWN ATTITUDE
- Infrastructure maintenance
- Planning for a future in which energy is much more expensive
- Adequate retail outlets
- Finding an identity that hasn't existed since the agricultural revolution
- Stronger policing
- Growth
- Transit and transportation
- Garnering support for library
- Limiting subdivision, housing growth
- Lack of entertainment
- Remembering that bigger is not better.
- Fiscal responsibility
- Land for building
- Maintaining our strengths
- Few options for family dining
- Road repair (deteriorating infrastructure)
- Traffic
- Funding for infrastructure and maint.
- Need to get new families to move and buy homes in Keizer
- Growth and related finances
- Not enough street or roads for growth
- Focusing community vision
- We need to create a night life that will not only attract our own residents but will attract visitors
- from PDX, Salem, Silverton, Dallas, etc.
- Lack of local jobs
- Traffic mitigation
- Moving away from the automobile
- Crime Prevention
- Planning for a alternate route to River Road that is about parallel.
- Commercial development
- Eliminating strip mall plans
- Space
- Being ready for biodiverse forms of transportation. i.e. Charging stations for electric cars.
- Crime
- Not having a fully developed public works department
- Traffic flow seems to be the only thing that comes to mind
- Population growth
- Resisting infill
- Mayor with her own agenda
- Available land for housing
- Urban growth boundary
- Combating prejudices.
- Lack of planning
- Growth patterns
- Lack of restaurants (losing money to Salem/Portland)
- KEEPING SMALL BUSINESS, SUPPORTING & ATTRACTING SMALL BUSINESS

- Declining home values
- Continue to live within our economic resources with a reserve account for unforeseen expenses
- Placing environmental health first
- Environmental Health
- Growing crime need for adequate police coverage
- Not a lot of community functions
- Crowded roadway arteries
- Avoiding strip mall look
- The Greedy Land Developers
- Controlling growth.
- Finishing Keizer Station
- Traffic
- Traffic Congestion - we need 4 lanes on Lockhaven
- Traffic
- Vandalism
- Traffic control
- Traffic
- Reducing traffic congestion
- The main arteries of travel - River Road. River road is ugly and beautifying it is a piecemeal approach.
- Traffic
- Decision to expand or maintain
- Allowing areas to decline - east side particularly
- Public Safety--gang enforcement.
- Need to improve existing parks before creating new ones.
- Continuing to provide community services and maintain infrastructure
- Traffic control (or lack thereof)
- Public safety
- Jobs
- Influx of illegal aliens
- Caring for and educating the homeless population
- To survive the current economic problems
- Road conditions
- Desire to Expand
- Youth facilities
- No industry light or otherwise - not counting meth labs, of course
- Public safety
- Good schools/ choice of schools.
- Lack of land for growth
- Traffic issues
- Infrastructure
- Over crowding
- Forget another route through Keizer. We have the parkway
- Transportation routes throughout the city
- managing growth
- Excessive population growth
- Educating Youth
- Teen idleness leading to crime
- Crime
- Keeping businesses open and inviting
- Combat property crime and gang activity
- Population growth
- Increased need for public safety \$
- Land use planning
- Loosing the need of common sense thinking
- Land use/growth
- Keeping the infrastructure sound
- The SE area
- Maintaining the aging infrastructure
- Growth
- Illegal Immigrants
- Local Jobs
- Future housing
- A community and government that is less willing to pay/ask for more city services
- Graffiti
- Upgrading the roads and traffic patterns
- Graffiti
- River Road is a strip mall
- Meth/gangs
- Dropping the library (none needed, use Salem)
- Traffic congestion between I-5 and River Road.
- large low-cost retail store needed
- Melding diverse cultures
- Decaying housing obvious along Chemawa and East of River Road
- Controlling crime and drug use
- Drugs
- Traffic
- Public transportation
- need public swimming pool and recreation
- Law enforcement
- Lack of adequate public transportation
- Drugs
- Getting a good public library
- Youth
- Marketing local businesses & making all aware of opportunities
- Not enough for kids to do
- Developing an amiable relationship with city of Salem
- Developing and re-developing
- Randy Jackson being the traffic control analyzer
- No shopping
- Providing water and sewer service in a period of growth
- Industrial development (lack of)
- Pollution - air, noise, water & litter
- Crime
- Taking away private property rights

- Not wanting small business to succeed in Keizer
- Safety - Police protection/ action
- Having a clear vision of how the City should change and grow.
- Acknowledging that fluoridation must end soon
- How to Grow into a city parks and police etc.
- Economy
- Growing without burdening citizens & businesses
- Code enforcement and nuisances
- Schools
- For things like a library
- Few industrial structures to create high-paying jobs
- Lack of open space
- No library
- Too much traffic for River Rd.
- High schools and middle schools in poor condition
- Urban Growth Boundary
- needs lower prices to keep us shopping here
- gangs
- traffic
- Keeping the youth busy and out of trouble
- Drug abuse
- Crime (Meth etc.)
- Need more sidewalks
- Public safety, especially with regard to gangs, drugs, & drug-related crime
- Economy
- Mismanaged growth and no long term planning
- Providing for the public good (like parks, library) without great public support
- Traffic in certain places at certain times
- Lack of Growth
- Ability to maintain small city status
- Teen's with NO respect for adults
- Deteriorating roads
- Traffic
- Crime, meth addiction
- Keeping out big government
- The lack of foresight by the city planners.
- Schools
- Economy
- Job loss
- Jobs
- Safety
- Cleanliness
- Too much influence and control in the hands of too few
- Less spending
- Keizer BOD, Mayor and City Manager do not work well with other agencies, including your own police dept.
- Thriving downtown
- Cooperating with Salem as equal
- Transportation
- Living within the means available
- river rd evolving with economic changes
- Stubbornness
- jobs
- Variety of services; lack of places like Great Harvest Bakery, Trader Joe's and Winco.
- Getting the word out to citizens
- Paying more attention to Southeast Keizer neighborhoods and buildings
- A full-sized library
- Transforming any part of Keizer period into a downtown core
- local family wage jobs
- Keeping crime undercontrol - Specifically gangs and graffiti. This effects all aspects of quality of life here - schools, neighborhoods, parks, etc.
- Economic growth besides retail-need industry with a decent living wage
- Traffic circulation and safety
- Parks that exist in name only
- Shared vision to support the leadership
- Build infrastructure prior to more development
- The Keizer Fire District
- Visioning what Keizer should be
- Room to grow
- Crime/drugs
- Change focus to quality of living instead of business or we won't have anyone here to support the business'
- Crime, traffic congestion, noise pollution
- Lack of Money resources
- Traffic
- Filling the empty buildings on River Road
- Retaining commerce
- Gangs
- Transportation
- Staying accessible
- Sports centers
- Clean environment
- Affordable Housing
- Growth
- Schools
- Working with the economy
- Causing big city traffic
- Traffic congestion
- Crime
- Restraining the council's appetite to solve every problem
- Keizer Station building stalled from economy.
- School maintenance

- Providing adequate room for expansion (housing)
- Realizing we are not Lake Oswego
- Keeping Wal-Mart out
- Crime
- High water bills
- Wasting of money on statues and fancy water features
- Land development
- Only one north-south arterial road
- Taxes
- Maintaining infrastructure.
- MAKING IT TO HARD TO DO BUSINESS W/ THE CITY
- Lower taxes
- Lack of employment opportunities
- Joining the 21st century with respect to technology and globalization (no that does not mean getting a facebook account, though that would be a start)
- Identity
- Keeping Salem and The State out of our business
- Planned developments
- Keeping our rural neighborhoods and using vertical development
- Taxes
- Helping small business survive
- Several schools with no sidewalks to/from neighborhoods
- Congested streets
- Keeping Small identity
- Lower city government cost
- Infrastructure-water supply,stormwater,roads,flooding
- Too many houses being built
- Right of way for community improvement
- Work to separate our city from the identity of Salem (we are our own city)
- Lack of community gatherings (monthly local artist fair, Saturday Market etc...)
- Maintaining River Rd as a core retail/commercial district.
- Growth
- Designating where the downtown is.
- Traffic
- Making this a livable city for upper middle class
- Poor planning and focus of the city officials
- Updating and improving the appearance of River Road.
- Public unity
- Identifying a "downtown" and true identity
- Continued development/completion of Keizer Station area
- Industrial growth
- Lack of on street parking
- Public education
- Social services to those most in need.
- Sidewalks
- Lack of clear vision
- Lack of larger affordable housing for larger families
- KEEPING CRIME DOWN
- Poor job market
- Keep Keizer safe, secure and clean
- A way to fund our library
- Jobs
- Lack of communications from the government running the city
- Proper growth strategy
- Development of parks and recreation for our youth
- The City Growth
- Traffic congestion.
- Having sufficient street lights to walk and bike after dark.
- Identity crisis: are we a city that wants to draw in outsiders, or maintain a manageable size?
- Taxes
- Traffic control
- Stupid Leaders
- Bringing in a discount grocery store like WinCo or WalMart
- We need to be more advanced with the new buildings and making them environmentally friendly.
- Green spaces
- Community involvement
- Lack of adequate school - esp high school
- Services for everyone of all ages.
- Need more improvements to River Road.
- Having the fortitude to plan in an intelligent, comprehensive and inclusive manner within an environment where outside resources will continue to be limited
- Lack of youth programs
- Land use
- Gangs
- Keeping large box stores out of Keizer
- Crime prevention
- To be responsive to the desires of it's citizens
- Getting consistent speed limits.
- Jobs
- Deserted boxes in Keizer Station
- Growth
- Lack of true revenue building attractions.
- No Winco or Trader Joes
- Continuing public safety
- Traffic flow
- To have someone who really cares about KEIZER, not their history.
- Staying affordable for its residents
- Property values

- Balancing growth and quality of life
- Staying small with the pride in tight knit community caring
- Bridge to the west.
- Prioritizing single lot residencies
- Economy
- Transportation options
- Lack of support for creative locally-funded projects
- Hearing and responding to the people
- Building a the city infrastructure based on quality of life
- Vandalism
- Balancing Public Safety needs with other General Fund needs.
- Morphing into a larger community
- Attracting council members who have a greater scope of the problems in Keizer. In their quest for civic and community endeavors, they have left out the element of controlling crime
- Public Safety
- Employment opportunities
- Lack of another north/south route.
- Youth
- Local governmental transparency
- Roads in poor condition
- Not enough RESTAURANTS - no more fast food!!!!
- Encouraging greater use of public transit
- Determining the city's image (creating a downtown core or not)
- Lack of any real identity other than as a bedroom community for Salem
- Alternate routes thru/around the city
- Keeping retail space full
- Uneven services provided
- Parks
- Retail development
- Insufficient job opportunities
- Jobs
- Safety
- Competitive in pricing - local vs. Wal-Mart or Win-Co
- Need another high school
- Deciding how big the city REALLY wants to be
- Keeping our small town feel
- Leaving undeveloped land undeveloped
- No restaurants
- Lack of youth entertainment
- To much time wasted on trying to be bigger — Bigger is not Better
- Traffic
- Managing change and growth
- Very few Entertainment Options
- Spending/Budget
- Crime & Traffic
- Community pride of ownership
- Traffic
- Too few people use Keizer station
- Lack of ways to walk/bike
- Water quality/poor stormwater planning
- No library.
- No library - no cooperation with Salem public library
- Placement of the new bridge
- Overcrowding in schools
- Transportation
- Property crimes
- Its inability to accept change
- Need to clean up current parks
- Continuing to develop as a well-balanced community instead of a peripheral bedroom area of Salem
- Transportation
- River road vacancy rate in commercial space
- making do with existing budgets
- Crowded Schools
- Balancing the city budget
- repaint road lines in some area's
- More local jobs
- Developers
- feeding hungry families
- trying to keep up with Salem
- River road is slowly becoming a little Lancaster.
- Police/fire
- Jobs
- Mass transportation
- Making prudent financial decisions
- Lack of city core and walking shopping with quaint shops
- Unknown
- Poor land use planning
- Misusing urban renewal to "beautify" city instead of ending urban renewal and money returning to schools and fire department.
- utilizing resources (I-5)
- New Development
- Continuing Keizer on the basis it was started
- Lack of Social Services
- Lack of business core
- Sidewalks and sufficient lighting on more streets.

**Q5: What are Keizer’s three greatest challenges in 20 years?**

- Public Safety keeping pace with growth
- Getting the community involved
- Family structure and youth gangs
- Having a community feel in a larger town
- River Road traffic
- Encroachment from Portland-Woodburn moving south
- Growing in a responsible manner preserving needed farmland
- Urban growth vs. green space
- Further development of cultural amenities
- Keeping the community spirit
- Over development
- Traffic routing and congestion
- Traffic
- Room to grow
- Crime
- Too many people
- Congestion/Traffic
- Traffic / no room to grow
- Land Use and Growth
- Self sufficiency
- Excessive growth
- Traffic
- Keeping Citizen involvement
- Controlling growth
- Low crime rate
- Crime
- Growth
- Keeping traffic flowing
- I don't know
- Growth
- probably growth
- Traffic
- Traffic
- Additional growth room
- Livability
- Who knows?
- Maintaining City road system and other infrastructure
- Keeping drugs out
- Keeping a small town feel
- Traffic
- Building
- Hopefully not the Mayor
- Traffic
- Low tax rate
- Paying for growing social programs.
- TRAFFIC
- Finding tenants for the big boxes in Keizer Station
- Additional land for expansion
- Learning Chinese
- Future economic development
- Providing services with in budget
- Growth
- Getting around town
- Maintaining quality of life without stealing farm land from around us.
- Traffic congestion
- High taxes to pay for Keizer station and it's inherent problems
- Taxes
- Ask me then, can't tell the future
- Maintaining a balance between urban growth and Agriculture
- Roads (repairs as well as congestion)
- Same as above
- Developing a secondary North South route in addition to River Road
- Increase young families to move and buy homes in Keizer
- Growth
- Streets & Roads
- Maintaining community identity without expanding UBG
- Growing, without growing too much. Seems to be biggest complaint I hear.
- Finding a way to incorporate sales tax to attract businesses to our area and to grow KPD and KFD and infrastructure
- Urban/suburban sprawl
- Aging population
- Land Use
- Supporting an identity.
- Traffic
- Maintaining the level of livability
- Traffic
- Public unity
- Finding a stable source of revenue with little industry in the city
- Balancing continued growth while maintaining moderate (not over-developed) land use policies even for residential areas.
- Maintaining the small town feel that we incorporated for
- There will be nowhere to drive because it will only be a bicycle town
- Traffic
- Balancing the positives and negatives of growth.
- Traffic
- Keep it clean
- KEEPING A BALANCE IN ETHNICISITY, SO IT DOESN'T FEEL LIKE LITTLE MEXICO, OR TOO WHITE FOR EVERYONE TO FEEL WELCOME
- Cost of infrastructure

- Maintaining a good quality of life for everyone here
- Public Safety
- Public safety
- Keeping the quality of life as it grows
- Who knows
- Controlled Development of Keizer with housing and not an oversupply of multi-family dwellings
- Having a City Council Listen To Its Citizens
- Getting funding for the arts and music
- Housing for Portland commuters (we will become a bedroom community)
- Traffic Congestion - we need 4 lanes on Lockhaven
- Traffic
- Traffic control
- Stupid leaders
- NO URBAN SPRAW. BAD FOR THE: PEOPLE, FARMERS, ENVIRONMENT
- Sporadic ill planned development
- Maintaining quality of life balanced with growth
- Same as above
- Need another main north/south route.
- More of the same above
- Making environmentally wise decisions
- Growth with innovation and dignity
- Possibly the same as today
- Quality of neighborhoods
- Local jobs
- Livability
- Traffic Congestions
- Urban growth
- Low taxes
- Health and safety (water, air, etc.)
- Urban growth/redevelopment.
- Energy efficiency
- Public safety
- Higher crime rates
- Get the streets fixed
- Staying affordable for its residents
- Traffic
- Urban spread
- Overcrowding
- River Road
- Overcrowding
- Curtailing growth and strength of government
- Schools
- Developing alternative transportation modes
- The 3 listed above
- Quality of life services
- Integrating different lifestyles (luxury homes/apartments)
- Maintaining the continued aging infrastructure
- Maintaining to community to citizen relationship
- Depends on what they do today.
- Public Safety
- Growth boundaries
- A community and government that is less willing to pay/ask for more city services
- Law enforcement
- Financing
- Traffic patterns
- Overcoming meth problems
- Funding education
- No way to know.
- Keeping it clean
- Maintaining the existing quality of schools, homes, businesses, fire and police services
- Management of Growth
- Keeping the small town feeling
- Growth
- Preservation of clean air
- Congestion
- Traffic gridlock
- Illegal immigration
- Traffic
- I already gave my opinion about the future
- Accommodating the growth potential Keizer has
- Staying small
- Transportation - street system to handle growing traffic
- Handling growth
- Beautifying River Rd
- Ask me in 20yrs
- Urban sprawl
- Traffic
- Keeping it small
- Have no idea
- Tax base/being able to maintain its infrastructure
- Containing growth
- Urban Growth Boundary
- Traffic
- Crime & Traffic
- Decaying and degrading infrastructure
- Getting enough city revenue to complete projects
- Lack of coordinated vision
- Traffic congestion
- Becoming too urban.
- Overpopulation
- Land... (UGB)
- Illegal immigrants
- Population
- Gang activity
- Crime/safety
- Keep the parks free of blackberries.

- Pretty much the same, I suspect & expect
- Becoming a burb of Portland and not Salem
- Managing crime
- Too large of a population
- Urban Growth/Sprawl
- Not sure
- I'm really not sure what they would be
- As City grows, there will be more public safety challenges
- Tax increases
- Traffic congestion
- Keeping it small
- Growth
- I can't tell the future, can you?
- Traffic along river road
- over populated
- Growth/City boundaries
- Improved land values
- Space
- Land use planning
- Less government
- Meshing with the farm land peacefully
- Growth
- Land for development
- River rd evolving with economic changes
- Expanding faster than demand
- Too many people
- Economy, of course.
- Growth
- Overrun schools
- Creating a recognizable downtown core
- Redeveloping older areas of town without making housing too expensive
- Building new homes
- Traffic
- Managing traffic congestion
- Transportation safety
- Space for additional housing
- Keeping the community identity
- Managing traffic and infrastructure
- The Keizer Fire District
- Funding
- Focusing on growth that compliments residents
- Traffic congestion
- Not enough open space
- Crime
- Urban Growth
- Traffic Congestion
- Quality of housing
- Keeping the Keizer Fire District Volunteers
- Crime
- Leveraging resources for citizens demands
- Youth
- Clean environment
- Traffic
- Rapid transit
- Keeping people safe
- Growth
- Water
- Growth
- Keeping taxes affordable
- Urban Growth Boundary
- Attracting business other than service or retail
- Being an independent entity from Sal-Brooks-Burn
- Growth
- Taxes
- Whatever money is being wasted on
- Land development
- Need for recreational facilities
- Room for new development.
- DEVELOPMENT
- Converting to a multi-modal transportation system
- Employment opportunities
- Working faster in the newly built factory where the citizens of what will now be called new shanghai also live
- Stronger ties to the surrounding communities
- Growth
- Employment
- Crime
- Accepting that public transit is necessary
- Population growth
- Not letting the economy of the rich dictate our operations
- Growth
- Inadequate services for a community of our size
- Keeping taxes low
- Low the cost of City government
- Infrastructure
- Maintaining property value
- Growth will be strong over the next 20 years so we will need to plan now for expansion into new land territory
- Maintaining River Rd as a core retail/commercial district
- Crime Prevention
- Constructing the alternate route to River Road.
- Land use
- Providing real employment opportunities
- Space
- Economy
- Expanding the UGB to the liking of most citizens
- Maintaining same level of public safety for growing community

- Everyone will be gone because it will outgrow Salem
- Citizen involvement
- Limited city revenues
- High Schools
- TRAFFIC
- Well paying jobs
- Public safety
- Maintaining responsible growth
- Space for housing
- Keeping enough iris fields around since we're the Iris Capital
- Traffic control
- Having a City Council Listen To Its Citizens
- Keeping the Iris fields outside the Urban Growth boundary
- Public transportation to Portland
- Taxes
- Continued affordable housing
- Traffic control
- Traffic
- Keeping street and yard runoff clean before it hits the streams.
- Green spaces
- Sustained economic development
- Need a lot more sidewalks put in.
- making fiscally responsible decisions
- small town mentality (refusal to grow)
- Trying to stay small
- Crime prevention
- Low taxes
- Expanding
- Population density
- River Road strip malls
- Infrastructure and aging communities
- Lack of revenue building attractions
- Upgrading commercial property on River Rd
- Frugal city management
- Over crowding
- Not to listen to who want more parks. They are crime scenes.
- Growth boundaries and housing
- Crime
- Maintaining quality infrastructure
- Losing its identity by trying to be like "big cities"
- Crime
- Not enough roads to handle the population
- Combat property crime and gang activity
- Transportation
- Land use planning
- Land use that reflects diversity of growth
- Education (always)
- Planning for UGB expansion
- Maintaining a viable green culture
- Keeping costs low
- Failed policies from 20 years past
- Traffic congestion. ie: lack of alternative north/south transportation routes
- Youth
- Growth
- Cleaning up the south-east side
- Providing jobs for citizens
- Not letting it grow too much
- Maintaining the image from #3 above
- Controlling crime and drug use
- Crimes
- Parks & recreation
- Public transportation
- No land to develop
- Drugs
- I already gave my opinion about the future
- Smooth transportation arteries - accommodating the population growth
- Too many housing tracks
- Land use issues
- Supporting the overburdened waste system
- Unchecked growth
- Crime
- Having enough green spaces
- Growth
- Economy
- Growth that is self sustaining
- Code enforcement and nuisances
- Public safety
- Lack of open space
- Adequate law enforcement
- Creating a thorough park and ride transportation system.
- Water pollution
- Gangs
- School enrollment numbers
- Drug abuse
- Planning for natural disasters
- Reduce traffic
- Decaying infrastructure
- Still no north Salem-Keizer bridge over the Willamette
- Traffic Congestion
- More through routes for traffic
- Traffic
- Urban growth
- Trying to be like Salem
- Schools
- Need more jobs
- City/Community leadership
- Safety
- Land Use

- Escalating demands for too many amenities and extras resulting in rising taxes
- Less spending
- Multiple high schools/community division/cohesiveness
- Transportation
- Continuing Keizer on the basis it was started
- Maintaining low tax base
- Lack of cooperation
- Too many jobs
- Enough schools?
- Traffic
- Keeping Keizer business alive
- Urban growth boundary and urban sprawl outwards rather than upwards
- Protecting our waterways and aquifers for clean water and healthy habitat
- Gangs & graffiti
- All of the three challenges we face today
- Maintaining economic health
- Noise control and abatement
- Keeping the same standard of living
- Adequate budget for increased services
- Salem Sewer
- Maintaining Infrastructure
- Noise pollution
- Lack of money
- Public Support
- Upkeep of Keizer parks and infrastructure
- Retaining commerce
- LEADERSHIP
- Transportation
- Staying accessible
- Education
- Improved and more diversified transportation
- Urban Growth boundary
- Environment
- Keeping good schools and affordable housing
- Growth
- To maintain a sense of community
- Crime
- Adequate funding for ALL emergency services
- Providing adequate housing (space)
- Not being a big freeway truck stop
- Crime
- High water and sewer bills
- Lack of ability to grow in land size for the city
- Growth of population
- Keeping volunteers involved
- Public safety issues.
- Creating a community center among the strip development on River Rd
- Finding the next meal
- Educational opportunities
- City budget
- Growing up, not out.
- Subdivision sprawl
- Keeping people employed and businesses of Keizer open.
- Size of government
- Building lots
- Healthy retail sector
- Bring new business to Keizer
- Retaining natural resources / green space
- Maintenance
- Maintaining the vision to plan for future generations
- Integrated infrastructure and traffic mitigation
- Growth
- Supporting the downtown wherever it is to be.
- Cleaning up the Plymouth area
- Livability
- Economy
- Continued support of sewer/water/storm water improvements
- Community will be blindsided by the mayor...come on we need term limits
- Environment
- Not fearing change.
- KEEPING KEIZER FROM BEING JUST A TRANSIENT TYPE OF PLACE TO LIVE. MAKE IT A PLACE TO COME TO RAISE YOUR KIDS, CREATE FAMILY ROOTS
- Taxation
- Keeping our farm lands
- Jobs
- Law and order, education
- Planned growth near residential areas
- Having a City Council Listen To Its Citizens
- Keeping neighborhood pools functioning
- Overabundance of strip malls
- Traffic Congestion - we need 4 lanes on Lockhaven
- Are you getting what I'm trying to say?
- Congestion
- Keeping our open spaces for our children and not building on them.
- Infrastructure
- Drugs
- Need to keep commercial buildings occupied.
- Being patient enough to allow good community planning to occur incrementally
- Cleanliness

- Keeping large box stores out of Keizer
- Funding school activities
- Doesn't become a strip
- Affordable housing
- Deserted boxes in Keizer Station
- Growth
- Not enough green space
- Traffic
- Infrastructure
- Traffic flow
- Help our school look better.
- Maintaining a school system that keeps up with its population growth
- High tax burden
- Educating our future
- Crime
- Freeway access and a bridge to head west without having to go through downtown Salem.
- Prioritizing single lot residencies
- Keeping taxes low
- Creating more local jobs
- Financial diversity to support city infrastructure
- Visionary leadership
- Keeping the low tax rate
- Stability
- Growth
- Not investing in schools 20 years previously
- Lack of a downtown business district, zoning issues; River Road will look much like Lancaster in 20 years
- Schools
- Crime
- Relieving traffic congestion
- Keeping green spaces
- Keeping it a close nit community
- Alternate routes thru/around the city
- Education
- Probably still no public library
- Jobs
- I already gave my opinion about the future
- Keeping small town atmosphere within the growth potential - that feeling
- Maintaining regional services & cooperation
- How to route traffic from north to south without taking out residents' housing
- Pollution
- Traffic congestion
- River Road Congestion
- Spending/Budget
- Control costs and spending
- Community pride of ownership
- loss of agricultural land
- lack of ways to walk/bike
- Family wage jobs
- Population growth.
- overcrowding in schools
- Property crimes
- Dealing with a community of old farts
- bedroom community to portland
- Salem still trying to tell us how to govern
- Infrastructure
- More single family homes
- Poorly thought out buildings/shops by developers
- keeping schools top rated
- gangs and theft
- police/fire
- more schools
- Finances
- Taxes
- Unknown
- Economic viability and ability to sustain itself
- Efficient government
- Livability
- Maintaining livable housing
- Employment needs (JOBS)
- Not enough land

**Q6: What are three key issues facing Keizer over the next 20 years?**

- Growth
- Keeping Keizer businesses in Keizer and stable and getting new business to come to create local jobs
- Progress
- UGB
- Growth - where, why, how
- Land availability for housing and economic growth
- Thoughtful/sustainable growth
- Effectively managing urban growth
- Urban growth
- Safety
- Growth
- Economy is stagnant
- Flooding, crime, gangs
- Salem Sewer
- Growth
- Maintaining small town status
- Maintaining adequate emergency service funding
- No area available to widen roads- prior poor planning
- Planning for quality of living
- Crime
- Flooding caused by expansion development
- Crime
- Urban Growth / We need room to continue to grow
- Quality of Life issues
- Growth
- Urban growth boundary
- Urban renewal
- Growth
- Growth, urban renewal
- Land Use
- Volunteerism
- Crime
- Crime seems to be creeping further North every year
- Environment
- Growth
- Drugs
- Again, accommodating too many wants and wishes
- Not letting individual groups run amuck
- Growth-UGB
- Increased travel on River Road
- Traffic
- Traffic problems
- Street repainting
- Not enough school space to accommodate community growth
- Room to expand (housing specifically)
- Maintaining proper levels of public service (fire & police)
- Crime / Drugs
- Traffic Management
- Growth
- Growth
- Traffic
- Growth
- Growth
- Infrastructure growth-roads- sidewalks-safety
- Growth
- DEVELOPMENT OF THE UNBAN GROWTH BOUNDRY
- Identifying how to address energy shortages and high prices
- Traffic movement
- Educational opportunities
- Growth
- Growth
- Transportation
- Growth
- Affordable housing
- Keeping development under strict control
- Fiscal spending
- Develop a second North South Arterial
- Growth
- Providing appropriate services for a community
- Growth - Don't need to but will
- Spending and debt
- Greedy city council member who want to grow the UGB
- Growth / Boundary Issues
- Maintaining the small town feeling
- How to reduce crime
- Keeping local businesses open in order to maintain community pride and small town feel
- Race relations between the ethnic groups in our community
- We need to work for all of our citizens, not just those at the top
- Growth
- continued aging population
- Public Safety
- There is no identity and no downtown; no there there.
- How is this different from challenges?
- Creating a livable city
- Traffic/Congestion
- Building business
- Growth
- Stable Funding
- Managing growth
- Growth

- Traffic
- Do we keep packing people in, or say enough is enough.
- Police services
- Need a new mayor
- Growth
- Environment
- Having a long-range plan and Vision, both at 10 and 20 years
- Traffic
- Growth
- Growth
- Vital businesses
- High School
- CREATING A GREATER SINCE OF COMMUNITY
- Traffic infrastructure
- Fiscal responsibility
- Above all not changing the urban growth boundary
- Encouraging all citizen involvement in Government
- Maintaining city services (police, streets, water)
- Growth
- Commercial and urban growth
- Controlled growth
- Affordable property taxes
- The city council
- Controlling growth.
- Managing growth
- Transportation
- Traffic Congestion - we need 4 lanes on Lockhaven
- The urban growth boundary
- Growth
- Schools
- Deincorporating this hellhole
- Crime
- NO URBAN SPRAW
- Sustainable growth
- Lack of money for high school - overcrowded
- Land and housing.
- Keep crime low.
- Growth
- Balancing the budget without gutting City services
- Traffic control and efficiency
- Land use?
- Growth
- Quality of life
- Crime prevention, reduction
- Community check on the growth vision.
- Schools
- Solving Traffic Issues
- Traffic congestion
- Urban growth
- How to save "area C" from Wal-Mart
- Infrastructure and aging communities
- Land use Development/Urban growth boundary
- Maintaining services
- Planned development
- How to manage growth
- Crime
- Crime
- Education
- Getting light rail to Portland
- Traffic
- Education
- Over population for the infrastructure, as in schools, roads, etc
- Maintenance of housing stock
- Traffic congestion
- Public safety
- Keeping property taxes low
- Handling growth (which is a good thing)
- Land use
- Not losing who we are and where we started from
- Financial support of city infrastructure
- Poverty
- Eco concerns
- Crime
- Managing growth
- Schools/social services
- Transportation
- Youth
- Gangs
- Recreation facilities being built
- How to grow -- responsibly (zoning, attracting commerce, building infrastructure)
- Drugs
- Recycling
- Rapid expansion
- Maintaining traffic control
- Urban growth
- Management of Growth
- Growth and the infrastructure to support it
- Library
- Traffic
- Growth and congestion
- Flooding/Disaster control
- Retain/provide green spaces for families to use
- Illegal immigration
- Fiscal responsibility
- I already gave my opinion about the future
- Staying true to local businesses and growth
- Quality of schools
- Transportation
- Growth

- Keeping the growth boundaries as is
- Funding
- Providing needed services and how to fund them
- Traffic
- Urban sprawl
- Traffic
- Politicians
- Land use
- Land Use
- Same as just previously listed
- Creating an attractive and viable River Road corridor
- Getting Entertainment Dining options into Town
- Traffic
- Traffic
- Replacement of degraded infrastructure
- Growth
- Illegal immigrants
- Our high school -too big
- Loss of agricultural land
- Open space
- Improving infrastructure to handle growth
- People and vehicle growth.
- More/better public parks and green spaces
- Taxes
- Branding and deciding on a vision
- Too many apts. causing too much traffic
- Overcrowding
- Schools
- Keeping our infrastructure going in the right direction
- Urban growth
- Affordable Health Care
- Doesn't need a library...the internet has taken its place.
- Terrorism
- RESPONSIBLE development insofar as environmental issues, especially with regard to all aspects of land use; parks, housing, & business construction; and reuse & recycling.
- Growth
- Crime big city gang crime vs small town police force
- How to sensibly limit growth
- Identity
- City Growth
- Will not have enough law enforcement with the cuts
- Room to grow
- Keeping in touch with the citizens wants and desires
- Getting our schools to be the best in the state
- Keeping taxes down
- Growth
- People moving out of Keizer because it's turning into the city of Salem
- Traffic control
- Over crowding schools
- Parks
- Growth/City boundaries
- Improved land and property values
- Space
- What is the difference between a "challenge" and an "issue"?
- Infrastructure to support commercial and residential growth.
- GROWTH!
- Maintaining government focus while accommodating growth
- Growth
- Variety of housing with none looking like "poor house"
- Park development
- Over building Commercial Business sites
- City councils that will listen to the people
- Livability. Having necessary services like library and affordable groceries.
- Public Safety
- Growth... whether to grow or not
- The economy
- City funding
- What services to offer and how to pay for them/ measure 5 versus reality
- Being tied to Salem and not having its own sense of identity
- Schools
- River Road business district vitality
- Schools
- Traffic Congestion
- Retail development
- Funding is flat
- Managing development and population growth
- Transit District
- Traffic
- Keeping kids from gangs
- Transportation routing away from River road bottleneck
- No good commercial/industrial land avail(tax opportunities)
- Add roads and fix signage so there are multiple ways to go and people know about them
- Traffic
- Overloading streets with traffic
- Poverty
- Public services to keep up with growth
- Traffic Congestion and circulation
- Schools
- Traffic Congestion
- Library

- Traffic
- Gangs
- Livability
- Finance
- Environment
- Local Livable Wage Jobs
- Rapid transit
- Safety
- Traffic
- Losing sight of the gentle community
- Keeping the community focused on the right things
- Crime
- Over crowding in schools
- Jobs
- Safe and welcoming communities
- Sidewalks
- Ability to attract other than service and retail business
- keeping drugs out
- Keeping it a nice place to live
- Growth/budget
- Maintenance of streets
- Improvement of neighborhood streets
- Land development
- Affordable tax base
- Schools
- Jobs
- Safety
- INFILL
- Improving quality of life while providing for infill
- Infrastructure
- Roads and infrastructures
- Creating jobs
- Identity
- Crime
- Lack of library
- Traffic control/public transportation
- Creating development that is harmful to the existing structures and people.
- Being able to afford to live here
- Public services/need for library
- Repairing roads, building sidewalks
- Crime
- Stable funding for park maint.
- Lowering the cost of city government
- Infrastructure (as defined on previous pages)
- Gangs & Vandals
- How to get improved river access
- Building more property and keeping housing costs down
- Funding for transportation all week long
- We need to have options for entertainment for all ages, not just seniors and high school students.
- Integrous infrastructure
- Crime Prevention
- River Road congestion; need an approximately parallel alternate route.
- Creating a true downtown
- Space
- Retaining longtime residents and luring Keizer's children to return to the community after they have completed college.
- Congestion
- Managed Growth
- Increased crime potential
- Efficient management of city funds
- Limiting terms of office
- City boundaries
- Need new city council
- Available Services
- Population growth
- Encouraging alternative modes of transportation
- Government money
- City planning
- Infill
- Growth without ruining small town feel
- DEALING WITH TRAFFIC ON RIVER ROAD
- Taxation
- Intelligent growth
- Strict land use laws
- Responsible management of the Urban growth boundary
- Lack of space to grow (we will grow up or out)
- Affordability
- Road improvements
- Traffic flow
- Development of Central area of Keizer
- Its growth
- Public safety.
- Racism (there's a disturbing amount of anti-Hispanic sentiment here!)
- Taxes
- Traffic Congestion - make more room for cars - NOT alternative transportation
- A LIBRARY
- Road Maintenance
- Try to rein in city hall and all the buffoons wasting our money
- Traffic
- Figure out how to get a bigger farmers market into town. Would cut down on fuel costs and bring money into our city, county and state economy.
- User friendly city
- Influx of drugs and related crime
- Services

- Keep as many single-family homes as possible.
- Population
- Finding innovative resources to complete good community planning
- Crime
- Education
- Stability
- Well supported civic projects
- Homeless population
- To survive the current economic problems
- Taxes
- Resisting urge to expand boundaries
- Population growth
- Lack of adequate and cheap public transportation
- Public Safety
- Tourist Attractions/ Revenue building attractions
- South end of the city
- Tax base
- How to control traffic
- Over crowding
- Streets
- Public services
- Continuing good volunteerism
- Growth
- Safety
- Moving from a nice community to a bedroom community for Portland or even Wilsonville
- Traffic congestion
- Overcrowded schools
- Traffic control, congestion
- Fighting property crimes and gang activity
- Providing job and recreation opportunities for young people
- Transportation
- Keeping it real and honest
- Land use/growth
- Hunger
- Move to increased maintenance levels as community ages
- Illegal Immigrants
- Urban Growth Boundary
- Keeping the best and brightest youth
- Growth
- Law enforcement
- Overcrowding schools
- How to involve the Keizer community
- Gangs
- Commuting on River Road and to Portland metro area
- Not building it up too much
- Traffic congestion and transportation services
- How to combat the increasing lack of community.
- Crime and public safety
- Budget
- Commercial development
- Crime
- Prevent low income pockets with increased crime rates
- Drugs
- Infrastructure
- I already gave my opinion about the future
- Small businesses and local businesses surviving the economic struggle
- Bringing white collar jobs into Keizer and the area
- Land use
- Jobs
- Keeping the mayor's office and city council as volunteer positions
- Cooperation
- Managing growth so we can sustain quality living.
- Urban growth boundary
- Pollution
- Crime
- Trying to compete with Salem. Lake Oswego
- Keeping city expenses lower
- Government
- Managing growth and traffic
- Keizer Station Development
- Growth
- Growth
- Enforcement of Public nuisances
- Congestion
- Low economy
- Gangs/drugs
- Creating job opportunities
- Lack of alternative transportation opportunities
- Will likely need another high school
- Balancing ideas of growth among residents.
- Energy conservation
- Traffic
- Developing strategic partnerships between civic, government, and business
- Higher prices at groc. stores, gas, etc
- Lack of small business competitors
- Population
- Traffic flow and congestion
- Property crimes
- Crime
- Need to keep our cost of living down.
- RESPONSIBLE & RESPONSIVE development insofar as education, public safety, parks & recreation, & traffic/traffic patterns
- Traffic
- Overcrowding in schools

- How to preserve farmland
- Growth
- Affordable Housing
- Traffic
- More access to I-5
- Developers concerned with their needs not ours
- Traffic congestion
- Keeping Keizer safe to live in
- The city council driving away business because it has become too expensive and restrictive to operate it the city.
- Police/fire protection
- High cost of living
- Alternative transportation
- Safety
- Land Use
- Additional schools to support population growth.
- Recognizing resources, allowing growth & innovation
- Development
- Transportation - north-south travel
- Balancing low tax base and services provided
- Higher Taxes
- Lack of North/South traffic routes
- Safety
- Traffic
- Community involvement and awareness
- Affordability
- Education
- Environment - clean water, land use, open spaces, local energy generation (wind/solar)
- Poor traffic/infrastructure that's limited
- Maintaining current budget guidelines
- Managing traffic congestion
- Traffic safety/ congestion control
- Politics
- Funding for civic improvements
- Costs are increasing
- Providing adequate education and youth activities
- Keizer Fire District
- Funding
- Becoming just another fastfood city impossible to differentiate from any other fastfood city in America.
- Develop core area by Chemawa road
- Noise
- Funding for services for growth
- Crime
- Parks/open space
- Environment
- Housing
- Transportation
- Decrease in volunteers
- Financing
- Controlling growth
- Employment
- Lack of growth opportunity (less available land)
- Make core area of Keizer more people friendly
- Schools
- Keeping the younger generation in Keizer
- Fast greedy people moving too fast and speedy
- Employment opportunities
- Crime
- Housing
- Safe and welcoming retail places
- School repair
- Ability to maintain city infrastructure
- Where to put new bridge over the Willamette River
- Crime
- People working together
- The aging population
- Taxes
- Reigning in Keizer PD
- Business development
- Cost
- Infrastructure.
- KEEPING KEIZER'S SMALL TOWN IDENTITY
- What to do about River Rd – the problem with Keizer is there is no there there.
- Restraint in developing social programs
- Financial
- Budget
- Employment
- Lack of a downtown
- Shopping/entertainment
- Ultra conservatism that hurts people
- Leadership
- Ability to maintain streets/infrastructure independently
- Finding places for people to live
- Traffic
- Protecting water supply
- Keeping Keizer small and safe
- Maintaining Identity
- Jobs
- How to improve roads and bike/ foot paths
- Funding to keep our school system at a peak performance level
- We need to entice people to want to come to Keizer
- Traffic mitigation
- Controlling Growth
- Creating "basic" industrial jobs.
- Creating jobs that attract higher income residents

- Crime
- Attracting consumer spending to our community from those who do not live in our community.
- Aging population
- Drugs, gangs, and continuing crime
- Increased environmental issues
- Public safety issues
- Sewer and water operations
- Needs to stop growing
- Public education
- Library and social services.
- Schools
- Traffic
- Housing
- CRIME
- Demographic balance
- Maintain "Us" identity
- Encouraging volunteers
- Planning now for then
- Law and order
- Maintaining residential areas for families
- Poor planning with the Keizer Station - Dishonest Developer
- Traffic congestion.
- Substitutability – local jobs for local residents, local housing for local workers
- Security
- Better Roads
- Traffic!
- Expansion
- We now have a bloated Police and Fire dept.
- Maintaining the "small, hometown" feeling while continuing to grow.
- Get a down town built, so we can be a community.
- Green space
- Congestion of roads due to increased population and development
- Public Safety
- Need more sidewalks.
- Public safety
- Providing for those who will be impacted by the downturn in the economy
- Youth Programs
- Youth areas
- Community spirit
- Abatement of crime
- Provide jobs for increasing population
- To be responsive to the desires of it's citizens
- Traffic
- Resisting urge to provide too many services
- Keeping taxes low
- Maintaining excellent water supply
- Healthy and environmental issues
- Water/ Air safety and quality
- Jobs in the city
- Growing pains
- How to control City spending
- Traffic
- Keizer station, to many empty stores already.
- Transportation
- Aging population
- Crime
- Affordability
- Crime
- Water
- Population growth
- Keeping it legal for grocery stores to make their own decisions about plastic bags!
- Keeping our tax burden on families and businesses low
- Education
- Quality of life public services
- Traffic reduction
- Aging population
- Public safety
- Providing housing/employment opportunities
- Public safety
- Population growth
- Schools
- Maintaining services
- Definitely keeping crime to a minimum!
- Providing services in tighter economic times
- Traffic
- Experience people
- Lack of library
- Public Schools/Education.
- Determining which non-critical services are more critical than previously thought and then funding them
- City transportation
- Traffic
- I already gave my opinion about the future
- Growth and stability
- Gang and drug problems
- City population and growth
- Infrastructure
- Keeping enough of our undeveloped areas undeveloped
- Industrial development
- Entertainment for youth
- Finish Keizer Station, it looks bad half done
- Listening to its citizens
- Crime
- Over and needless spending
- Keeping its sense of community and volunteerism
- Light Rail extension?

- Budget
- Crime
- Neighborhood degradation
- Resources
- More theft
- Let us grow-we need a library, new school, parks
- Keeping the city safe
- Lack of vision
- Keeping Keizer a livable place to exist.
- School system
- Housing
- Leveraging all of Keizer's leadership towards a common goal/vision
- To many banks & fast food not enough regular restaurants
- Traffic on main roads spilling over into neighborhoods
- Crime
- Keeping the community involved and part of the program
- Illegal immigrants
- Infrastructure improvements
- WISE & BALANCED development insofar as business; "core" businesses to keep consumers "in-house" (like WINCO & Safeway & Roths, Home Depot & True Value, Bi-Mart & Fred Meyer & Costco, and other "everyone needs them"-type businesses) & "Smart long-term" business development (like putting WINCO at Keizer Station to

encourage shoppers to use either Keizer Station or River Road businesses to complete their shopping lists, instead of "strip-mall shopping" from Keizer to So. Commercial or from Keizer to Lancaster & then south on said thoroughfare. I'd like to see WINCO at Keizer Station or where Albertsons is now. It would keep me "in-house" & I'd use other Keizer-area businesses more, instead of planning my shopping along one or another route to a WINCO, as I and lots of other people do, now.

- Quality of life
- Traffic congestion and one-road town congestion
- How to provide public services like a library and improved parks
- Services
- Jobs
- Not enough open space/ farming
- More through routes for traffic
- Growth of government
- Crime, meth addiction
- Too many cats and dogs loose and noise
- I think that's all.
- Schools
- Needing more job options
- Taxes
- Schooling
- Overuse of government rules/bureaucracy

- Transportation cost and maintenance
- Integrating Keizer Station into the city
- River rd evolving with economic changes
- Lack of Jobs
- Lack of money for parks and recreation
- Traffic flow.

**Q7: What are the three most important attributes of your ideal Keizer?**

- Safety
- Local businesses
- Friendly
- Compassionate with a family value core
- Community - we are all in this together
- Top notch schools
- Quality of housing that includes safety & services
- Maintaining green spaces
- Strong, freestanding local economy reflected in jobs and housing market
- Green space
- Limit growth - we have only so much available space
- High standards and expectations
- Livable neighborhoods
- Open and responsible government
- Community Involvement
- Small cozy area
- Doing more with less
- Efficiently run government
- People walking, shopping and enjoying a core people friendly area
- Peaceful living
- Top Notch Education facilities
- Professional
- Quality of Life (parks, greenspaces, things to do, etc)
- Beautiful Parks with River Access
- Community events
- Keeping the Volunteer attitude, neighbor helping neighbor
- Volunteerism
- Citizen Involvement
- Safety
- Small town feeling
- Honesty
- City government that ACTUALLY listens to the citizens
- Country setting
- Small Community
- Schools
- Low cost of living
- Great schools
- Open space
- Honest & ethical City
- Safe
- Great law enforcement
- Community building
- Adequate supply of single family homes
- Small town feel
- Good - Safe community to reside in
- The people
- Parks
- Sound use of land
- Low taxes
- Consistent architectural code for defined districts
- sustainability
- Lower density housing.
- A pleasant walkable city center
- Safety
- Open mind
- Sense of community
- Safe community
- More culture entertainment places to enjoy
- Quality education
- Community activism
- Open parks/green spaces
- Caring for others
- Fiscal reality
- Friendly atmosphere
- Maintain neighborhood feel and sense of community
- Good community feeling
- Small home town. It's ok to be small.
- Livability
- Small city
- Healthy, safe place to live
- Family involvement
- Community pride
- Volunteerism - training future generations of volunteers
- A local art/talent fair or Saturday Market or something along those lines.
- Strong and vital neighborhoods
- community awareness
- Strong commitment to public safety & crime prevention using volunteerism
- You know you're there when you're there.
- City leaders who listen to and care about citizens' opinions
- A city hall that listens
- Livability/Space/Clean City/Less traffic
- Safety
- More old city type malls/bandshells/picnics
- Strong identity
- Prudent city management
- Friendly
- Small town - don't compete with big cities
- Space
- Small town
- Clean
- Citizen involvement

- Good park system. Adequate sidewalks and trails for biking and walking
- Great parks
- Safe
- Good schools
- A place to raise kids
- Safe
- Home town feel not a big city feel
- STRONG FAMILY, COMMUNITY
- Livability
- Safe, secure, clean
- Small town
- Parks and Recreation District
- Small town feel
- Keeping the small town country feel
- Continued volunteering
- Its citizens, the neighborhood feel
- Cleanliness
- Known for its music and art
- Good Schools
- Community
- Get rid of it and all the waste with it
- Give us a Downtown and a library near it!
- Humble
- Maintain what we have now from neighborhoods to commercial areas
- Family oriented
- Small community feel.
- Nice neighborhoods of single-family homes.
- Safety
- Inclusive: That Keizer is an inclusive community toward all it citizens
- Pride...meaning cleanliness and attitude of citizens
- Look and feel of the area
- Small town feel
- Responsible civic leadership
- Reduce crime
- Livability
- Manageable size city with low taxes
- Community involvement
- Beautiful tree lined River Road
- Safety
- Respecting peoples homes and property/Neighborly kindness
- Gathering place - shops theatres nice restaurants
- People - volunteers
- Location
- Small
- A Public Library
- No traffic congestion
- Convenient
- Small town with good sized lots for homes so neighbors have room to breathe and live
- Whole Foods store in Keizer Station
- Low crime
- Clean and friendly place to live
- Arts
- Safety
- Community identity
- Community involvement
- Quality of life (livability)
- Volunteerism
- Quality of life public services
- Good leadership
- More "walking" friendly
- Hometown identity
- Safety
- Connected community
- Clean, attractive zoning areas
- Safe
- Clean
- Clean and green
- Less crime, safe neighborhoods.
- Diverse places to dine
- Clean and attractive streets
- A pleasant, pedestrian-friendly Downtown core area.
- Close and convenient shopping
- Library
- Volunteerism
- An intelligent, well-informed population
- No Hispanic population
- Volunteer opportunities
- Local schools teaching useful skills rather than inflating little egos
- Small town feeling
- Forward thinking city government
- Community feel - friendly
- Ensuring travelers on Lockhaven obey the speed limit
- Activities such as a movie theater and community center
- Green spaces
- Stick to why we became a City
- Leaders that Lead and want this City and the people to live here to succeed in business and back them up.
- Small-town feeling--getting along with other citizens
- Lots of parks & green spaces
- Community with numerous parks and greenways
- Community
- Safety
- Educating Staff to understand Quality in the Constructed Projects
- Quality public schools
- Parks
- Safe

- More open space
- More things for families to do
- Friendly small town feel.
- Safety
- Low taxes
- Community Driven
- Good bus service
- Public safety
- Parents need to be more involved in their children's lives
- No crime
- A community that is willing to invest in the future
- Feels like a small town.
- Safe & friendly neighborhoods, parks, & shopping areas.
- Staying small, reduced or better planned growth
- Family atmosphere with low crime rate
- Stable population
- Quality Family Living
- Family Environment
- Country feel but close to everything
- Low-Cost government
- Small town "feel"
- The best schools
- Residential not business
- Light Traffic
- I think that the people of a neighborhood should have more say in what goes on around them, than the people that don't live there.
- Proximity to I-5
- Creating more jobs
- Small town feel
- Parks
- City/Community Leadership
- Beautiful place to live
- Open
- Simple, no frills, low cost government and lower taxes
- Safe
- Pride in our city as citizens
- Ease of getting around town
- Affordability
- Variety of green areas
- Location
- Easily accessible parks
- Affordable shopping.
- Livability
- Community involvement including Southeast Keizer who I think the city has forgotten is there
- Organized
- Volunteerism
- Volunteerism - we each have something to contribute
- Library
- Community involvement
- Continued citizen involvement in government
- Strong civic engagement in the affairs of the community
- Unique building structures- no cookie cutter neighborhoods
- Public Safety
- Good People are our resource
- Cultural amenities
- Community involvement
- Responsive local government
- Community isn't so huge
- Value of volunteers
- Easy to navigate the streets
- Slow cars down
- Quiet surroundings
- Low Crime Rates
- Trust Worthy
- Continued sense of Community
- A nice civic center/Library
- Volunteerism
- Reduce growth
- Good sports
- Good Education
- Community feel
- Kindness of people
- Safety
- Continuing the volunteer attitude
- Knowing everyone's name
- Location
- Safety
- Small size
- Quiet neighborhoods
- Keizer Fire District
- Inviting
- Good and friendly people
- Cleanliness
- Ability to attract living wage jobs to Keizer
- Great parks
- Well run government
- Pride in our city
- A Fire Department instead of a district
- Wise use of taxes
- Low taxes
- Developed parks with facilities
- Affordability
- No crime.
- Good transportation options
- Active citizen participation
- Global connections
- Good opportunities for the youth
- Fiscally responsible city
- Community Television gives us identity communication and education
- Local employment
- Independence
- Alternative transportation and bike paths

- Local neighborhoods where people want to live and stay.
- Living wage jobs
- Adequate shopping
- Strong public safety
- Environment issues (recycle, bus system, green space)
- Keep taxes low. Demographic is getting older
- Great public services
- Strong police dept provide a safe place to live
- Well-planned & well-maintained; roads/infrastructure/civil points of interest, etc
- Good schools
- Everyone knows everyone feeling
- Strong Community - that works well within itself and with other cities
- A clean and safe place for people of all ages.
- Proactive council that works on behalf of ALL neighborhoods
- Openness of the community
- Quality streets and traffic control with good public transportation
- Excellent education for children, i.e., LIBRARY.
- Focus on children
- A true downtown
- Low crime rates
- Cultural and entertainment opportunities offered in Keizer
- rather than spending my money in another community I could be spending it here. For example in order for me to see a movie I have to drive to Salem
- No traffic areas
- Professional Police Department
- Family friendly, still somewhat urban, thriving community that it seems to be now
- Very good services
- Doesn't follow lead of big cities
- Low taxes
- Community input that is actually listened to
- Low crime rate
- Environment
- Helping local businesses stay in business
- Small town attitude
- Quality schools & businesses
- Safe neighborhoods
- Places for families to do things
- Friendly
- Things to do for kids and adults
- SAFE STREETS, PARKS
- Solid tax base
- Small town feel
- Upper middle class neighborhoods
- Entertainment/shopping/dinning
- Safety
- Unique and creative, visually appealing business growth
- Affordable place to live
- Walkability
- A great place to stop when passing by
- Low Taxes
- Affordability
- You can't put lipstick on a PIG
- Great schools (or work toward volunteering to improve them)
- Friendly
- Better roads/thoroughfares
- Low crime
- Caring people.
- Be able to walk on sidewalks instead of dodging cars on the road.
- No Congestion
- Participatory: That citizens may participate in government in a meaningful way and truly be heard
- Innovation, keeping Keizer moving forward
- Low taxation
- Safety
- Quality of life
- Sustain population growth
- Schools
- Maintenance of the roads, etc we have
- Volunteerism
- tough, no exceptions sign code
- Livability
- Small town feel/ family
- Safety
- Safe community
- A strong sense of community
- Police
- A unified town center
- Small city government
- Compact
- Jobs for adults and teens to keep crime down
- Keeping home town feeling
- Convenient shopping
- Feeling of community and involvement
- Strong small businesses
- Freedom
- Values children
- Good leaders
- Transparent leadership!!
- Strong city identify and civic pride
- Sound plan for growth
- More trees!
- Community
- Attractiveness
- Opportunities for housing and employment
- Traffic that moves freely during congested times

- Quiet
- No drug/gang problems
- Friendly
- Well maintained roads and landscaping.
- Same as shopping
- Variety of businesses and services fitting wide range of incomes
- A city in which housing types are planned and coordinated with parks, schools, and shops.
- Fair property taxes
- Less emphasis on sports
- Good schools
- Good place for families to live
- More city transportation
- Small community feel
- Local jobs for the youth as well as careers for graduates
- Close-knit networking system
- Improved beautification
- Safe
- Park areas
- Clean
- Local jobs
- Don't compete with bigger cities
- To make our City the best it can be instead of "How Big We can get"
- High quality schools
- Not having to use a very expensive water filtration system
- Easy access
- Increasing the Code Enforcement Staff
- Affordable Housing
- Good schools
- A new library
- Greater use of alternative ways to travel-walk/bike
- More arts and cultural opportunities
- Low crime.
- Recreation
- Safe and high education standards
- Caring community
- Outstanding school system
- No drugs
- A community that is accepting to all people
- Good schools & lots of child-centered family-inclusive activities (like all the sports my kids grew up with & my husband & I were involved in coaching & coordinating).
- It not a big city or trying to be one either
- Quality schools
- Adequate employment base
- Controlled traffic
- Safety
- Great police dept
- Safe place to live
- Volunteers
- Low crime and drug rates
- Keeping Keizer rural
- Small town atmosphere
- The citizens should have more power over the city council.
- Keizer Station
- Finishing the Keizer station mall area
- Affordable housing
- Prudent use of city money by city leaders
- Quaint shopping - not just big box - city core - walking areas
- Clean (Garbage and pollution.)
- Very low crime rate
- Quiet
- Inclusiveness, open-arms to new members, visitors, business
- Thriving commercial sector(s)
- Public Safety (Police)
- Ease of travel throughout the community for all transportation types
- Jobs
- Places for people to walk and talk with others
- Great parks and green space.
- Education
- Growing
- The Booster club mentality of Keizer
- Creative - we have ideas to share in how we solve problems
- Clean, safe neighborhoods
- Quality of schools and keeping the youth engaged & involved
- Better transit options to Portland
- Pride and spirit
- Successful public education system
- Small government
- Shared values in the community
- Adequate infrastructure—roads, bridges, sidewalks, walkways, bike paths, lighting
- Manageable growth, traffic and development
- Financially Stable
- Nature
- Small town feel
- Safe to go anywhere/anytime
- Quiet neighborhoods by stopping speeding and boom boxes
- Being proud of citizen accomplishments
- Public Use Land/Parks/Recreation
- Caring
- Public Safety
- Another n/s route around Keizer
- Quality of living
- Keeping Keizer somewhat rural
- Good city government
- Recreation for Citizens

- Progressive attitude
- People help each other
- Clean
- Involving our youth in worthwhile endeavors
- Personal Safety
- Poise
- Control taxes
- Economic Development opportunities
- Affordable housing
- Good area to raise children
- Friendly
- Good schools
- Affordability
- Low-cost government
- Friendly (activities to help it be so)
- Community that has parks, shopping, entertainment, etc. has it all
- Beautiful
- Public Safety and protection of property
- Low taxes
- Developing Claggett Creek
- Safety
- No traffic.
- Good government
- Zero cars
- City planning to accommodate the future development
- Place everyone wants to live
- Solid infrastructure
- Activities
- Great water
- Revitalized downtown area/gathering space
- Government that responds to the needs to the majority.
- Leadership
- Job opportunities
- Safety on roads/sidewalks for bicycles and pedestrians
- Recreation for the younger set.
- Well maintained infrastructure
- Transitioning Keizer from a retirement community to a place to start raising your family
- Vibrant community with lots of citizen involvement
- Keeping clean & green
- Lower real estate costs
- Strong Economic Sense of Purpose - work hard to attract jobs to the community
- A city that isn't afraid to lead the way with new and exciting ways of life. New jobs, clean energy, citywide wireless internet etc...
- River Rd as an active central retail/commercial district
- Accessibility
- Abundant shopping with local major stores
- Volunteerism.
- Focus on volunteerism and sense of community
- A green living environment
- Affordable housing/good schools
- Regular growth.
- Street fairs
- Quality Services
- Encouraged and valued community involvement
- Fairly low taxes
- It's own unique identity
- Trees
- New mayor
- Good schools
- Public education
- Library
- Clean/environmentally responsible
- Cleanliness
- Community pool, make Keizer a destination, something big something families would drive from Portland or farther to see or do maybe something indoors for use year round a wave pool we all benefit from the revenue!
- Personality
- Being close to stores, doctors, etc.
- ONE PLACE TO PICTURE AS KEIZER, NOT JUST "RIVER ROAD"
- Solid infrastructure
- Environmentally responsible
- Public safety
- Good public safety
- places to shop at reasonable prices
- Safe living because gangs/criminals are redirected through positive avenues
- Communication between government and public
- Community
- Bicycle and pedestrian friendly
- Low Taxes
- Volunteerism
- My rearview mirror
- Condo's by the downtown area. Would equal less driving, more visiting and spending. We would ride bicycles there! Fun and healthy.
- Green (jobs)
- Unclutter the commercial areas/require beautification
- Cultural/ recreational opportunities
- A reason for people to live, shop, work, and play in Keizer.
- Need parks that are more friendly to toddlers.
- Less taxes
- Full of vision: In a way to allow the community to make positive progress
- Youth groups and programs
- Care and concern of area by citizens
- Leadership

- Well funded police and other emergency services
- Educate or care for the homeless population
- Taxes
- Government that is run by it's citizens
- Investment in youth
- Odor free waste treatment plant
- Healthy, engaged children, youth and families
- Public Safety
- Well maintained
- Structured growth
- Environmentally sound
- Clean
- More north-south routes
- Low taxes
- Safe place to live
- Friendly, helpful, prideful residents who care about living in Keizer and volunteer
- Library
- Staying a small town feel
- Forward thinking leaders
- Small-town Community Atmosphere
- Values volunteerism
- An environment that prepares the next generation of leadership-A Legacy!
- Historical sites identified and promoted
- Maintaining the current infrastructure
- A public plaza or gathering place
- Greater community concept
- Cost
- School and social investments
- More retail areas which provides more reasons to buy in Keizer
- Relaxing
- Lower taxes
- Community centered
- Good school systems.
- Jobs
- Safe streets, neighborhoods and parks for families
- Safety
- Medical care
- High priority placed on good use of our natural resources
- More entertainment
- Neighborhood associations
- Recreational activities for citizens of all ages that don't cost an arm and a leg
- Local support and visualization
- Good traffic movement
- Self sufficient
- Keeping the Volcanoes stadium intact
- Low Crime Rate
- Investment in the community
- Keep it small
- Government and Community to unite to make Keizer the Community it used to be.
- Desirable neighborhoods
- Good shopping & Good Schools
- Rehabilitation of degrading Neighborhood Areas
- Traffic congestion is kept to a minimum
- Safe places for recreation
- A north-south route
- Coordinated planning of resources
- Value all citizens.
- Education
- Arts intermixed with business
- Good schools
- Community pride
- No illegal immigrants
- A community that is based on hope and not fear
- Wide cultural diversity & population-wide respect, understanding, and inclusive acceptance with regard to ALL ethnicities, nationalities, religions, and lifestyles.
- A council that is not so pro-growth hand or foot
- Managed growth particularly in commercial ventures
- Opportunities of all kinds for youth and young adults
- Nice businesses
- Proximity
- Great senior living
- Ability to move traffic
- Low tax rates
- No traffic congestion
- All dogs and cats on leash, keep the coyotes
- The city council should serve the citizens needs not just there own.
- Keeping the town nice not over populated
- Community pride
- Amazing city to live in
- Lower taxes
- Learning Opportunities
- High quality of life, small town feel, clean and attractive
- Strong business community (working together)
- Stable families and neighborhoods
- Scenic
- Safety
- Safety
- Quiet streets
- Sense of pride.

**Q8: What group best describes your age?**

| Answer Options | Response Frequency | Response Count |
|----------------|--------------------|----------------|
| under 25       | 4%                 | 12             |
| 26 to 36       | 14%                | 44             |
| 37 to 50       | 32%                | 104            |
| 51 to 65       | 38%                | 123            |
| over 65        | 12%                | 38             |

**Q9: Are you male or female?**

| Answer Options | Response Frequency | Response Count |
|----------------|--------------------|----------------|
| Male           | 57%                | 180            |
| Female         | 43%                | 136            |

**Q10 Do you own or rent your home?**

| Answer Options | Response Frequency | Response Count |
|----------------|--------------------|----------------|
| Own            | 90%                | 284            |
| Rent           | 10%                | 31             |

**Q11: How long have you lived in Keizer?**

| Answer Options | Response Average | Response Total | Response Count |
|----------------|------------------|----------------|----------------|
| Years          | 18               | 5580           | 314            |

**Q12: Where do you work?**

| Answer Options      | Response Frequency | Response Count |
|---------------------|--------------------|----------------|
| Salem               | 42%                | 134            |
| Other/Not employed  | 24%                | 75             |
| Keizer              | 20%                | 64             |
| At home             | 7%                 | 23             |
| Portland Metro Area | 6%                 | 20             |

### Q13: Is there anything else you would like to add?

- Keizer should have one fire department. It is ridiculous and dangerous to have two fire departments providing one service to one community. Why the city does not see this as an issue is beyond me. Tax rates are different, insurance rates are different, responses are different, part of the city is all volunteer the other part is volunteer/career, Clearlake volunteer are primarily students with less experience and education. It is a matter of time until something happens and it will not be good.
- I would like to see the city pay attention to Southeast Keizer. It would be nice to see someone represented from that part on town on City Counsel. They spent money to update the sidewalks and plant trees but then let them die and have not seemed to maintain them. We talk about pride in our cities slogan but the city only seems to take pride in part of our town and would like to forget the other part. I grew up in that part of town and it's sad to see what it has become and how little involvement there is from it's residents. I would hope one day to see it improved and just as much a part of this community as the rest.
- Please keep the community posted as the group moves forward.
- We chose to raise a family in Keizer because it is a strong, safe, dynamic community. I have watched Keizer mature from "not Salem" into a vibrant city with vision and goals of its own. I am proud to be a part of this community.
- Thanks for your work. Make a very big public involvement effort to engage as many people as possible.
- Not at this time.
- Keep going...
- Establishing a vision is a necessary starting point, but it is just a starting point. The heavy lifting is yet to come if visioning is to become more than idle discussion.
- Excellent survey!
- Need More Community Policing
- Thanks for asking - good luck!
- Happy New Year
- "Focusing solely on the obvious 3 most important ""have to"" items such as public safety, crime, transportation congestion, etc"" we miss the opportunity to finally look at some ""wants."" I did not list any ""want"" items as they are not among my top three items that we need to address. No ""want"" item will ever be as important as the ""need"" items. Therefore when you keep asking for the ""top three"" of this or that, no ""want to"" items will ever be listed as they simply are not as highly prioritized. (i.e. Maslows hierarchy of needs).
- Any and every city council will focus on the ""need to"" items. When will we ever step back and envision some ""want items"" such as parks and recreation, trails, entertainment, fun things to do for youth and adults, etc. If we do not discuss lower priority but wanted items in the long term planning process, they will never happen and Keizer will never realize its full potential as an even more wonderful place to live."
- Move utilities (electric) under ground...
- No
- Our so called leaders what Keizer to grow-grow-grow, WHY? Keizer Station is a good thing however we don't need to become an industrial city. There is already to much traffic and to may empty buildings. Some of things the City spends our \$\$ on has no rhyme or reason. The art, traffic control and management of our \$\$ are a joke. I love Keizer and don't care to live anywhere else however it's becoming less livable all the time.
- Thanks for asking
- i feel we have a great community but need more emphasis on keeping it green

- I was extremely impressed with the manner in which Keizer Rapids Park was developed and mostly the use of the 'Charettes'(Sp?) It would behoove this group to look to that example in developing the "Keizer plan"
- "We have always loved the calm of Keizer and watching that
- Diminish before our eyes is a sad disappointment."
- I would like for there to be some way to account for a person filling out the survey to make sure they are part of the Keizer community
- No
- "Leadership has been awesome, hardworking.
- I worry about the high school situation and how it will eventually divide families and students when there needs to be some relief from McNary."
- The results of this survey are a combined effort of me and my spouse. Fown ugly-up the water tower. It looks good as it is.
- Keizer is a great place to live. Friendly people, good government and more shopping places coming all the time.
- Thank you for you interest in our city
- Stop the in-fill policy now! My favorite part of Keizer is driving by the approx. 20 acres of cows grazing along Verda!
- Innovation is key. Keizer has the ability to step up and decide to join the global economy. I fear we're shackled and blinded by our local issues that are of no consequence with respect to the larger picture. The larger picture is that of a vast potential and now is the time to embrace it. How about courting companies like Intel to build on the northeast part of town? Landing a single deal like that would put Keizer on the map as a beacon for intelligence and a willingness to lead the way. Instead, I fear we're going to swallow more of the same and continue grading our city officials on how well they respond to the weather.
- Thank You
- Getting bigger is not important
- Promote living and working in or near Keizer. People should live near their principal employment. Keep transportation needs as they are now. Don't make it worse.
- I think we should have one fire department!!!!
- Would like to see less disparity between the middle schools and an additional high school or current high school expanded.
- Don't take on a bunch of debt for non-essential development. If the city wants to do they it needs to be on a pay-as-you go basis.
- Thank you for the opportunity to participate! The survey went very smoothly and was easy to use.
- "The city need to start a parks and recreation dept that is active with it's younger citizen.
- We need a boys and girls club, for our teens to have a place to go after school."
- Thanks for doing the Vision. It shows an effort to try to decide if Keizer is to be a City or just a suburban residential bedroom community to Salem.
- Please do not toss aside ideas that may conflict with City Hall's status quo. Look into bringing light manufacturing or technical industries to town and forget about Keizer Station, It will not help us down the road. Look for sustainability not quick fixes and reduce the number of future apartment complexes. We need a higher quality of living in Keizer, not minimum wage jobs. Think of Keizer as a West Linn or Lake Oswego and stop making it a Woodburn
- Let's stop the madness and focus on what really matters; lowering crime rates, decreasing traffic/congestion, and making the city more livable. I have lived in Keizer most of my life, because I like the small town feel from a mid sized community. Things are changing fast and with every new store at Keizer Station we trade our livability for more traffic and

congestion. Soon Keizer will be no different than Salem, and although I'll always love this community these changes have got me thinking it may be time to consider leaving because I know there are much better places to raise a family.

- there should be some way other than 911 to get the police on weekends and nights. I have called their non emergency number twice and can't get anyone except to call 911.which is there for emergencies
- "Just a reminder that I think it would be nice to see sidewalks along Chemawa Road. McNary students are walking in the bike lane after school. Way too close to cars.
- Keep up the good work."
- Lore was very nice to me when I rode my bike past city hall one day.
- Thank you for asking for our input. It's important for you to hear from those of us who pay taxes!
- Thanks for making this a place I am proud to live. Before work-related transfer to Oregon, I spent 25 years in the Los Angeles area. I witnessed what lack of planning and mis-used resources can create and have never been happier than to be here and call Keizer my home. Thank you for that!
- Keep up the very good work
- Do not support wiping out a neighborhood to make a "Down Town".
- I think more should be done in keeping people to adhere to the standard code.
- Keizer used to be a nice small community, but the mayor has ruined Keizer with her own ideals
- Not at this time.
- I found it difficult to find information on the Keizer web page on the visioning process. So far, there's only the November 6th minutes. I'd like to see objectives of the study, a calendar of upcoming meetings, links to Keizer Times articles, survey results, etc.
- Keizer should stay small. The city needs to concentrate on maintaining what we have. Like roads and water. Add more open space parks to the city.
- Please proof-read what the mayor writes. Her sentences ramble and her points get lost at times. Her message should be clear and to the point, it would be much more enjoyable to read.
- I like the new mall but we need something for the youth and families to do something new and big a draw for the hotels, like great wolf.....but affordable! it means jobs!
- Nice job putting together a visioning task force. Bring it to fruition and then act on the choices.
- THANK YOU FOR YOUR SURVEY, AND FOR LISTENING TO US.
- Compass publication very well done
- A big box store (especially a Wal-Mart is not a good fit for Keizer. We owe our river road merchants more respect than that. Not to mention our neighborhoods.
- "I can't stress enough that our growth needs to be done tastefully and with unique businesses, not just the same old, same old you find everywhere.
- I think we need to have gang prevention and diversion tactics back in place."
- We need to limit growth to try and recapture the "small town" feeling
- "Yeah! Listen to the people who live in North Keizer
- Those who are being affected by the poor choices of the City Council and the developer."
- No. Thanks for asking.

- "We don't need a library - I don't want to pay for it!
- We don't need more mass transit.
- Don't go after more grants from State and Federal Government - let's support ourselves or do without!"
- Keizer needs to add traffic light cameras on all of its intersections. I can't believe how bad it is! Every day I see at least 5 cars blatantly run red lights. The cops need to start hiding (i.e. out of sight) , and catching these people.
- Stop spending our money on Stupid things like a new Bus Depot for gangs to hang out and spread graffiti, you dolts saw how well the skate park worked. Pathetic
- I love Keizer. While I know it's inevitable that growth is going to take place, I would still like Keizer to maintain it's "homey" feeling. I am really concerned about the crime in Keizer. It seems to be on an up rise. I also would like to see the city center moved as has been mentioned. It would be nice to have "downtown" Keizer a place where a person could walk from store to store. Right now, including Keizer Station (which I love) you have to drive from store to store.
- I would ask that the city government please listen to the people of Keizer. We do not live here only because taxes are lower, we think the city is safer and cleaner than the surrounding areas. If the city government only votes for projects that encourage growth to simply add tax revenue, then it will be a miserable place to live. Please make your decisions based on livability and not mainly profits. Seriously, be a progressive city and build "up" and not out. We love our countryside and our trees. We do not want to see more giant pastel houses built in our valuable farm fields.
- It is vital that we have a viable trail system which would include Claggett creek. We need to be able to get from one end of town to the other while cycling or walking along the wetland trail ,now that's what you call greenspace .Cities that have well preserved green spaces throughout the city center will be recognized in the future as being truly concerned about its citizens and their livability and viability. It's been said once an opportunity passes it can be gone forever. This is the exact time to be acquiring green space land while much of that land along Claggett creek is still undeveloped and undisturbed, All investment into this city will cost money but by acquiring this land first then and only then can you really plan our city layout that is because our city should be planned in partnership with the green spaces available...please consider this option, it really makes sense.
- I enjoy Keizer, but would like to see the city attract recreational things, such as volleyball for kids, rec/ teen center, dragon boating, public access to dock for river, etc.
- Keep improving River Road and installing sidewalks.
- "It would be nice to see the City move away from being a strip of retail the full lengths of River Road and Cherry Avenue by creating some ""pockets"" for gathering.
- The City should concentrate more on developing a walkable community by adding more landscaping on major arteries, more street lighting, and better pedestrian connections and routes for all ages.
- For more governing body folks to understand the negative impacts that the development of Keizer Station and its continued development create--traffic congestion, reduction in traffic safety on pedestrians and bicyclists on Chemawa Road, creation of mainly minimum wage jobs, withdrawal of customers from City center, creation of a separate realm that does nothing to invite folks into Keizer."
- I love Keizer and want her to grow and move forward keeping the community together and flourishing.
- Not at this time.
- I would not like to see Keizer try to fund a library. Anything Keizer could develop would be hard-pressed to compete in quality with what is available in Salem. As it is now, any Keizer resident who wants to use the Salem library, pays nothing unless they want to take books out. If Keizer has its own library, it would cost every Keizer citizen, even if they do not use the library, as much or more than it would cost to use Salem's library. Let us not lose sight of costs in our zealously to be a complete little city.
- I love living in Keizer. My worst fear is that we will see increased crime over the next couple years due to the downturn in the economy and loss of jobs. This will also increase the homeless population. We'll need much more volunteers to help in all areas.
- I think the people in charge are doing a good job. Keep it up
- Thank you for the opportunity to comment. Please remember you are a public servant.

- My main concern now for Keizer is the establishment of a good public library
- Address the UGB issue soon
- "Moving Keizer fest to Keizer Station is a really dumb idea!
- There is nothing Keizer about Keizer station. It's just another
- Poorly designed, pedestrian unfriendly I-5 retail center."
- Leadership is doing a good job and must keep an eye to the future. Always seeking opportunities to improve jobs, attract civic minded community members and balance that with over-growth, environmental demands, economic swings and capacity. Leadership's meaningful engagement and mentoring of youth in all areas of Keizer's development, growth and concerns. Young people can help us keep the vision alive and make it reality.
- The future of Keizer is keeping in mind the lives of the people that live here. Do not sacrifice them for monetary gain, it never adds up in the end. People are what make up Keizer, not buildings or parks. Without people there would be no town.
- Be cautious on the way situations like the possible public transit center was handled. The people with the new subdivision were totally screwed by the way it occurred and is continuing to occur. They couldn't sell lots even if the economy was up.
- Thanks for putting together this survey! I enjoyed giving you my input.
- The traffic control changes on Chemawa associated with the Keizer Station are absolutely terrible. The traffic situation was far better before Keizer Station was developed. Motorists can't understand how to navigate the area - I see illegal U-turns on Chemawa and Lockhaven almost every day. I see vehicles stopped on the railroad tracks. The worst thing is I don't see anything being done about it. Somebody needs to be fired.
- We still need a quality, full service library.
- I am pretty satisfied with Keizer now but would like to have a public library!
- Thanks for the wonderful community!
- To keep our focus on community involvement and volunteerism, the city government must NOT take over responsibilities that can be taken care of by citizens. Lower taxes are a key part of the quality of life in Keizer.
- It is absolute key that we mentor our youth into next generation leadership for the City. This will ensure the "Keizer" spirit, but not doing so would also be a travesty
- Please add some additional crosswalks on River Road. On my way to work each morning, I see mothers with strollers and elderly people dodging cars to cross the road. Not good!
- I believe it is going to take some out of the box thinking to tackle the next 20 years. We need to have some forward thinking people that are not afraid to lead. Our future depends on it!
- THANKS for allowing our input
- I love that the Keizer Police Department has a mailing list where people can keep up to date on crime issues. Leveraging technology is a refreshing thing to see in government.
- Really like the community communications via email. Would like to see more distribution of information through digital means via web site or email newsletters. Saves on printing and mailing costs, and can be more up to date than infrequent mailers.
- I love Keizer. Right now, and probably 20 years from now. It will always be Keizer! Great place
- We bought our house in Keizer because we liked the house itself so much. We otherwise much miss West Salem because of its greater beauty, walkability, and proximity to Downtown. Keizer is very much lacking in charm, I fear! The New Park and Shopping Center were such good additions.
- In the past several years growth has been allowed to continue in Keizer without any traffic improvements. River Rd and Lockhaven/Chemawa can be ridiculous at times.

- Thanks for asking.
- help get some more good restaurants
- After living for 16 years in NE Salem - these past few years in Keizer, I love the closeness that Keizer represents and the networking support all around. It has been a great transition and I whole-heartedly support the growth of Keizer and hope that we don't lose the small town atmosphere and local support of each other.
- No
- "Keep up the good work!
- I would hope the city does not see population growth to be the solution to any potential problems."
- The city manager may do a great job, but that job is way overpaid. How about \$80,000 a year?
- "There needs to be more local jobs.
- I am 16 and trying to find a job.
- I would love to be able to stay in Keizer to work, but there just isnt anywhere that is hiring.
- Given the current economy, it is understandable.
- However, in the future, it would be nice to be able to have more local jobs for youth.
- It will help keep them out of trouble and establish good working habits."
- thank you for the opportunity to take this survey
- thank you for your service
- We became a City to not become Salem. Now we are. We need to get back to our mission in the first place and keep it small!!!!!! I'd rather pay higher taxes and keep it small then wipe out neighborhoods to build a downtown.
- I am so disappointed in our elected officials of Keizer. They never have the same answer twice and do not work as a team to better Keizer. They have no taste in design and River Road looks like the biggest cluster mess I have ever seen. Between Penis Point - green ugly expensive fencing, hidious blue benches, brown and yellow ugly complexes, statues that are so out of scale with no lighting, fountains (except for the one at the corner of Chemawa Rd and River Road) that are so out of scale and ugly. Keizer has been my life for many years and I don't think I have ever been so discussed and sad that our fine city has come to this. Unless some major changes are made in the wasted spending with Keizer not having a long term plan of what our City could be - we are going to keep putting money into expensive projects with no continuity and taste. I do believe that everyone that had input on the River Road Project must be color blind!
- Creating a new City "downtown" may be a good idea, but I don't know all of the pros and cons.
- "PROFESSIONALS' STATEMENT CALLING FOR AN END TO WATER FLUORIDATION
- AUGUST 9, 2007
- We, the undersigned professionals, come from a variety of disciplines but all have an abiding interest in ensuring that government public health and environmental policies be determined honestly, with full attention paid to the latest scientific research and to ethical principles.
- EIGHT recent events make action to end water fluoridation urgent.

- The publication in 2006 of a 500-page review of fluoride's toxicology by a distinguished panel appointed by the National Research Council of the National Academies (NRC, 2006). The NRC report concluded that the US Environmental Protection Agency's (EPA) safe drinking water standard for fluoride (i.e. maximum contaminant level goal or MCLG) of 4 parts per million (ppm) is unsafe and should be lowered. Despite over 60 years of fluoridation, the report listed many basic research questions that have not been addressed. Still, the panel reviewed a large body of literature in which fluoride has a statistically significant association with a wide range of adverse effects. These include an increased risk of bone fractures, decreased thyroid function, lowered IQ, arthritic-like conditions, dental fluorosis and, possibly, osteosarcoma.
- The average fluoride daily intakes (\*) associated with many of these adverse effects are reached by some people consuming water at the concentration levels now used for fluoridation – especially small children, above average water drinkers, diabetics, people with poor kidney function and other vulnerable sub-groups. For example, the average fluoride daily intake associated with impaired thyroid function in people with iodine deficiency (about 12% of the US population) is reached by small children with average consumption of fluoridated water at 1 ppm and by people of any age or weight with moderate to high fluoridated water consumption. Of special note among the animal studies is one in which rats fed water containing 1 ppm fluoride had an increased uptake of aluminum into the brain, with formation of beta-amyloid plaques, which is a classic marker of Alzheimer's disease pathology in humans. Considering the substantial variation in individual water intake, exposure to fluoride from many other sources, its accumulation in the bone and other calcifying tissues and the wide range of human sensitivity to any toxic substance, fluoridation provides NO margin of safety for many adverse effects, especially lowered thyroid function.
  - Note: "Daily intake" takes into account the exposed individual's bodyweight and is measured in mg. of fluoride per kilogram bodyweight.
- The evidence provided by the US Centers for Disease Control and Prevention (CDC) in 2005 that 32% of American children have dental fluorosis – an abnormal discoloration and mottling of the enamel. This irreversible and sometimes disfiguring condition is caused by fluoride. Children are now being overdosed with fluoride, even in non-fluoridated areas, from water, swallowed toothpaste, foods and beverages processed with fluoridated water, and other sources. Fluoridated water is the easiest source to eliminate.
- The American Dental Association's policy change, in November 2006, recommending that only the following types of water be used for preparing infant formula during the first 12 months of life: "purified, distilled, deionized, demineralized, or produced through reverse osmosis." This new policy, which was implemented to prevent the ingestion of too much fluoride by babies and to lower the risk of dental fluorosis, clearly excludes the use of fluoridated tap water. The burden of following this recommendation, especially for low income families, is reason alone for fluoridation to be halted immediately. Formula made with fluoridated water contains 250 times more fluoride than the average 0.004 ppm concentration found in human breast milk in non-fluoridated areas (Table 2-6, NRC, 2006).
- The CDC's concession, in 1999 and 2001, that the predominant benefit of fluoride in reducing tooth decay is TOPICAL and not SYSTEMIC. To the extent fluoride works to reduce tooth decay, it works from the outside of the tooth, not from inside the body. It makes no sense to drink it and expose the rest of the body to the long term risks of fluoride ingestion when fluoridated toothpaste is readily available.
- Fluoride's topical mechanism probably explains the fact that, since the 1980s, there have been many research reports indicating little difference in tooth decay between fluoridated and non-fluoridated communities (Leverett, 1982; Colquhoun, 1984; 1985 and 1987; Diesendorf, 1986; Gray, 1987; Brunelle and Carlos, 1990; Spencer, 1996; deLiefde, 1998; Locker, 1999; Armfield and Spencer, 2004; and Pizzo 2007 - see citations). Poverty is the clearest factor associated with tooth decay, not lack of ingested fluoride. According to the World Health Organization, dental health in 12-year olds in non-fluoridated industrialized countries is as good, if not better, than those in fluoridated countries (Neurath, 2005).
- In 2000, the publication of the UK government sponsored "York Review," the first systematic scientific review of fluoridation, found that NONE of the studies purporting to demonstrate the effectiveness of fluoridation to reduce tooth decay were of grade A status, i.e. "high quality, bias unlikely" (McDonagh et al., 2000).
- The publication in May 2006 of a peer-reviewed, case-controlled study from Harvard University which found a 5-7 fold increase in osteosarcoma (a frequently fatal bone cancer) in young men associated with exposure to fluoridated water during their 6th, 7th and 8th years (Bassin et al., 2006). This study was surrounded by scandal as Elise Bassin's PhD thesis adviser, Professor Chester Douglass, was accused by the watchdog Environmental Working Group of attempting to suppress these findings for several years (see video). While this study does not prove a relationship between fluoridation and osteosarcoma beyond any doubt, the weight of evidence and the importance of the risk call for serious consideration.
- The admission by federal agencies, in response to questions from a Congressional subcommittee in 1999-2000, that the industrial grade waste products used to fluoridate over 90% of America's drinking water supplies (fluorosilicate compounds) have never been subjected to toxicological testing nor received FDA approval for human ingestion (Fox, 1999; Hazan, 2000; Plaisier, 2000; Thurnau, 2000).

- The publication in 2004 of “The Fluoride Deception” by Christopher Bryson. This meticulously researched book showed that industrial interests, concerned about liabilities from fluoride pollution and health effects on workers, played a significant role in the early promotion of fluoridation. Bryson also details the harassment of scientists who expressed concerns about the safety and/or efficacy of fluoridation (see Bryson interview).
- We call upon Members of Congress (and legislators in other fluoridating countries) to sponsor a new Congressional (or Parliamentary) Hearing on Fluoridation so that those in government agencies who continue to support the procedure, particularly the Oral Health Division of the CDC, be compelled to provide the scientific basis for their ongoing promotion of fluoridation. They must be cross-examined under oath if the public is ever to fully learn the truth about this outdated and harmful practice.
- We call upon all medical and dental professionals, members of water departments, local officials, public health organizations, environmental groups and the media to examine for themselves the new documentation that fluoridated water is ineffective and poses serious health risks. It is no longer acceptable to simply rely on endorsements from agencies that continue to ignore the large body of scientific evidence on this matter – especially the extensive citations in the NRC (2006) report discussed above.
- The untold millions of dollars that are now spent on equipment, chemicals, monitoring, and promotion of fluoridation could be much better invested in nutrition education and targeted dental care for children from low income families. The vast majority of enlightened nations have done this (see statements).
- It is time for the US, and the few remaining fluoridating countries, to recognize that fluoridation is outdated, has serious risks that far outweigh any minor benefits, violates sound medical ethics and denies freedom of choice. Fluoridation must be ended now."
- We need newer River Road Christmas decorations
- When increasing fees or costs to utility bills consider how that also impacts our citizens. Also Lockhaven is in desperate need of widening from River Road past I-5. Thank you
- When one explores many of the neighborhoods in e Keizer you find an excessive amount of Public Nuisances which require Code Enforcement. One also finds degraded infrastructure and/or lack of the standard infrastructure. School routes in some areas do not appear to be safe. Newly constructed public improvements are not meeting the proper standards of construction, and their seems to be a genuine lack of neighborhood pride in certain areas as evidences by the unsightly appearance and lack of maintenance of many homes.
- I grew up in a town with 7,000 ppl. We had a library. We recently built a new high school The Salem Public Library is scary. A haven for Salem's recently released prison population. Why don't we have a nice park for the community to come together. Not Keizer Rapids. Most people don't even know where that is. Stay-at-home moms have to go to Wilsonville for a decent park. Also, why are some businesses allowed to have such a mess in the front. Bi-Mart? Clean up River Road. All of it. Not some of it. And why are there no sidewalks on Wheatland Rd? I can't believe there hasn't been a kid killed on that road. Finally, Keizer Station is becoming an eye-sore.
- Don't let Keizer Station crumble. It's already starting to fail.
- Keizer has a great opportunity to shape a greener, more eco-friendly future for all of it's citizens and improve the quality of life.
- I would like to see an ordinance requiring people to pick up after their dog so I don't have to do it for them.
- The Christmas lights the city hangs each year are a joke. Dispose of them. There is no need, we all know it's Christmas without the city placing silly lights. Conserve and be responsible stewards...
- Please, no more banks, Mexican, pizza, etc.
- Public officials need to start thinking of the future in drastic terms to save our small town appeal. Main roads need to be improved and traffic needs to be reduced internal to the city and small businesses needs to become the backbone of the city once more.
- We appreciate all the hard work of all Keizer employees and volunteers.
- Please do not allow a large grocery store at or near Keizer Station. Let's allow a Trader Joes instead.
- This may seem odd, but I think that Volcanoes Stadium is the best baseball stadium I have ever seen.
- "I first saw Keizer when my parents retired here in 1979. i never thought I would ever live here but a

- Events in life happen one change. Over the years
- I enjoyed visiting here because it was a small town
- But not that far from Portland. I lived in Albany California which is very much a small town in the Bay Area before moving here. It was a mile square,
- Parks and good control of the schools. A large house there was 1100 square feet."
- To mayor and city council, please look beyond your individual agenda and do what is best for community. To chief of police, step out of your office and see what is happening with gang crime - you are too introverted. To city manager - embrace quality of life issues and not just financial issues.
- It would be nice to develop a softball complex similar to Salem, Hillsboro, Milwaukie, Eugene, Medford, Sherwood and Newberg - this helps bring dollars to the town. Also a couple of hotels would help as well.
- Great JOB love living here.
- Don't get ahead of yourselves - take time and listen to the community - go out and seek folks ideas, don't just read surveys and say "survey says therefore we will do it" - use commonsense!
- The mayors' writing is an embarrassment to the city. Please send her to an English class if she is going to continue to write articles for the public to read.
- no
- Keep working to improve the looks of our community - getting away from all the ugly signs - make it a place people enjoy walking, visiting, and sharing with friends and family
- You may choose to disregard what I say as I am not part of your community but I find myself, now without a place to work, with the time to think on things and look around the places that I live, worked, and play, Keizer included. I just thought that since the opportunity to provide my thought presented itself, that I would. Thank you for taking a proactive look at your community.
- I hope to see evidence that this input is considered.
- I love how the rapids park taps into one of our city's natural resources in an innovative way. I think it is vitally important that we continue, as a city, to value creative approaches to utilizing what we already have or a new way to look at what we don't have. Maintaining a young city's spirit while growing older is absolutely key to holding on to what we've got while cultivating and encouraging the growth and features that older cities have... When Keizer grows up, I want it to be young! (i so got this from a book, but i don't remember which one...)
- Thanks for the chance to be heard



**Appendix D: Youth Forum Summary**

# Keizer Compass

## Youth Vision Forum Summary

January 27, 2009 12:30 – 2:30pm

McNary High School, Keizer, OR

### Introduction

The City of Keizer is creating a community vision to help guide its decision-making for the next 20 years. Led by a Citizens Advisory Committee (CAC), the visioning process consists of these key components: a widely-distributed community profile; online survey or attitudes and priorities; youth engagement opportunities and community forums.

The youth engagement component is an opportunity for the City to solicit and incorporate young people's perspectives in the visioning process. It also is an educational opportunity for youth to learn about the importance of public participation in creating desirable future outcomes for their community.

### Process

Cogan Owens Cogan, LLC, (COC) assisted by Steven Ames Planning designed and conducted a youth forum at McNary High School January 27, 2009 from 12:30 to 2:30 pm. After receiving the enthusiastic approval from McNary Principal, Ken Parshall, COC collaborated with Jason Heimerdinger, Activities Director, to manage a visioning process that involved students from the school's Youth Leadership Class. As an incentive for attendance, the school provided pizza for the participating students, as well as extra credit for Youth Leaders.

To involve a representative sample of the youth population at McNary, several other students also participated. The group of 31 students was diverse, encompassing a range of age, class, ethnicity and interests. Table 1 indicates the distribution of students by class:

Table 1 - Participants by Year in School

| Class        | Students  |
|--------------|-----------|
| Senior       | 6         |
| Junior       | 7         |
| Sophomore    | 10        |
| Freshman     | 8         |
| <b>Total</b> | <b>31</b> |

A copy of the agenda is attached to this report. After a brief overview of the visioning process by the consultant, the students were seated at randomly-assigned tables consisting of approximately five to six students and one discussion leader. Prior to the forum, COC summarized techniques for effectively leading discussions with five students from the Leadership Class who also agreed to participate in the first community forum to report on the results of their youth vision forum.

### **Discussion Leaders**

- Mason Grine
- Tori Hokason
- Jake Hunter
- Sarah Park
- Dakota Saunders

### **Discussion Questions**

1. *What do you like best about living in Keizer?*
2. *What would make Keizer a better place?*
3. *What is your vision of a future Keizer you want to live in?*
4. *What can be done to achieve your vision?*

### **Key Findings**

The following key themes were emphasized by participants in the youth vision forum:

- **Community and Sense of Pride.** In general, Keizer youth appreciate the small size of the City, its physical beauty and cleanliness, and closeness to Salem and Portland. Although young people feel safe in Keizer, they would like to have a more positive relationship with police. Students appreciate being involved in the visioning process, and desire more community outreach and engagement in the future, as well as opportunities for community service. They also favor continued or enhanced civic celebrations.
- **Growth and Development.** Youth feel it is important to maintain the “small town” character of Keizer by preventing the city from getting too big, preserving open and green space, and controlling future traffic impacts. Implementing “green” strategies to ensure environmentally-compatible development, as well as transportation and energy efficiency are consistent themes. Some say Keizer should develop more densely and vertically, with taller buildings, to accommodate future growth and provide more of a centralized “downtown” area either within, in proximity to or in addition to Keizer Station. While controlling the character of Keizer is considered important, many also are concerned about housing affordability. While the importance of physical improvements to the high school is a consistent

refrain, there are notable objections to building an additional high school, as this may separate or bifurcate different segments of the community.

- **Entertainment and Recreation.** There are insufficient entertainment opportunities oriented toward youth. The majority of participants envision additional entertainment and commercial options appealing to young people by 2029, specifically a movie theater. Additional recreational opportunities, such as parks and a swimming pool, a library, and a youth center also are favored.
- **Economic Opportunity.** Young people desire an economically viable and thriving Keizer. They envision strong businesses that provide jobs and enhance the quality of life. Providing future employment opportunities is particularly important for those who want to live and work here after high school and college. Several say Keizer needs more development – specifically, new and potential “green” industries; others favor an institution of higher education to provide more economic opportunities. The young people who participated in the forum recognize that increased taxes are a means to realizing needed or desired civic improvements.

A set of discussion notes as recorded is attached to this summary.

# Youth Vision Forum Agenda and Discussion Leaders Guide

## Agenda

### **12:30 – 1:00pm Welcome and Introductions (Lunch)**

- General Introduction:
  - Why are we here?
  - What is a community vision?
  - What are we doing; why?
  - Activities so far
  - Why do we need your help?
- Student introductions:
  - Who are you; what year in school are you?
  - What are your favorite school/other activities?
  - What do you want to be in the future?
- Count off into groups of five
- Form groups; select one student to be recorder/reporter

### **1:00 – 1:40pm Small Group Discussion**

- Question One: What do you like best about living in Keizer?
- Question Two: What would make Keizer a better place?
- (1:30) Report back

### **1:40– 2:20pm Small Group Discussion**

- Question Three: Looking ahead 20 years, what is your vision of a future Keizer you want to live in?
- Question Four: What can be done to achieve your vision?
- (2:10) Report back

### **2:20 – 2:30pm Conclusion**

- How can other young people be involved in the Keizer Vision?
- Adjourn; thank you!

## **Discussion Leaders Guide**

### **12:30 – 1:00pm Lunch**

- Students count off by fives and report to their respective tables. Ask the table for one volunteer to serve as recorder (writing down everything that is said) and one person to serve as the reporter (someone to summarize to the large group what the table discussed).

### **1:00 – 1:15pm Question #1: *What do you like best about living in Keizer?***

- Start by going around the table. Ask each student to come up with an answer. Encourage them to mention anything they can think of. Write down everything that is said.

### **1:15 – 1:30pm Question #2: *What would make Keizer a better place?***

- Briefly review the answers to the first question. *“Now that we know what we like about Keizer, what would make it better from our point of view?”* Write down all answers. Review and prepare to summarize your table’s answers to the large group.

### **1:30 – 1:40pm Reporter Summarizes Main Points to Large Group**

### **1:40– 1:55pm Question #3: *What is your vision of a future Keizer you want to live in?***

- *“Considering what we heard from the first two questions, what is your vision of a future Keizer you want to live in?”* Write down everything that is said.

### **1:55– 2:10pm Question #4: *What can be done to achieve your vision?***

- *“Now that we know what our vision of a future Keizer looks like, what are some things we can do to get there?”* Write down all answers. Review and prepare to summarize your table’s answers to the large group.

### **2:10 – 2:20pm Reporter Summarizes Main Points to Large Group**

### **2:20 – 2:30pm Conclusion**

- Thank all the students at your table.

## **Table Discussion Notes**

### **Question 1: What do you like best about living in Keizer?**

#### **Table One:**

- Small
- People know each other
- Quiet
- Secluded
- One high school
- Keizer station is a positive
- Park
- Clean/lot of volunteers
- Traditional – Iris festival
- Courthouse – gyms
- Space
- Good landscape
- One key road
- Coffee places
- Skate park
- Not too big
- Not too much traffic
- Local
- Community feel – support for school

#### **Table Two:**

- Small town feel
- It's growing
- Very clean (clean streets)
- Nice people
- Trees
- Modern buildings
- Keizer station
- Skate park

- Places are close (Portland)
- Crime is low
- Feel safe
- Nice police
- Give money being used for the art to the Keizer food bank to benefit the homeless people – who cares if Keizer is pretty if we have hungry people?

**Table Three:**

- Knowing a lot of people
- Easy navigation
- Peaceful
- Parks
- Trying to make better
- Iris festival
- Bigger than some towns
- Good neighbors/citizens
- Advertisement for parks and stuff
- Weather

**Table Four:**

- Small community
- Good stores
- Good assortment of fast food places
- Tony's Kingdom of Comics
- Target
- 7-11
- Radio Shack
- Recreational opportunities
- Can walk anywhere
- Pretty, scenic city
- Keizer station
- Golf course
- Bowling alley
- Video rental stores
- Nail/hair salons

- Goodwill
- Baskin Robins

**Table Five:**

- Peaceful
- Small
- Highly conservative
- Good location
- Good water
- Nice people
- Spirit/pride
- Iris parade
- More tradition
- Everything is close

**Question 2: What would make Keizer a better place?**

**Table One:**

- More productive things to do
  - keep kids out of trouble
  - not go home and do drugs or party
- Bigger library
  - More opportunity to learn
- Community center
  - Give kids a place to hang out that's safe
  - Will create programs to keep kids out of trouble, especially during the summer
- Electronic store
- Movie theatre
  - Small, like Northern Lights/Drive-in
- Restaurants
  - Create more jobs for teens
  - Family-based... nice but cheap
- Outreach to less nice areas
- Improvements on school

- Parking lot – potholes
- Most kids, smallest school – expand
- Dances

**Table Two:**

- Keizer Station
  - Better stores
  - Shopping stores
  - More variety (no fast food)
  - Movies
  - Places to hang out (e.g. game center, swimming pool, YMCA, water park)
- Better library
- Indoor soccer or sports center
- Remodel McNary
  - Pave parking lot, fix leaks
- Better restaurants – Red Robin
- Bike trails
- Tourist attractions
- Different energy sources (more jobs)
- Less homeless people

**Table Three:**

- Laser tag
- Finishing advertisement for parks & stuff
- Movie theatre
- More job opportunities
- New school
- Having more people out/more school activities
- Water park
- Drive-in movie theatre
- Public pools
- Mall – hot topic
- Signs to find things
- Library

- Attraction to make Keizer more known
- Theme parks
- Arcade
- More family stuff/family restaurants
- Bowling
- More adult involvement in school/youth activities
- More business sponsoring
- Fundraiser

**Table Four:**

- Rave club
- Nowhere to go
- Movie theatre/Drive-in
- Mall
- Get rid of statues
- Replace old stores with modern stores
- Urban outfitters
- American Eagle
- American Apparel
- Wet Seal
- Baby Phat
- Hot Topic
- Repair tennis courts /softball fields
- In n' Out Burger
- Hooters
- More sit-down restaurants
- Put a Disneyland in

**Table Five**

- More animated
- More entertainment
- More variety of fast-food restaurants
- More youth targeted stores
- Lawless community

- Family oriented places
- We need a mall
- Small concert hall
- More community service opportunities to get youth involved
- Efficient public transportation
- Swimming pool
- Prison

**Summary of Questions 1 & 2:**

Table One (only):

- Small, quiet, and family appeal. Having places like a community center, movie theatre, restaurants, and more jobs to keep kids out of trouble. Improving the school, especially parking lot, and to expand it. Like the sense of tradition.

**Question 3: What is your vision of a future Keizer you want to live in?**

Table One:

- Safe, clean, and modernized
- Still small, but with more businesses
  - Restaurants, movie theatres
  - Youth centers, etc
- Another gym center like courthouse, but cheaper
- Community pool/aquatic center (cheap)
- Things to do that are low cost, but not bring down town
- Have a smaller movie center
  - Northern Lights
  - Drive-in
- Solid businesses
- Good, and more job options
- Keeping the “homey”, “clean” feel
  - Plants
  - Waterfall
- Have a small, yet good library
- Homework help time in community center with computers – open for multiple hours

- More improved school that matches the community feel
  - One school, expanded
- We should have the MAX come here
  - Easier, cheaper transportation
- More parks like Keizer rapids

**Table Two:**

- Maintain cleanliness
  - Keizer Station
  - More variety
  - Intrigued to pull off freeway
  - Not trashy looking (we want Bridgeport-esque)
- Community Center
- Good schools
- Keep modernizing
- Public transportation
- Bigger
- No factories
- More jobs
- Doing improvements when needed
- Free wireless internet

**Table Three:**

- Cleaner
- Good city
- Less crime
- Less drugs
- More city feeling
- More home, country feeling
- Gilmore girls: stars hollow
- Want to stay to settle down with family (family town)
- People walking out (not looking so empty like a desert)
- More pretty
- Animals

- Community involvement

**Table Four:**

- More improved cars such as flying cars
- Green community (environmentally friendly)
- High rise buildings
- More accepting of all lifestyles
- Industrial buildings
- Expand Keizer to make it a metropolitan area
- Another high school
- A college or university
- Professional teams
- Underground transportation
- Better law enforcement
  - Faster

**Table Five:**

- Recreation
- Less housing
- A vast sea of grasslands
- Green-ecofriendly
- Less trees/cats/morphine
- More people
- Rebuild schools
- More opportunities for jobs for teens
- University of Keizer
  - Economical
  - Would grow population
- More entertainment
- Clean
- Government housing for lower income families

#### **Question 4: What can be done to achieve your vision?**

##### **Table One:**

- Contributions from businesses and people to make buildings and improve schools
- Programs like Keizer Compass Youth Vision Forum
- Build community center and other businesses
- People make a commitment/have a unified vision
- Stop vandalization
- Take the step to say what you want
- Set a good example to other students
- Reach out to all ethnicities
- Help sustain bus systems
- Start a basic fund, donations and volunteering

##### **Table Two:**

- City funds to do what we want
- People with money to be involved
- More community involvement and outreach
- Organized work efforts
- Invest in alternative energy (solar, wind)
- More sport activities
- Invest in people not wire sculptures

##### **Table Three:**

- More activities/even as a city
- Squirrel feeders
- Get out and walk and encourage others
- Engineering
- Career building
- Trash cans
- Job opportunities
- Plant more trees
- School participation
- Public transportation

- Our future strays us away from Keizer

**Table Four:**

- Funding
  - Impose a tax to help pay for improvements
- Big airport
  - More people will see the city
- Build more houses and schools
  - Good quality yet affordable
- Develop a central, downtown area of Keizer
- Adopt testing to measure things such as smog
- Make laws that protect the environment
- Promote different lifestyles so that people will be more accepting of them

**Table Five:**

- Community Service Projects
  - Make parks, for youth, by youth, clean, improve
- Pay for it
- Entertainment
  - Brings in more revenue to pay for better improvements
- Taxes to make community improvements
- Electric cars/green transportation
- Free labor – inmates

**Summary of Questions 3 & 4:**

**Table One (only):**

- Still small and have the same appeal, but with a community center. More recreational parks. More programs like Keizer Compass Youth Vision. Have people reach out – give to get. Set good examples. Set up basic fund. Keep good landscape. Expand our high school but keep one.

**How can other young people be involved in the Keizer Vision?**

- Establish a permanent group such as a Youth Advisory Committee
- Continue to reach out to students
- Feed them – Pizza
- Have students take the community survey

**Appendix E: Community Forum One Results**

# Keizer Compass

## Community Forum One

February 26, 2009 5:30 – 9pm

McNary High School Cafeteria, Keizer, OR

### Agenda

| Time           | Item                                                                                                                                                                                                                                                                                                                         |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 – 5:30 pm    | <b>Registration/light refreshments</b>                                                                                                                                                                                                                                                                                       |
| 5:30 – 5:45 pm | <b>Welcome and Overview</b> <ul style="list-style-type: none"><li>▪ Greetings – Mayor Lore Christopher</li><li>▪ Introduction<ul style="list-style-type: none"><li>– What is a community vision? – Elaine Cogan</li><li>– What are we doing; why?</li><li>– Process and timeline</li></ul></li></ul>                         |
| 5:45 – 6 pm    | <b>Community Survey</b> <ul style="list-style-type: none"><li>▪ Overview – Daniel Christensen</li><li>▪ Summary</li><li>▪ Questions</li></ul>                                                                                                                                                                                |
| 6– 6:45 pm     | <b>Small Group Exercise</b> <ul style="list-style-type: none"><li>▪ What do you like best about living in Keizer today?</li><li>▪ What would make Keizer a better place?</li></ul>                                                                                                                                           |
| 6:45 – 7:15 pm | <b>Report – Youth Engagement Forum</b> <ul style="list-style-type: none"><li>▪ Student presentation – Mason Grine, Victoria Hokanson, Jake Hunter, Sarah Park, Dakota Saunders</li></ul>                                                                                                                                     |
| 7:15 – 8:30 pm | <b>Small Group Exercise</b> <ul style="list-style-type: none"><li>▪ Looking ahead to the year 2029, what is your vision of a future Keizer you want to live in? (be as specific as possible)</li><li>▪ Prioritize top 3-5 visions</li><li>▪ What are our challenges and opportunities to realizing our priorities?</li></ul> |
| 8:30 – 8:55 pm | <b>Reports</b>                                                                                                                                                                                                                                                                                                               |
| 9 pm           | <b>Complete questionnaire/Adjourn</b>                                                                                                                                                                                                                                                                                        |

# Keizer Compass

## Community Forum One

### February 26, 2009

#### SMALL GROUP DISCUSSION RESULTS

| Group       | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                   | Prioritize top 3-5 visions                                                                                                                                                                                                                                                             | What are the challenges and opportunities to realizing our priorities? |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <b>Blue</b> | <p>COMMUNITY/LIVABILITY</p> <ul style="list-style-type: none"> <li>▪ Close community feel</li> <li>▪ Town life</li> <li>▪ Community spirit</li> <li>▪ Small town feel</li> <li>▪ Good value</li> <li>▪ Affordability</li> <li>▪ Family oriented</li> <li>▪ Location. Location. Location. Location. Location to a lot of things</li> <li>▪ Lots of friends in Keizer</li> <li>▪ Opportunities to get involved. Volunteerism</li> <li>▪ Community involvement</li> <li>▪ Public safety</li> <li>▪ Community activities</li> <li>▪ Local businesses</li> <li>▪ Friendly neighbors</li> <li>▪ Good neighborhoods</li> </ul> | <p>TRANSPORTATION/INFRASTRUCTURE</p> <ul style="list-style-type: none"> <li>▪ Better roads. More through roads. More than one N/S or E/W corridor.</li> <li>▪ Quinaby I-5 interchange. Quinaby Road onto freeway goes Wheatland across river &amp; to 99. I-5 access. Better I-5 access.</li> <li>▪ Time the signals on River Rd</li> <li>▪ Sidewalks to all schools</li> </ul> <p>RECREATION/RESOURCES</p> <ul style="list-style-type: none"> <li>▪ Movie theatre</li> <li>▪ Library. Library services.</li> <li>▪ Enlarge or relocate the museum.</li> <li>▪ Better utilization of Willamette River</li> <li>▪ More jobs in Keizer. Living wage jobs in Keizer.</li> <li>▪ Keeping to one High School</li> <li>▪ Family recreation</li> <li>▪ Marie Doran Park</li> </ul> <p>PUBLIC SAFETY</p> | <ul style="list-style-type: none"> <li>▪ Transit/ Light Rail/ Bus Center together</li> <li>▪ Pedestrian friendly walkways on all roads</li> <li>▪ Improved I-5 access and exit</li> <li>▪ Library</li> <li>▪ Recreation/Aquatic center</li> <li>▪ Cultural/Art/Music center</li> <li>▪ Hospital</li> <li>▪ Manufacturing/Business Center</li> <li>▪ One High School</li> <li>▪ Instead of pedestrian way put in road to Kroc Center</li> <li>▪ Bridge over Willamette</li> </ul> | <ul style="list-style-type: none"> <li>▪ Transit/ Light Rail/ Bus Center together</li> <li>▪ Pedestrian friendly walkways on all roads</li> <li>▪ Improved I-5 access and exit</li> <li>▪ Library</li> <li>▪ Recreation/Aquatic center</li> <li>▪ Cultural/Art/Music center</li> </ul> |                                                                        |

| Group      | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                                                                                                                                                                     | What are the challenges and opportunities to realizing our priorities? |
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|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>▪ One Fire District (KFD)</li> </ul> <p><b>GROWTH</b></p> <ul style="list-style-type: none"> <li>▪ Room to grow. Decide growth/no growth (UGB)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                        |
| <b>Red</b> | <p><b>LIVEABILITY</b></p> <ul style="list-style-type: none"> <li>▪ Small city</li> <li>▪ Small community feel</li> <li>▪ Community identity</li> <li>▪ Friendly</li> <li>▪ Hometown feel</li> <li>▪ Neighbors helping neighbors</li> <li>▪ Weather/climate</li> <li>▪ Proximity to Salem/Portland</li> <li>▪ Near green spaces-agriculture</li> <li>▪ Youth sports/activities</li> <li>▪ Parks</li> </ul> <p><b>COMMUNITY INVOLVEMENT</b></p> <ul style="list-style-type: none"> <li>▪ Volunteers getting things done</li> <li>▪ Positive civic relationships</li> <li>▪ Community involvement</li> <li>▪ People working together</li> </ul> <p><b>LOCAL GOVERNMENT</b></p> <ul style="list-style-type: none"> <li>▪ Great fire dept.</li> <li>▪ Progressive/action oriented government.</li> <li>▪ Responsible government</li> <li>▪ New city hall</li> <li>▪ Interactive government</li> <li>▪ New civic center</li> </ul> <p><b>BUSINESS COMMUNITY</b></p> <ul style="list-style-type: none"> <li>▪ Great business community</li> <li>▪ Convenient stores and</li> </ul> | <p><b>INFRASTRUCTURE</b></p> <ul style="list-style-type: none"> <li>▪ Modernize infrastructure</li> <li>▪ Commuter rail and transit center</li> <li>▪ Reduce traffic congestion</li> <li>▪ Alternative transportation modes</li> <li>▪ New freeway ramps</li> <li>▪ UGB expansion</li> <li>▪ Walkable River Rd.</li> <li>▪ Finished curbs and sidewalks</li> <li>▪ W.E.S. extended to Keizer</li> </ul> <p><b>ECONOMIC DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>▪ More family wage jobs</li> <li>▪ More assessed valuation</li> <li>▪ More business and industry</li> <li>▪ Prosperous River rd. district</li> <li>▪ Family restaurants</li> <li>▪ Fine dining restaurants</li> <li>▪ More entertainment venues</li> <li>▪ A city center</li> </ul> <p><b>PUBLIC SAFETY</b></p> <ul style="list-style-type: none"> <li>▪ Crime deterrence</li> <li>▪ More neighborhood watch</li> <li>▪ More career staff for fire/Police</li> <li>▪ Strong neighborhood</li> <li>▪ Improve safety</li> </ul> <p><b>UGB</b></p> | <ul style="list-style-type: none"> <li>▪ A “green” public transportation system that reduces personal auto use and mitigates traffic efficiently throughout the city.</li> <li>▪ An environment enriched by clean air and water with eco friendly green spaces-trees, parks, walkways and bicycle paths.</li> <li>▪ A community where public safety is expressed and displayed.</li> <li>▪ A city center with city hall as its hub.</li> <li>▪ Community centered with lots of volunteerism</li> <li>▪ Development that goes up instead of out with mixed use.</li> <li>▪ Services that encourage and cater to seniors-transportation, medical, walking areas, easy and convenient shopping, restaurants</li> <li>▪ Improved school system, additional high schools and new elementary schools</li> <li>▪ Well developed and</li> </ul> | <ul style="list-style-type: none"> <li>▪ A “green” public transportation system that reduces personal auto use and mitigates traffic efficiently throughout the city.</li> <li>▪ An environment enriched by clean air and water with eco friendly green spaces-trees, parks, walkways and bicycle paths.</li> <li>▪ A community where public safety is expressed and displayed.</li> <li>▪ A city center with city hall as its hub.</li> </ul> |                                                                        |

| Group         | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                  | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                                                  | What are the challenges and opportunities to realizing our priorities?                                                                                                                                                                                                                                                      |
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|               | shopping<br><b>INFRASTRUCTURE</b> <ul style="list-style-type: none"> <li>▪ Transportation hub of future</li> <li>▪ Clean and well maintained roads</li> <li>▪ Easy to navigate</li> </ul> <b>SCHOOLS</b> <ul style="list-style-type: none"> <li>▪ Youth sports and athletics</li> <li>▪ Great schools</li> <li>▪ Good schools</li> </ul>                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>▪ Restrict growth (acreage)</li> <li>▪ Expand UGB</li> </ul> <b>ARTS/SPORTS/LEISURE ACTIVITIES</b> <ul style="list-style-type: none"> <li>▪ New Library</li> <li>▪ More arts and culture activities</li> <li>▪ Major destination activity</li> <li>▪ Make Keizer Heritage more stable</li> <li>▪ More youth services</li> <li>▪ Better bike and walking paths</li> <li>▪ Develop a recreation district</li> <li>▪ Community aquatic center</li> <li>▪ Make museum a resource for education</li> </ul> <b>REAL DREAM!</b> <ul style="list-style-type: none"> <li>▪ Lower taxes</li> </ul> | maintained parks and rec areas <ul style="list-style-type: none"> <li>▪ Non-retail jobs</li> <li>▪ Affordable housing</li> </ul>                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                             |
| <b>Orange</b> | <b>SENSE OF COMMUNITY</b> <ul style="list-style-type: none"> <li>▪ Liked the neighborhoods &amp; friendliness of neighborhoods</li> <li>▪ The size of the community with a "small" community feel</li> <li>▪ It has a community identity</li> <li>▪ Low crime rate &amp; sense of pride</li> <li>▪ It's diversity is growing</li> <li>▪ Cleanliness</li> </ul> <b>PUBLIC SERVICE &amp; SAFETY</b> <ul style="list-style-type: none"> <li>▪ Excellent public services-police &amp; fire</li> <li>▪ Great customer service</li> </ul> | <b>CITY</b> <ul style="list-style-type: none"> <li>▪ Beautification of city -not just north end of town</li> <li>▪ City sidewalks</li> <li>▪ Robust bicycle lanes</li> <li>▪ Finish River Road Art</li> <li>▪ Downtown/core area</li> <li>▪ Clean up empty lots</li> <li>▪ "City recreation director/ volunteer coordinator added to staff"</li> <li>▪ Preservation of neighborhoods</li> <li>▪ Promote affordability of community</li> <li>▪ Follow through on visioning process</li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>▪ Responsible managed growth</li> <li>▪ The potential risks for this happening are special interest groups</li> <li>▪ Cooperative efforts of neighboring communities</li> <li>▪ Fear of growth and change</li> <li>▪ Public Transportation-a North/South Light Rail concept</li> <li>▪ The potential risks for this happening is lack of intergovernmental cooperation funding</li> <li>▪ New</li> </ul> | <ul style="list-style-type: none"> <li>▪ Responsible managed growth</li> <li>▪ Public Transportation-a North/South Light Rail concept</li> <li>▪ New Manufacturing/Business Opportunities (high skill/wage jobs)</li> <li>▪ Development of City Core Area (downtown concept)</li> <li>▪ Modernization of schools</li> </ul> | <ul style="list-style-type: none"> <li>▪ Responsible managed growth</li> <li>▪ Public Transportation-a North/South Light Rail concept</li> <li>▪ New Manufacturing/Business Opportunities (high skill/wage jobs)</li> <li>▪ Development of City Core Area (downtown concept)</li> <li>▪ Modernization of schools</li> </ul> |

| Group              | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                            | Prioritize top 3-5 visions                                                                                                                                                                             | What are the challenges and opportunities to realizing our priorities?                                                                                                                                               |
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|                    | <ul style="list-style-type: none"> <li>▪ Access to services such as stores, restaurants, salons, etc.</li> <li>▪ Cleanliness of Fire Department</li> <li>▪ Accessibility to city officials</li> <li>▪ Community service</li> <li>▪ Service clubs</li> <li>▪ Calm (as in not hectic) &amp; safe</li> </ul> <p><b>VOLUNTEERISM</b></p> <ul style="list-style-type: none"> <li>▪ Kindness</li> <li>▪ Sense of volunteerism</li> <li>▪ Great participation from citizens</li> </ul> <p><b>LIVABILITY</b></p> <ul style="list-style-type: none"> <li>▪ Youth programs</li> <li>▪ Parks and recreational opportunities</li> <li>▪ Keizer Rapids Park, dog park &amp; amphitheatre</li> <li>▪ Great schools</li> <li>▪ Proximity to Portland &amp; Salem</li> <li>▪ Small Business Climate</li> <li>▪ Weather</li> </ul> | <p><b>RECREATION/RESOURCES</b></p> <ul style="list-style-type: none"> <li>▪ Upgrade/update parks-more user friendly</li> <li>▪ Bathrooms in parks/water fountains</li> <li>▪ Completion of Keizer Rapids Park</li> <li>▪ Indoor sports complex for kids &amp; adult usage</li> <li>▪ Outdoor &amp; indoor tennis courts</li> <li>▪ Movie cinema</li> </ul> <p><b>GROWTH-BUSINESS</b></p> <ul style="list-style-type: none"> <li>▪ Responsible managed growth</li> <li>▪ Contain sprawl</li> <li>▪ Keep business local, keep businesses in business</li> <li>▪ New north/south arterials</li> <li>▪ Retain current anchors in strip malls</li> </ul> <p><b>SERVICES</b></p> <ul style="list-style-type: none"> <li>▪ Movie diversity in restaurants</li> <li>▪ Newer schools-updating</li> <li>▪ Quality of retail shopping</li> <li>▪ Quality of grocery shopping-current stores not keeping up with the needs of community.</li> </ul> | <p>Manufacturing/Business Opportunities (high skill/wage jobs)</p> <ul style="list-style-type: none"> <li>▪ Development of City Core Area (downtown concept)</li> <li>▪ Keizer is suburban sprawl. It did not start with a downtown concept</li> <li>▪ Modernization of schools</li> <li>▪ Funding</li> <li>▪ Future growth to support schools</li> </ul> |                                                                                                                                                                                                        |                                                                                                                                                                                                                      |
| <b>Green Green</b> | <p><b>PUBLIC SAFETY</b></p> <ul style="list-style-type: none"> <li>▪ Sense of protection living in a small city</li> <li>▪ Safe feeling</li> <li>▪ Low crime rate</li> <li>▪ Community feel</li> </ul> <p><b>LOCATION</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p><b>TRANSPORTATION</b></p> <ul style="list-style-type: none"> <li>▪ High speed commuter rail to Wilsonville</li> <li>▪ Alternative north/south routes</li> <li>▪ A second north/south road</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>▪ Expand the Urban Growth Boundary</li> <li>▪ Managed growth to the north which will provide jobs, living space and green space</li> <li>▪ Continue being a bedroom</li> </ul>                                                                                                                                     | <ul style="list-style-type: none"> <li>▪ Expand the UGB. Managed growth to the north which will provide jobs, living space and green space. Continue being a bedroom community to Salem and</li> </ul> | <ul style="list-style-type: none"> <li>▪ Receptive lawmakers</li> <li>▪ Regulatory influences by others (i.e. Salem controls our UGB)</li> <li>▪ Apathy</li> <li>▪ Money</li> <li>▪ Having the population</li> </ul> |

| Group | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                                                                                                                     | What are the challenges and opportunities to realizing our priorities?                                                                     |
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|       | <ul style="list-style-type: none"> <li>▪ Access to Salem, Portland, coast, mountains, etc.</li> <li>▪ It's not Salem!</li> <li>▪ Living close to Salem, Portland, etc. with options for many activities, but not having to pay for them</li> </ul> <p><b>GOVERNMENT</b></p> <ul style="list-style-type: none"> <li>▪ Proactive Leadership</li> <li>▪ Low taxes</li> <li>▪ Great mayor, keep Lore as long as possible as mayor</li> <li>▪ Great police and fire departments</li> </ul> <p><b>RECREATION</b></p> <ul style="list-style-type: none"> <li>▪ Activities available for all people of all ages throughout town</li> <li>▪ Short drive to many recreational opportunities</li> </ul> <p><b>TRANSPORTATION</b></p> <ul style="list-style-type: none"> <li>▪ Not much traffic</li> </ul> <p><b>SCHOOLS</b></p> <ul style="list-style-type: none"> <li>▪ Like McNary High School</li> <li>▪ Many good classes to choose from at McNary (could use a few more, however)</li> <li>▪ Feel safe attending classes at McNary</li> </ul> <p><b>LIVABILITY</b></p> <ul style="list-style-type: none"> <li>▪ Great small city feel</li> <li>▪ Friendly</li> <li>▪ Citizens help one another</li> <li>▪ Support local businesses</li> <li>▪ Citizens volunteer in the</li> </ul> | <ul style="list-style-type: none"> <li>▪ Improve pedestrian friendliness within community sidewalks</li> <li>▪ More bike paths</li> <li>▪ Improved traffic signal system</li> <li>▪ Pathways to improve connection to Willamette and streams in the city</li> <li>▪ Connected multi use pathways (alternate use) For pedestrians/bikes to connect to parks</li> </ul> <p><b>GOVERNMENT</b></p> <ul style="list-style-type: none"> <li>▪ High tech library</li> <li>▪ Look for re-zoning opportunities</li> <li>▪ City council needs more respect for neighborhoods. Do not put unwanted business in a residential area.</li> <li>▪ Have more interest in city businesses</li> <li>▪ Keep taxes low</li> <li>▪ Expand UGB. Have more land for living space and jobs</li> </ul> <p><b>JOBS</b></p> <ul style="list-style-type: none"> <li>▪ More manufacturing</li> <li>▪ Living wage jobs</li> <li>▪ More tourist opportunities</li> <li>▪ Create additional job opportunities</li> </ul> <p><b>SCHOOLS</b></p> <ul style="list-style-type: none"> <li>▪ Less crowded</li> <li>▪ A swimming pool at</li> </ul> | <p>community to Salem and Portland. Emphasize this in selling Keizer to people</p> <ul style="list-style-type: none"> <li>▪ Create open space as the UGB is expanded. Have park land and farmers market opportunities set aside</li> <li>▪ Connect park land and open space in expanded UGB with system of bike and pedestrian trails.</li> <li>▪ Be a destination</li> <li>▪ Have facilities for youth and adult sport activities</li> <li>▪ Be a gateway to the mid valley</li> <li>▪ Mass Transit</li> <li>▪ Encourage additional mass transit</li> <li>▪ Be more European like (more rail and bus transit with in Keizer and to Salem/Portland)</li> <li>▪ Have pedestrian pathways</li> <li>▪ Allow golf carts on the road for transportation to grocery store</li> <li>▪ Keep Keizer as it is today</li> <li>▪ Encourage development of nuclear power, use this power in Keizer</li> <li>▪ Have a second high school. Reduce crowding in schools</li> <li>▪ Have environmentally friendly industry</li> </ul> | <p>Portland</p> <ul style="list-style-type: none"> <li>▪ Be a destination. Have facilities for youth and adult sports activities. Be a gateway to the mid valley.</li> <li>▪ Encourage more Mass Transit. Be more European like (rail and bus), have pedestrian pathways and allow electric vehicles such as golf carts on the road for use in excursions such as grocery shopping.</li> </ul> | <p>density to support mass transit</p> <ul style="list-style-type: none"> <li>▪ Having the expertise to make all of this happen</li> </ul> |

| Group            | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                    | What are the challenges and opportunities to realizing our priorities?                                                                                                                                                                                                                         |
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|                  | <ul style="list-style-type: none"> <li>city</li> <li>▪ Like the Iris Festival</li> <li>▪ Having park land and open spaces</li> <li>▪ Youth and families shine</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>McNary</p> <ul style="list-style-type: none"> <li>▪ Healthier food/life choices</li> <li>▪ More cleanliness in city and schools (more trash cans, hand sanitizers, recycling bins)</li> </ul> <p>IDENTITY</p> <ul style="list-style-type: none"> <li>▪ Keizer as a gateway city to valley, coast, mountains</li> <li>▪ Develop sports fields and facilities. Promote Keizer as a place for youth and adult activities</li> </ul>                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>▪ Have a second interchange off I-5</li> <li>▪ Be more self sustainable</li> <li>▪ Improved transportation system, especially north/south route</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                |
| <b>Blue Blue</b> | <p>PUBLIC SAFETY</p> <ul style="list-style-type: none"> <li>▪ Great Fire District</li> <li>▪ Keizer Police</li> </ul> <p>GOVERNMENT</p> <ul style="list-style-type: none"> <li>▪ Good government (City and Fire)</li> <li>▪ City cares about our image</li> <li>▪ City Hall is accessible</li> <li>▪ New City Hall – Community Center</li> <li>▪ Will let anybody run for office</li> <li>▪ Schools</li> </ul> <p>TRANSPORTATION</p> <ul style="list-style-type: none"> <li>▪ Bus – transportation</li> <li>▪ Access to/from Keizer</li> </ul> <p>COMMUNITY/ LIVABILITY</p> <ul style="list-style-type: none"> <li>▪ Quality of neighborhoods</li> <li>▪ Great place to raise kids</li> <li>▪ Community always trying to improve itself</li> <li>▪ Community spirit, pride, feel</li> </ul> | <p>RECREATION/RESOURCES</p> <ul style="list-style-type: none"> <li>▪ Sit down restaurants</li> <li>▪ Lighted sports fields/outdoor</li> <li>▪ Bigger housing lots</li> <li>▪ Medical center/outpatient center</li> <li>▪ Book store</li> <li>▪ Teen center</li> <li>▪ Parks &amp; Rec district</li> <li>▪ Youth activity center</li> <li>▪ Recreational building</li> <li>▪ Tournament Town <ul style="list-style-type: none"> <li>○ Soccer</li> <li>○ Baseball</li> <li>○ Tennis</li> <li>○ Basketball</li> <li>○ Volleyball</li> <li>○ Softball</li> </ul> </li> <li>▪ Turf for football field at high school</li> <li>▪ More trees/ save old trees</li> <li>▪ Linear Park</li> <li>▪ Boys and Girls Club</li> </ul> | <ul style="list-style-type: none"> <li>▪ Clean and green</li> <li>▪ Small town feel</li> <li>▪ Redevelopment/cleanup (Southwest Keizer)</li> <li>▪ Tournament Town</li> <li>▪ Youth Rec Center</li> <li>▪ No UGB Expansion</li> <li>▪ UGB Expansion</li> <li>▪ Quality In-Fill</li> <li>▪ Senior Center</li> <li>▪ River Access/Development</li> <li>▪ Bridge to West Salem</li> <li>▪ Mass transit to Portland</li> <li>▪ Visitor Friendly Freeway Exit</li> <li>▪ 2nd exit</li> <li>▪ Keizer Rapids expansion</li> <li>▪ Medical Center for seniors</li> <li>▪ Library</li> <li>▪ N/S Corridor</li> </ul> | <ul style="list-style-type: none"> <li>▪ Light Rail to Portland</li> <li>▪ Keizer known as Tournament Town (youth and adult sports)</li> <li>▪ Clean and green environment</li> <li>▪ Visitor (business) friendly freeway exit</li> <li>▪ New Willamette River Bridge from Parkway</li> </ul> | <p>Challenges:</p> <ul style="list-style-type: none"> <li>▪ Money</li> <li>▪ Government red tap</li> <li>▪ Community support</li> </ul> <p>Opportunities:</p> <ul style="list-style-type: none"> <li>▪ Community spirit</li> <li>▪ UGB expansion</li> <li>▪ Location for light rail</li> </ul> |

| Group          | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                      | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                                                                                                            | What are the challenges and opportunities to realizing our priorities? |
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|                | <ul style="list-style-type: none"> <li>▪ Strong rotary program</li> <li>▪ Points of interest</li> <li>▪ Care about history</li> <li>▪ Pedestrian friendly</li> <li>▪ Friendly people</li> <li>▪ Youth friendly</li> <li>▪ Small community feel</li> <li>▪ Healthy emphasis</li> <li>▪ Location – city, beach, mountains</li> <li>▪ Livability with low taxes</li> <li>▪ Strong civic group</li> </ul> <p><b>BUSINESS</b></p> <ul style="list-style-type: none"> <li>▪ How business supports the community</li> <li>▪ Keizer Station – looks nice</li> <li>▪ Businesses support youth by hiring them</li> </ul> <p><b>RECREATION</b></p> <ul style="list-style-type: none"> <li>▪ Volcanoes Baseball</li> <li>▪ Baseball Park KYSA/KU</li> <li>▪ Keizer Rapids/Parks</li> </ul> | <p>location on other side of town</p> <ul style="list-style-type: none"> <li>▪ Movie theater</li> <li>▪ Performing Arts center</li> <li>▪ Handicap sports field – hard surface</li> </ul> <p><b>TRANSPORTATION &amp; GROWTH</b></p> <ul style="list-style-type: none"> <li>▪ 2nd North – South traffic corridor</li> <li>▪ Expand environmental quality oversight</li> <li>▪ Urban growth “managed”</li> <li>▪ Keep downtown viable</li> </ul> <p><b>MORE SHOPPING</b></p> <ul style="list-style-type: none"> <li>▪ Winco</li> <li>▪ Costco</li> <li>▪ Trader Joes</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                        |
| <b>Red Red</b> | <p><b>RECREATION</b></p> <ul style="list-style-type: none"> <li>▪ Keizer Rapids Park</li> <li>▪ Youth activities</li> </ul> <p><b>GOVERNMENT</b></p> <ul style="list-style-type: none"> <li>▪ Assessable city government</li> <li>▪ Not tangled in bureaucracy</li> <li>▪ Low taxes</li> <li>▪ Involved, active, response city government</li> </ul> <p><b>PUBLIC SAFETY</b></p> <ul style="list-style-type: none"> <li>▪ Safe, low crime</li> </ul>                                                                                                                                                                                                                                                                                                                           | <p><b>SCHOOLS</b></p> <ul style="list-style-type: none"> <li>▪ Maintain new schools &amp; upgrade older ones</li> </ul> <p><b>NEIGHBORHOODS</b></p> <ul style="list-style-type: none"> <li>▪ Community development</li> <li>▪ Maintain livability and safety</li> <li>▪ Maintain urban growth boundary</li> <li>▪ Sidewalks everywhere</li> <li>▪ Street lights</li> <li>▪ Maintain neighborhoods</li> </ul> <p><b>TRANSPORTATION</b></p> <ul style="list-style-type: none"> <li>▪ Additional main roads</li> </ul>                                                           | <ul style="list-style-type: none"> <li>▪ A city with a variety of living accommodation for seniors, accessible parks, etc.</li> <li>▪ Leaders who listen to youth and all segment of the population</li> <li>▪ Maintain or improve environmental quality water, air, land (Husbandry)</li> <li>▪ Maintain our small-town identity, values and traditions</li> </ul> | <ul style="list-style-type: none"> <li>▪ Support and maintain small local business</li> <li>▪ Maintain a “downtown”</li> <li>▪ Indoor and outdoor facilities/centers for youth activities</li> <li>▪ Residents have a variety of transportation including alternative, mass, public, light rail, bikeways, busses, pedestrian friendly</li> <li>▪ A beautiful parks system</li> </ul> |                                                                        |

| Group | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Prioritize top 3-5 visions | What are the challenges and opportunities to realizing our priorities? |
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|       | <ul style="list-style-type: none"> <li>▪ Safe neighborhoods</li> <li>▪ No crime</li> </ul> <p><b>JOBS</b></p> <ul style="list-style-type: none"> <li>▪ Community development</li> <li>▪ Work with business</li> <li>▪ Opportunity for jobs</li> <li>▪ Maintain small local business</li> <li>▪ No big box</li> </ul> <p><b>SCHOOLS</b></p> <ul style="list-style-type: none"> <li>▪ Schools</li> <li>▪ Schools</li> <li>▪ Schools</li> </ul> <p><b>TRANSPORTATION</b></p> <ul style="list-style-type: none"> <li>▪ Not crowded</li> <li>▪ Well kept roads</li> <li>▪ Less traffic congestion than Salem</li> </ul> <p><b>LIVABILITY</b></p> <ul style="list-style-type: none"> <li>▪ Friendly</li> <li>▪ Good neighbors</li> <li>▪ Neighbors know and help each other</li> <li>▪ Friendly atmosphere</li> <li>▪ Small town feel</li> <li>▪ Local business friendly</li> </ul> <p><b>COMMUNITY</b></p> <ul style="list-style-type: none"> <li>▪ History</li> <li>▪ Iris festival</li> <li>▪ Neighborhood associations “Keep Keizer Livable”</li> <li>▪ Library</li> <li>▪ Keizer parks foundation</li> <li>▪ Neighborhood associations</li> </ul> | <ul style="list-style-type: none"> <li>▪ Road development for transit including sidewalks</li> <li>▪ Improve traffic flow</li> <li>▪ Mass transit</li> <li>▪ Better transit for Keizer</li> <li>▪ Mass transit</li> <li>▪ Mass transit</li> <li>▪ Bike and walking paths</li> <li>▪ Be able to walk across river road</li> <li>▪ More walking/bike baths</li> </ul> <p><b>GOVERNMENT</b></p> <ul style="list-style-type: none"> <li>▪ Government reach out to include diverse groups</li> <li>▪ More representative government (diversity)</li> <li>▪ More volunteers and leaders</li> </ul> <p><b>BUSINESS</b></p> <ul style="list-style-type: none"> <li>▪ Keep and increase small business, local business</li> <li>▪ Jobs</li> <li>▪ Jobs</li> <li>▪ Jobs</li> <li>▪ Local community business</li> <li>▪ No big box stores</li> </ul> <p><b>LIBRARY</b></p> <ul style="list-style-type: none"> <li>▪ More funds for library</li> <li>▪ Community library</li> <li>▪ Library</li> </ul> <p><b>SAFETY</b></p> <ul style="list-style-type: none"> <li>▪ Buy a ladder truck for commercial buildings (Renaissance Inn)</li> </ul> <p><b>TAXES</b></p> <ul style="list-style-type: none"> <li>▪ Keep taxes low</li> <li>▪ Raise TOT 1%</li> </ul> | <ul style="list-style-type: none"> <li>▪ Support and maintain small local business</li> <li>▪ Maintain a “downtown”</li> <li>▪ Indoor and outdoor facilities/centers for youth activities</li> <li>▪ Maintain pleasant and well maintained neighborhoods</li> <li>▪ Maintain “ Neighborhood voice” in the community and government</li> <li>▪ A city government receptive to community ideas</li> <li>▪ Maintain Public Safety</li> <li>▪ Fire, Police, Public Education-CERT, Disaster Preparedness (Earthquake and Floods)</li> <li>▪ Citizen Education for Emergencies</li> <li>▪ Residents have a variety of transportation including alternative, mass, public, light rail, bikeways, busses, pedestrian friendly.</li> <li>▪ Maintain innovative schools appropriate to students</li> <li>▪ A library in Keizer serving all ages</li> <li>▪ More and greater variety in Fine Dining</li> <li>▪ Prosperous local businesses in a vibrant</li> </ul> |                            |                                                                        |

| Group                       | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                    | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                                                                                                                                       | What are the challenges and opportunities to realizing our priorities? |
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|                             | <ul style="list-style-type: none"> <li>▪ Community involvement</li> <li>▪ Tourism</li> <li>▪ Volunteers</li> </ul> <p>ENVIRONMENT</p> <ul style="list-style-type: none"> <li>▪ Clean water</li> <li>▪ Good water</li> <li>▪ Water quality</li> <li>▪ Being green</li> <li>▪ Well kept City features</li> <li>▪ Number of parks and green space</li> </ul> <p>LOCATION</p> <ul style="list-style-type: none"> <li>▪ Near-by shopping</li> <li>▪ Proximity to hospital</li> <li>▪ Surrounded by country and berry fields</li> <li>▪ Gateway to beach or mountains</li> </ul> | <ul style="list-style-type: none"> <li>▪ Taxes to pay for improvements (earmarked)</li> <li>▪ Allow sustainable growth</li> <li>▪ Increase tax revenue</li> </ul> <p>PARKS</p> <ul style="list-style-type: none"> <li>▪ Indoor sports park</li> <li>▪ Public pool</li> <li>▪ Bike and pedestrian corridors (away from vehicles)</li> <li>▪ Fully developed park system</li> <li>▪ Parks for small children w/in walking distances</li> </ul> <p>IDENTITY</p> <ul style="list-style-type: none"> <li>▪ Keep Iris Festival at Keizer Station</li> <li>▪ Venues for art exhibits and music</li> <li>▪ Keep our sense of identity</li> <li>▪ Maintain history</li> </ul> | <p>downtown location</p> <ul style="list-style-type: none"> <li>▪ Heritage and history and art are ALIVE!</li> <li>▪ Planned growth maintains farmland in balance with city needs.</li> <li>▪ A city center serves as a hub for civic life</li> <li>▪ Top-notch facilities attract sports tournaments, arts, concerts, and serve the residents.</li> <li>▪ A beautiful Parks System.</li> </ul>                   |                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                        |
| <p><b>Orange Orange</b></p> | <p>COMMUNITY CHARACTER</p> <ul style="list-style-type: none"> <li>▪ Small town feel</li> <li>▪ Active churches</li> <li>▪ Long-term residents</li> <li>▪ Sense of history</li> <li>▪ Small businesses</li> <li>▪ Volunteerism</li> </ul> <p>RECREATION</p> <ul style="list-style-type: none"> <li>▪ Volcanoes</li> <li>▪ Parks</li> <li>▪ Youth sports</li> <li>▪ Iris fest</li> <li>▪ Dog park</li> <li>▪ Swim clubs</li> <li>▪ Willamette River</li> </ul>                                                                                                               | <p>MORE SHOPPING</p> <ul style="list-style-type: none"> <li>▪ Winco</li> <li>▪ Trader Joe's</li> <li>▪ Costco</li> <li>▪ More &amp; better restaurants</li> <li>▪ Gas at Safeway</li> <li>▪ Small specialty stores</li> <li>▪ And not just at Keizer Station</li> </ul> <p>CITY GOVERNMENT</p> <ul style="list-style-type: none"> <li>▪ Better cooperation with other local governing bodies (transit district, 24J, Salem, Marion County)</li> </ul>                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>▪ Expand E-government access</li> <li>▪ Public safety that grows with the City</li> <li>▪ Satellite college campus in Keizer</li> <li>▪ Family wage jobs</li> <li>▪ Town square/Main Street/Downtown</li> <li>▪ Excellent water quality (including potable water, fire supply, storm water, watershed areas, Willamette River)</li> <li>▪ "West Keizer" in Polk</li> </ul> | <ul style="list-style-type: none"> <li>▪ Improved/expanded medical facilities or a hospital</li> <li>▪ Quality education including free tutoring, additional job shadowing opportunities, grade school activities</li> <li>▪ Traffic flow solutions including beltline road from I-5 through Keizer to Hwy 22 and Hwy 221 via a third bridge at Pine Street or at a point in the future north Keizer,</li> </ul> |                                                                        |

| Group | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | What are the challenges and opportunities to realizing our priorities? |
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|       | <p>WATER (POTABLE)</p> <ul style="list-style-type: none"> <li>▪ Good safe quality</li> <li>▪ Protected funds</li> <li>▪ Good maintenance</li> </ul> <p>CITY GOVERNMENT</p> <ul style="list-style-type: none"> <li>▪ New city hall</li> <li>▪ Low taxes</li> <li>▪ City staff</li> </ul> <p>FIRE DEPARTMENT</p> <ul style="list-style-type: none"> <li>▪ Responsiveness</li> <li>▪ Fiscally responsible</li> <li>▪ Independent of City staff and council</li> <li>▪ Long term reliable involvement in community</li> </ul> <p>SCHOOLS</p> <ul style="list-style-type: none"> <li>▪ Go McNary</li> <li>▪ Good elementary and middle schools</li> </ul> <p>LOCATION</p> <ul style="list-style-type: none"> <li>▪ Freeway access</li> <li>▪ Willamette River access</li> <li>▪ Close to urban and recreation opportunities</li> <li>▪ Close to rural/farm settings</li> <li>▪ Moderate climate</li> </ul> <p>SHOPPING</p> <ul style="list-style-type: none"> <li>▪ Keizer Station</li> <li>▪ River Road</li> </ul> | <ul style="list-style-type: none"> <li>▪ Better lines of communication between city council and taxpayers</li> <li>▪ Develop on the water emergency/rescue response team (volunteers?)</li> <li>▪ “Do something with that water tower thing! It looks like a big blob in the sky!”</li> </ul> <p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> <li>▪ 1-5 interchange at Quinaby Rd</li> <li>▪ Sidewalks including bike paths especially near schools</li> <li>▪ North/south traffic flow solutions</li> <li>▪ Traffic plan that anticipates the expansion of the UGB</li> <li>▪ Expanding storm water system</li> </ul> <p>COMMUNITY AMENITIES/ ACTIVITIES</p> <ul style="list-style-type: none"> <li>▪ Library</li> <li>▪ Movie theaters</li> <li>▪ Community and/or high school indoor pool</li> <li>▪ Hospital</li> <li>▪ Parks Department</li> <li>▪ Town square</li> <li>▪ Expanded parks (community gardens, river access, river tours)</li> <li>▪ Green space</li> <li>▪ Youth activities (after</li> </ul> | <p>County via an expanded UGB and a bridge located between the sewage treatment plant and Sponge’s Landing tied into a beltline intersection I-5 and Hwy 221</p> <ul style="list-style-type: none"> <li>▪ An established separated Parks Dept</li> <li>▪ More green space</li> <li>▪ Iris Festival alive an well and close to “downtown”</li> <li>▪ I-5 interchange at Quinaby Rd</li> <li>▪ A vibrant River Road business district</li> <li>▪ A large regionally oriented aquatic center near I-5</li> </ul> <p>A real sense of community connection to the Willamette River:</p> <ul style="list-style-type: none"> <li>▪ A maritime museum at Keizer Rapids park for the education and enjoyment of the history of the River in the region</li> <li>▪ Expanded public access points along the river as the UGB moves north</li> <li>▪ Promoting water sports</li> <li>▪ On the water nature/eco/ history/scenic tour business originating in Keizer</li> <li>▪ Overnight campsites</li> <li>▪ Appropriate River channel maintenance for</li> </ul> | <p>commuter rail from Eugene to Portland with a station and a park-n-ride at Keizer Station, additional north/south route(s) through Keizer, additional access points to McNary High School with traffic light at Chemawa Road.</p> <ul style="list-style-type: none"> <li>▪ Keizer’s own school district while maintaining one high school</li> <li>▪ Government responsiveness as in a better effort to include the taxpayers before the City Council makes plans and sets agendas. Less ignoring, respectfully and thoughtfully include citizen input and efforts to volunteer and less power vested in the City Council and more with the advisory boards as elected positions.</li> <li>▪ The Library</li> </ul> |                                                                        |

| Group             | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | What are the challenges and opportunities to realizing our priorities? |
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|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | school, sports, music, art, mentoring, community volunteering) <ul style="list-style-type: none"> <li>▪ More community wide events i.e. Iris Fest</li> <li>▪ Christmas tree lighting</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | expanded public use and connection to our municipal neighbors on the River.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                        |
| <b>Green Blue</b> | <p>COMMUNITY</p> <ul style="list-style-type: none"> <li>▪ Community Oriented.</li> <li>▪ Small Town Feel. 2nd person agreed.</li> <li>▪ County Feel/Ag Areas; Close.</li> <li>▪ Center point to everything/perfect location/hour away to lots of things.</li> <li>▪ Low taxes.</li> </ul> <p>BUSINESS</p> <ul style="list-style-type: none"> <li>▪ Not overloaded with large businesses.</li> <li>▪ Diverse businesses.</li> <li>▪ Safe.</li> </ul> <p>RECREATION</p> <ul style="list-style-type: none"> <li>▪ Sports: youth and pro (minor leagues).</li> <li>▪ Recreational opportunities – cycling, etc.</li> <li>▪ River access.</li> </ul> <p>TRANSPORTATION</p> <ul style="list-style-type: none"> <li>▪ Lower traffic congestion compared to Salem.</li> <li>▪ Access for emergency responders.</li> </ul> | <p>TRANSPORTATION</p> <ul style="list-style-type: none"> <li>▪ Need north access need, e.g., Quinaby Rd. 2nd person agreed.</li> <li>▪ More north end development should be allowed.</li> <li>▪ More alternative N/S and E/W roads and connections before more growth.</li> <li>▪ Vehicle and ped/bike access to west Salem over river.</li> <li>▪ Need rail access to Portland area.</li> </ul> <p>PARKS AND PED/BIKE ACCESS</p> <ul style="list-style-type: none"> <li>▪ Need walking/biking trails/connections between city's parks.</li> <li>▪ Need to complete sidewalk systems in city and in urban growth areas.</li> <li>▪ Need more and better parks that are active use parks rather than open space.</li> <li>▪ Need easy access to river for elderly.</li> </ul> | <ul style="list-style-type: none"> <li>▪ We're the hub for active entertainment, e.g. winery tours, nature tours (Silver Falls State Park), Spirit Mt and Chinook Winds casinos, sports (tournaments).</li> <li>▪ Our parks are interconnected. Claggett Ck. Corridor. Sidewalks with green footprints painted on them take you to all the parks. Independent paths. Path along Willamette River and across to west Salem.</li> <li>▪ There is a new north access to the City – Quinaby interchange or frontage road along I-5 connecting Brooklake Road to Lockhaven.</li> <li>▪ We have a hospital.</li> <li>▪ Less reliance on auto leading to (1) transportation alternatives such as passenger rail connection, and (2) business changes that respond to people relying less on the auto.</li> </ul> | <ul style="list-style-type: none"> <li>▪ We're the hub for active entertainment, e.g. winery tours, nature tours (Silver Falls State Park), Spirit Mt and Chinook Winds casinos, sports (tournaments).</li> <li>▪ Our parks are interconnected. Claggett Ck. Corridor. Sidewalks with green footprints painted on them take you to all the parks. Independent paths. Path along Willamette River and across to west Salem.</li> <li>▪ There is a new north access to the City – Quinaby interchange or frontage road along I-5 connecting Brooklake Road to Lockhaven.</li> <li>▪ We have a hospital.</li> </ul> |                                                                        |

| Group | What do you like best about living in Keizer today? | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Prioritize top 3-5 visions | What are the challenges and opportunities to realizing our priorities? |
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|       |                                                     | <ul style="list-style-type: none"> <li>▪ Need walking/biking bridge across river at Keizer Rapids Park with connection to new trail to Wallace Marine Park on the west side.</li> </ul> <p>COMMUNITY</p> <ul style="list-style-type: none"> <li>▪ Valuing and preserving/improving existing neighborhoods.</li> <li>▪ Library as part of community center idea – support for this and no support for it.</li> <li>▪ Center for destination activities; limo/wine tours, wine super store.</li> <li>▪ Arts presence.</li> </ul> <p>SPORTS</p> <ul style="list-style-type: none"> <li>▪ Tournament town/emphasize sports (youth and pro)</li> <li>▪ Specialized entertainment: hockey, min-golf, lacrosse, skate palace, tennis, disc golf, etc.</li> </ul> <p>ENTERTAINMENT AND RELATED</p> <ul style="list-style-type: none"> <li>▪ Nice restaurant.</li> <li>▪ Movie theater.</li> <li>▪ Kid oriented.</li> <li>▪ Soccer business.</li> </ul> <p>OTHER</p> <ul style="list-style-type: none"> <li>▪ Integration with Latino community.</li> <li>▪ Better communication of</li> </ul> | <ul style="list-style-type: none"> <li>▪ Haven't spread too fast. We've kept up with growth. We're retained small town feel.</li> <li>▪ Keizer is the place to be; tournament town and tourism.</li> <li>▪ More in-town recreation opportunities such as theater, skate rink, basketball, paths, tennis, access to river.</li> <li>▪ Continued sense of community with McNary H.S. is one element of the sense of community.</li> <li>▪ We've stayed a bedroom community and small business community. (We rely on tournament town and tourism jobs where people come here, spend their money and go away rather than live and work here.)</li> <li>▪ We have an artistic brand for the business community. Business doesn't become blah; it becomes artistic.</li> <li>▪ We have an identity (architectural or artistic).</li> <li>▪ We've taken advantage of our location (central point).</li> <li>▪ We have a community activity center for all age</li> </ul> |                            |                                                                        |

| Group            | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                   | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                       | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                                                                   | What are the challenges and opportunities to realizing our priorities? |
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|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>opportunities available in Keizer, e.g., knowing how many parks there are, where they are, and what is available at each one.</p> <ul style="list-style-type: none"> <li>▪ Green space.</li> <li>▪ Urban green space – green in downtown and on river road.</li> <li>▪ Tourism; be a destination – use sports as an economic generator and jobs generator.</li> <li>▪ Improved landscape and art on river road that is consistent all the way through town.</li> </ul>                                                                                                | <p>groups.</p> <ul style="list-style-type: none"> <li>▪ We have urban green space – downtown/river road.</li> <li>▪ There are niche based businesses. Nodes.</li> <li>▪ We have an electronic Library.</li> </ul>                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                              |                                                                        |
| <b>Green Red</b> | <p>COMMUNITY/RESOURCES</p> <ul style="list-style-type: none"> <li>▪ Good schools</li> <li>▪ Small locally owned businesses</li> <li>▪ Close to Willamette River and parks</li> <li>▪ Volunteer orientated community</li> <li>▪ Iris Festival, community activities</li> <li>▪ Neighborhood associations</li> </ul> <p>TRANSPORTATION/INFRASTRUCTURE</p> <ul style="list-style-type: none"> <li>▪ Rural roads and farm land</li> </ul> | <p>TRANSPORTATION/INFRASTRUCTURE</p> <ul style="list-style-type: none"> <li>▪ Better ice and snow removal</li> <li>▪ Bridge to West Salem</li> <li>▪ More sidewalks</li> <li>▪ Pedestrian cycling bridge to Kroc Center</li> <li>▪ Bike racks at more businesses</li> <li>▪ Bike safe lanes</li> </ul> <p>COMMUNITY/RECREATION/RESOURCES</p> <ul style="list-style-type: none"> <li>▪ More gathering areas</li> <li>▪ City square or plaza pedestrian orientated</li> <li>▪ Library</li> <li>▪ Wading pool at Claggett Creek</li> <li>▪ Citizen and community</li> </ul> | <ul style="list-style-type: none"> <li>▪ Further expansion of commuter rail lines to Keizer Station and Salem from Woodburn and Portland.</li> <li>▪ Retain green spaces</li> <li>▪ Fulltime fully paid fire department</li> <li>▪ Sidewalks on arterial roads</li> <li>▪ Transit center with varied size buses for local shuttles</li> <li>▪ Limited sprawl with 3-4 story condos in city center - limited UGB</li> <li>▪ Downtown civic center - open pedestrian square-library</li> <li>▪ Parks &amp; Recreation Dept.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Further expansion of commuter rail lines to Keizer Station and Salem from Woodburn and Portland</li> <li>▪ Retain green spaces</li> <li>▪ Fulltime fully paid fire department</li> <li>▪ Sidewalks on arterial roads</li> <li>▪ Transit center with varied size buses for local shuttles</li> </ul> |                                                                        |

| Group | What do you like best about living in Keizer today? | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                         | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                               | Prioritize top 3-5 visions | What are the challenges and opportunities to realizing our priorities? |
|-------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------|
|       |                                                     | forums <ul style="list-style-type: none"> <li>▪ More activities for youth</li> </ul> <b>GOVERNMENT/PUBLIC SAFETY</b> <ul style="list-style-type: none"> <li>▪ Less crime</li> <li>▪ More cooperation between Salem and Keizer Governments</li> </ul> <b>GROWTH</b> <ul style="list-style-type: none"> <li>▪ Keeping growth in check</li> </ul> | <ul style="list-style-type: none"> <li>▪ Maintain small town identity</li> <li>▪ Strengthen the street grid for pedestrian traffic</li> <li>▪ Solar panels on all city buildings</li> <li>▪ Center for youth activities in Keizer</li> </ul> |                            |                                                                        |

| Group                                                      | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                                                | What are the challenges and opportunities to realizing our priorities?                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>Green<br/>Orange</b></p> | <p><b>SERVICES</b></p> <ul style="list-style-type: none"> <li>▪ New retail locations</li> <li>▪ Being able to shop close to home</li> <li>▪ Proximity to the services I use</li> </ul> <p><b>COMMUNITY</b></p> <ul style="list-style-type: none"> <li>▪ Small town atmosphere</li> <li>▪ Neighborhoods</li> <li>▪ Neighborly atmosphere</li> <li>▪ Small town feel</li> <li>▪ Community pride</li> <li>▪ Involvement by families</li> <li>▪ Close to I-5</li> </ul> <p><b>GOVERNMENT</b></p> <ul style="list-style-type: none"> <li>▪ Steady property values</li> <li>▪ Low property tax rate</li> <li>▪ Low taxes</li> <li>▪ Efficient fiscal policy</li> <li>▪ McNary High School</li> <li>▪ Good schools</li> <li>▪ Great public services</li> <li>▪ Schools</li> <li>▪ Small, volunteer government</li> </ul> <p><b>RECREATION</b></p> <ul style="list-style-type: none"> <li>▪ Volcanoes Stadium</li> <li>▪ Volcanoes rock!</li> <li>▪ Professional sports</li> <li>▪ Youth sports</li> <li>▪ Willamette River</li> <li>▪ Access to mountains and ocean</li> <li>▪ City parks</li> <li>▪ Close to large metro area and geographic features</li> </ul> | <ul style="list-style-type: none"> <li>▪ Library</li> <li>▪ Local TV station</li> <li>▪ City-wide wireless</li> <li>▪ Parks and Recreation Dept.</li> <li>▪ Trader Joe's</li> <li>▪ Keizer's own building department (permits, etc.)</li> <li>▪ More business friendly</li> <li>▪ Distinct and identifiable downtown district</li> <li>▪ River access</li> <li>▪ Turn dikes into public walkway</li> </ul> <p><b>LONG-RANGE PLANNING</b></p> <ul style="list-style-type: none"> <li>▪ Transportation</li> <li>▪ Infrastructure</li> <li>▪ Schools (where? what?)</li> <li>▪ Traffic</li> <li>▪ Zoning</li> <li>▪ Additional freeway access</li> <li>▪ Recruit light industry</li> <li>▪ UGB expansion</li> </ul> | <ul style="list-style-type: none"> <li>▪ Salem Parkway will be lined with retail outlets</li> <li>▪ Resources will dictate how Keizer grows</li> <li>▪ Office parks and light industry added to mix</li> <li>▪ Technology will also dictate how Keizer grows (telecommuting, etc.)</li> <li>▪ Aim for light rail from Portland to Eugene</li> <li>▪ Expand UGB to include Brooks</li> <li>▪ Keizer Station built out with sit-down restaurants</li> <li>▪ Population will probably be the same ethnic mix as today</li> <li>▪ Government will continue to be largest employer in the region</li> <li>▪ Community center/aquatic center</li> <li>▪ 2nd high school</li> <li>▪ Jump I-5 and annex land east of freeway</li> <li>▪ Wheatland Ferry replaced by bridge</li> <li>▪ Willamette Crossing bridge in process of construction</li> </ul> | <ul style="list-style-type: none"> <li>• Expand Urban Growth Boundary to include Brooks</li> <li>• Salem Parkway lined with retail outlets</li> <li>* Office parks and light industry added to mix</li> <li>* Technology will dictate how Keizer grows</li> <li>* Resources will also dictate how Keizer grows</li> </ul> | <ul style="list-style-type: none"> <li>▪ Know what organizations have to stay in expansion in UGB, get advice</li> <li>▪ Expand UGB all at once, not incrementally</li> <li>▪ With leadership and vision sell idea of UGB and its benefits to naysayers</li> <li>▪ Obstacles to expanding: knowledge of the process, cutting thru red tape</li> </ul> |

| Group    | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Prioritize top 3-5 visions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | What are the challenges and opportunities to realizing our priorities? |
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| Blue Red | <ul style="list-style-type: none"> <li>▪ Parks and Iris Festival</li> <li>▪ City Identity, strong sense of community</li> <li>▪ Home town/Small town feel</li> <li>▪ Good People,</li> <li>▪ Pride Spirit and Volunteerism</li> <li>▪ Family, Neighbors,</li> <li>▪ Volunteers: Fire Dept, Council, Service Clubs, Opportunities to volunteer and meaningfully contribute</li> <li>▪ Police</li> <li>▪ Low crime</li> <li>▪ Strong Real Estate Market (Held value in recession well).</li> <li>▪ Great location, Ideal Geography, near everything, on I5 on Willamette River</li> <li>▪ Close to Farmland, Country feel</li> <li>▪ Good Schools/ Teachers</li> <li>▪ Shopping Variety (finally)</li> <li>▪ Traffic: Easy Freeway access, easy to get around town low congestion, everything is close</li> </ul> | <ul style="list-style-type: none"> <li>▪ Higher quality building standards</li> <li>▪ Creation of a downtown</li> <li>▪ More commercial zoned areas</li> <li>▪ Fire Hydrants past Clearlake</li> <li>▪ More indoor recreation facilities</li> <li>▪ More sports fields</li> <li>▪ More Keizer Rapids Park Events</li> <li>▪ Theater</li> <li>▪ More eating options</li> <li>▪ More facilities for kids to enjoy (community center for kids?)</li> <li>▪ Cluster transportation facilities (i.e. transit, park and ride, light rail).</li> <li>▪ More residential and commercial land supply</li> <li>▪ More Greenways.</li> <li>▪ No Roundabouts</li> <li>▪ Another North South Corridor beyond River Road</li> <li>▪ No other North South Corridor beyond River Road</li> <li>▪ Connect and punch through roads, no more dead ends.</li> <li>▪ Sidewalks everywhere, especially Wheatland , access to Keizer Station, Clearlake,</li> </ul> | <ul style="list-style-type: none"> <li>▪ Youth and Adult recreation and activities</li> <li>▪ More youth and adult sports fields and indoor and outdoor facilities</li> <li>▪ Night life</li> <li>▪ Development of parks and trails (including bike trails and waterway trails along Willamette and Claggett Creek)</li> <li>▪ A theater</li> <li>▪ Community center for high school kids, etc.</li> <li>▪ A real core downtown between Chemawa and Dearborn Road (two of four dots)</li> <li>▪ Better Road, easy access to I-5, freeway access ramp, wider roads on 35th and Perkins and Wheatland Roads</li> <li>▪ Growth smart sustainable well planned UGB expansion (but another member as very afraid of growth and number one issues for them was to keep Keizer the same. (not grow much)</li> <li>▪ Crime Keep crime low</li> </ul> | <ul style="list-style-type: none"> <li>▪ <b>First Priority:</b> More Fun Stuff: (three out of four dots) Youth and Adult recreation and activities. This category includes more youth and adult sports fields and indoor and outdoor facilities. Night life, development of parks and trails (including bike trails and waterway trails along Willamette and Clagget Creek, a theater, community center for high school kids, etc.</li> <li>▪ <b>Second Priority</b> A real core downtown between Chemawa and Dearborn Road (two of four dots)</li> <li>▪ <b>Third Priorities</b> (one dot each, no order of preference). <ul style="list-style-type: none"> <li>○ Better Road, easy access to I-5, freeway access ramp, wider roads on 35th and Perkins and Wheatland Roads.</li> <li>○ Growth smart sustainable well planned UGB expansion (but another member as very afraid of growth and number one issues for them was to keep Keizer the</li> </ul> </li> </ul> |                                                                        |

| Group                     | What do you like best about living in Keizer today?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Prioritize top 3-5 visions                                                                             | What are the challenges and opportunities to realizing our priorities? |
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|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>▪ Pedestrian Access to Kroc Center</li> <li>▪ More Bike Lanes/ Paths</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>same. (not grow much).</p> <ul style="list-style-type: none"> <li>○ Crime Keep crime low</li> </ul> |                                                                        |
| <p><b>Blue Orange</b></p> | <p>LOCATION</p> <ul style="list-style-type: none"> <li>▪ Near Wine Country</li> <li>▪ Centrally located</li> <li>▪ Good I-5 Access</li> <li>▪ Proximity to Portland</li> </ul> <p>GOVERNMENT</p> <ul style="list-style-type: none"> <li>▪ Police and Fire protection good</li> <li>▪ Secure-Low Crime</li> <li>▪ Low Tax Base</li> <li>▪ Innovated Government</li> <li>▪ Voice in Politics</li> <li>▪ Great City Staff (Especially Planning and Public Works)</li> <li>▪ Good School System (2)</li> <li>▪ Good Elected Leaders</li> </ul> <p>TANGIBLES</p> <ul style="list-style-type: none"> <li>▪ Iris Festival</li> <li>▪ Little Traffic</li> <li>▪ Local Paper</li> <li>▪ Keizer Rapids Park</li> <li>▪ Good Shopping</li> </ul> <p>COMMUNITY</p> <ul style="list-style-type: none"> <li>▪ Small Town feel (2)</li> <li>▪ Volunteerism</li> <li>▪ Good Neighborhoods</li> <li>▪ Community involvement</li> <li>▪ Passionate Community</li> <li>▪ Good Climate</li> </ul> | <p>VOLUNTEERISM</p> <ul style="list-style-type: none"> <li>▪ Promote new social capital</li> <li>▪ Broader Volunteer base</li> <li>▪ Attract new civic engagement</li> <li>▪ Term limits on Volunteer committees</li> <li>▪ More active neighborhood associations</li> <li>▪ Incentives for front porches</li> <li>▪ Neighbor programs to make voices heard and heeded</li> <li>▪ Community festivals</li> </ul> <p>PARKS/COMMUNITY</p> <ul style="list-style-type: none"> <li>▪ More usable river frontage</li> <li>▪ Library</li> <li>▪ Access to natural resources</li> <li>▪ Linear parks (connectivity between)</li> <li>▪ More parks</li> <li>▪ Community Recreation Ctr.</li> <li>▪ Indoor recreation programs for kids</li> <li>▪ Develop undeveloped parks</li> <li>▪ Disc Golf</li> <li>▪ More quality childcare and after school programs</li> <li>▪ Boat launch and docks at</li> </ul> | <ul style="list-style-type: none"> <li>▪ Have new neighborhoods constructed around schools &amp; parks w/ easy access to arterials and shopping <ul style="list-style-type: none"> <li>○ connectivity between parks (linear layout)</li> <li>○ fully developed parks system w/ recreation facilities</li> <li>○ developed Willamette River Greenway (linear parks)</li> <li>○ cleaned-up Willamette River</li> </ul> </li> <li>▪ Encourage &amp; embrace sustainable (not just 'green') growth/living <ul style="list-style-type: none"> <li>○ Light rail connection to rest of Willamette Valley</li> <li>○ ? bullet train through state to Portland</li> <li>○ Energy efficient public facilities &amp; new residential/commercial development</li> </ul> </li> <li>▪ Have year-round schools for efficient education of youth</li> <li>▪ Have upgraded relationship between public transportation &amp; school buses (more</li> </ul> |                                                                                                        |                                                                        |

| Group | What do you like best about living in Keizer today? | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Prioritize top 3-5 visions | What are the challenges and opportunities to realizing our priorities? |
|-------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------|
|       |                                                     | <p>KRP</p> <ul style="list-style-type: none"> <li>▪ Neighborhood recreation facilities</li> <li>▪ More gathering places (coffee shops, rec facilities)</li> </ul> <p>TRANSPORTATION</p> <ul style="list-style-type: none"> <li>▪ Commuter Rail to Portland (2)</li> <li>▪ Better access to I-5</li> <li>▪ Better access to Lancaster Dr.</li> <li>▪ Trolley through Keizer</li> <li>▪ Better arterial traffic system in Keizer</li> </ul> <p>DEVELOPMENT</p> <ul style="list-style-type: none"> <li>▪ Walkable community</li> <li>▪ Affordable housing</li> <li>▪ Industrial “shovel ready” land</li> <li>▪ More attractive River Rd. (clean up signage)</li> <li>▪ Sidewalks &amp; curbs on all city streets (2)</li> <li>▪ Neighborhood/housing development around parks &amp; schools</li> <li>▪ Ask the question, “does this development consider a high quality of life as a driving force/value?”</li> <li>▪ Sustainable development (LEED standards, low flow, “green”) &amp; promotion of sustainable development</li> </ul> <p>ENVIRONMENT</p> <ul style="list-style-type: none"> <li>▪ Reduce fast food litter</li> </ul> | <p>efficient for traffic &amp; pollution)</p> <ul style="list-style-type: none"> <li>▪ Incorporate alternate transportation (electric, bikes, cars, seaway, etc)</li> <li>▪ Have the beginnings of a “Keizer downtown”</li> <li>▪ Support more industry (traded sector) w/ living wage jobs, professional employment, industrial/labor...</li> <li>▪ Have after-school programs &amp; facilities for kids</li> <li>▪ Have a vibrant Iris Festival (community tradition continues)</li> <li>▪ Have an infrastructure to support youth sports</li> <li>▪ Will have a “business district” that comprises downtown, replacing River Rd’s retail. Retail would possibly relocate off of River Rd.</li> </ul> |                            |                                                                        |

| Group | What do you like best about living in Keizer today? | What would make Keizer a better place?                                                                                                                                                                                                                                                                                                                                | Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in? | Prioritize top 3-5 visions | What are the challenges and opportunities to realizing our priorities? |
|-------|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------|
|       |                                                     | <ul style="list-style-type: none"> <li>▪ Promote “green” lifestyles</li> <li>▪ Zero tolerance for the use of plastic bags</li> <li>▪ Police/Fire drive hybrids</li> </ul> RETAIL SERVICES <ul style="list-style-type: none"> <li>▪ Cheaper groceries</li> <li>▪ Trader Joe’s</li> <li>▪ Cheaper Gas</li> <li>▪ Movie Theatre</li> <li>▪ Better restaurants</li> </ul> |                                                                                                |                            |                                                                        |

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# Keizer Compass

## Community Forum One

### February 26, 2009

#### COMMENT FORM RESULTS

Thirty-one of the approximately 67 attendees at the forum completed the written questionnaire. The questions and their answers follow.

**1) In regards to the agenda of today's Community Forum, please rate the following on a scale of 1 to 5, 1 least useful; 5 most useful to you in thinking about a 20-year vision for the City of Keizer.**

- Mayor's remarks: *average 3.3*
- Summary of survey results: *average 3.7*
- Remarks from youth: *average 4.9*
- Small group discussions: *average 4.7*
- Community Profile: *average 4.1*

**2) What factors related to a vision for Keizer are most important to you?**

- Schools, livability, local government
- Develop/maintain an identity independent of Salem
- Self-sufficiency of city in growth
- Develop a city center with real transportation options
- Preserving linking parkland and intact neighborhoods (limit urban growth boundary)
- Improving transit system including eventual commuter train and bike paths
- Civic Center with auditorium, library and gathering plaza
- Preserve surrounding farmland
- Environmentally healthy city
- More walking/biking paths/parks
- No growth policy, do not expand UGB
- Controlled growth with positive environmental impacts
- Viable transportation – light rail, buses, walking paths
- Youth center for kids
- Top notch facilities for sports, concerts, etc
- Planned growth maintained to keep city atmosphere, local business
- Human scale, small town, livability
- Things for our youth and adults to do
- Keizer as a destination for recreation fields/facilities
- Managed growth north – great opportunity to do things differently
- Alternate transportation venues
- Jobs created
- Growth
- Library
- Transit
- I-5 access

- Youth sports center
- Teen rec center
- Mass transit to Portland
- Redevelopment of South Keizer
- Upgrade existing parks: turf, lights and bleachers
- Plan to move people from place to place – more bus/mass transit
- Keep it green – no growth
- Compact living areas
- Keep city government attuned to what citizens want.
- Rapid transit
- Expansion of UGB, but with responsible growth
- Tap into I-5, 2<sup>nd</sup> exit, pull money in to support jobs/business
- Tournament town – soccer, basketball, baseball, softball, if you build it they will come
- Transportation (bus, rail, auto, bike)
- Library
- Green space preservation
- The livability of the city and future growth
- The most important thing to me is education for students in the future. They should have free tutoring/help with subjects we don't understand. Also they should make a program to help students in the future transition from high school to college, in terms of test-taking skills, how to transition into the successful life of college, keeping grades up, etc.
- It is important to me because talking about our future is important later on in the years because this is going to be somewhere where I'm going to be living in and it has to be a place that's safe and where it's a place that people would actually want to live in, and hopefully our discussion about this will happen later on in the years.
- Master planning, controlled sustainable growth
- Small town feel, safety
- Alternative transportation modes and access options (additional North connection to freeway) to keep congestion down and community livable and small town feel. Better parks and bike/walking trails between parks (Claggett Creek Trail), walking/bike bridge over Willamette connecting to walking/bike paths through Polk County to Salem Parks.
- Keeping the small town feel, community oriented
- Keeping identity, smooth movement into and around the city, expanding green acres for all ages
- River access and activities
- Urban growth boundary – development pays for itself
- Crime rate
- Traffic – transportation
- Open process encouraging involvement

**3) Are you interested in participating in the next Community Forum, April 2? \_\_\_Yes \_\_\_ No Any specific subjects you would like to discuss further?**

Twenty-two of the 31 attendees who completed the survey are interested in participating in the next Community Forum. Seven of the 31 stated they were not interested, two only because they would be out of town; one will come only if new topics would be discussed and one said this was “wonderful”,

but did not give a reason why he/she was not interested in the next Forum. Two of the 31 did not answer the question.

- Feasibility of future plans
- Starting process of expanding the UGB
- Establishing regional transportation plan
- How are we going to make it happen?
- Stop using text amendments for changes supported by City Council – use zone changes
- Review results of this meeting.
- Putting neighborhoods as a priority
- Staying a small town
- Controlled growth with positive environmental impacts
- Viable transportation – light rail, buses, walking paths
- Youth center for kids
- Top notch facilities for sports, concerts, etc
- Job growth, local businesses
- Future expansion of city limit, Keizer maintain youth activity centers
- Keizer as a destination for recreation fields/facilities
- Managed growth north – great opportunity to do things differently
- Alternate transportation venues
- Jobs created
- Vision results from web survey and this forum
- North/South Corridor
- West Salem Bridge
- UGB Discussion
- Infill regulations
- This was wonderful
- I would like to discuss changes/visions for the present/current time right now. Also, there should maybe be a discussion about different subjects specifically instead of visioning 20 years from now.
- I would like to talk more about the main subjects now, more of the ideas of people top picks so it will maybe act more to the middle of it so we could start working more towards that dream.
- How to achieve goals?

#### **4) *Anything else you would like to add?***

- Good food, good people, good ideas
- Maintaining livability in the midst of commercial/industrial growth
- There is strong support for reducing motor vehicle traffic and improving other transportation options. What is the City Council going to do about it?
- This group process is excellent
- This was a great opportunity to be involved in the future of my city.
- Local government to stay in touch with city
- Good food and Jeff Cowan was a great discussion leader

- Thank you for asking
- Upgrade school facilities inside and out: technology and parking
- Keizer is unique in its community spirit but at some time it limits the vision that we can see i.e. traffic is not bad as compared to Seattle etc
- Shelly King did a super job ( as discussion leader) keeping us on task
- This is a great process – keep it up
- A larger turnout would have been nice, but it was fun
- I hope that the “Keizer Compass” program will keep on going. I would definitely like to be informed about the next meetings. The “Keizer Compass” should also do community service projects, or something other to make our ideas more heard and successful.
- Since we’ve talked about our dreams, we should get to the main ones now, our top picks and start talking more towards that
- Great opportunity
- Increase in population – should be more dense, no more acreage growth. We need to growth vertically. Reduce traffic by increase in pedestrian/bicycle transportation. Impede traffic. Be part of the solution to global warming. Population growth – decline in middle class – spread the wealth. More senior services.
- I like Keizer the way it is now. I can’t comprehend changing it to become a bigger city when Salem’s soil touches Keizer’s soil now. We have the best of two worlds – a small town touching a much larger, four+ town. Plus 45 minutes drive to the largest city in Oregon. What could be better? Let’s just relax and enjoy our area as it is now.
- Wish this had been better attended, however 75 folks is nothing to be ashamed of

# Keizer Compass

## Community Forum One

### February 26, 2009

#### COMMENT FORM

Name (optional) \_\_\_\_\_ postal or email address \_\_\_\_\_

Where do you live \_\_\_\_\_? How long \_\_\_\_ years? Work \_\_\_\_\_? How long \_\_\_\_ years?

1) In regards to the agenda of today's Community Forum, please rate the following on a scale of 1 to 5, 1 least useful; 5 most useful to you in thinking about a 20-year vision for the City of Keizer.

|                           |   |   |   |   |   |
|---------------------------|---|---|---|---|---|
| Mayor's remarks           | 1 | 2 | 3 | 4 | 5 |
| Summary of survey results | 1 | 2 | 3 | 4 | 5 |
| Remarks from youth        | 1 | 2 | 3 | 4 | 5 |
| Small group discussions   | 1 | 2 | 3 | 4 | 5 |
| Community Profile         | 1 | 2 | 3 | 4 | 5 |

2) What factors related to a vision for Keizer are most important to you?

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3) Are you interested in participating in the next Community Forum, April 2? \_\_\_Yes \_\_\_ No Any specific subjects you would like to discuss further?

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4) Anything else you would like to add?

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Thank you!

Please return today, or no later than March 5th, to Daniel Christensen, Cogan Owens Cogan by fax: 503/225-0224, or mail to 813 SW Alder Street, Suite 320, Portland, Oregon 97205.



**Appendix F: Community Forum Two Results**

# Keizer Compass

## Second Community Forum

April 2, 2009 5:30 – 9 pm

McNary High School Cafeteria, Keizer, OR

### Agenda

| Time           | Item                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 – 5:30 pm    | <b>Registration/light refreshments</b> <ul style="list-style-type: none"><li>▪ Participants sit at randomly assigned tables with discussion leader</li></ul>                                                                                                                                                                                                                                                                          |
| 5:30 – 5:45 pm | <b>Welcome and Overview</b> <ul style="list-style-type: none"><li>▪ Greetings – Mayor Lore Christopher</li><li>▪ Introduction – purpose/agenda of Forum #2 – Elaine Cogan</li></ul>                                                                                                                                                                                                                                                   |
| 5:45 – 6 pm    | <b>Results of First Community Forum</b> <ul style="list-style-type: none"><li>▪ Overview – Daniel Christensen</li><li>▪ Draft Themes and Vision</li></ul>                                                                                                                                                                                                                                                                             |
| 6 – 7:15 pm    | <b>Small Group Exercises One &amp; Two</b> <ul style="list-style-type: none"><li>▪ Discuss Draft Theme assigned to your table<ul style="list-style-type: none"><li>○ What should be retained/changed/deleted/added? Why?</li></ul></li><li>▪ Review remaining Draft Themes; choose two for further discussion<ul style="list-style-type: none"><li>○ Discuss: what should be retained/changed/deleted/added? Why?</li></ul></li></ul> |
| 7:15 – 7:30 pm | <b>Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 7:30 – 8:15 pm | <b>Small Group Exercise Three</b> <ul style="list-style-type: none"><li>▪ Review Draft Vision<ul style="list-style-type: none"><li>○ Should this be Keizer's <i>Vision</i> for 2029?</li><li>○ What should be retained/changed/deleted/added? Why?</li></ul></li></ul>                                                                                                                                                                |
| 8:15 – 8:55 pm | <b>Summary reports from each group</b>                                                                                                                                                                                                                                                                                                                                                                                                |
| 9 pm           | <b>Complete questionnaire/Adjourn</b>                                                                                                                                                                                                                                                                                                                                                                                                 |

# Keizer Compass

## Community Forum Two

### April 2, 2009

#### SMALL GROUP DISCUSSION RESULTS

| Group       | Theme assigned to your table:<br>What should be retained/changed/deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2 <sup>nd</sup> theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Vision: What should be retained/changed/deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Blue</b> | <p>A Proud, Engaged Community:</p> <p>Change emphasis from “proud” or “pride” to an Active and strong spirited community.</p> <p>Our citizens support and celebrate our community. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Frequent opportunities to <u>appreciate</u> our unique accomplishments.</li> <li>▪ Active citizens with a <u>strong spirit</u> of volunteerism.</li> <li>▪ Programs and facilities that provide opportunities for <u>citizens of all ages</u>.</li> <li>▪ <u>Our traditions and history</u>.</li> <li>▪ <u>Easy access to information on local programs and facilities, volunteer opportunities and jobs</u>.</li> </ul> | <p>Quality Civic Amenities:</p> <p>Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Diverse recreational facilities, such as entertainment and sports-related facilities.</li> <li>▪ High quality parks and green spaces and access to the Willamette River.</li> <li>▪ Community gathering places, including an identifiable downtown area, library and community / youth center.</li> <li>▪ <u>Community focused virtual town square with wireless, internet, communication system where everyone can connect with each other, the city and the world.</u></li> <li>▪ <u>Tournament Facilities</u></li> </ul> | <p>A Clean, Green Environment:</p> <p>We are a clean, hospitable community with good water, air and access to green and open spaces. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Sufficient land for outdoor recreation.</li> <li>▪ Clean drinking water, rivers and streams that support the local ecosystem <u>and protection of source groundwater</u>.</li> <li>▪ Programs and policies that encourage recycling and energy efficiency <u>and reducing waste in schools, businesses, residences, and throughout the community</u>.</li> <li>▪ <u>Clean Green Jobs</u></li> <li>▪ <u>Clean local energy generation</u>.</li> </ul> | <p>In 2029, Keizer is a clean, safe, well connected community, where we live, work <del>and</del> or play. Responsible growth has resulted in local economic prosperity and quality, affordable housing, while preserving our community’s small town character. We thrive from an efficient government, <u>low taxes and by doing the most we can with the resources we have and from the creation of facilities compatible with our new tournament town image</u>. We are an active, engaged community with a <u>strong proud</u>-volunteer spirit.</p> |
| <b>Red</b>  | <p>A Thriving Local Economy:</p> <p>We have a thriving local economy with strong businesses, diverse</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>Excellent Public Services:</p> <p>Our citizens are well-served by their public services, an efficient</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Quality Civic Amenities</p> <p>Our civic amenities, cultural, entertainment and recreational</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p><i>Proposed Vision:</i></p> <p>In 2029, Keizer is a clean, safe, well-connected community, where</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| Group                     | Theme assigned to your table:<br>What should be retained/changed/deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                        | Theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2 <sup>nd</sup> theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Vision: What should be retained/changed/deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | <p>industries and good jobs. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ A variety of living-wage jobs in the city.</li> <li>▪ A diversified <u>economy that attracts and retains sustainable industries that are invested in the community.</u></li> <li>▪ A range of goods and services for all.</li> <li>▪ Being a centrally located event destination.</li> <li>▪ <u>High quality and well qualified work force.</u></li> <li>▪ <u>Global connections.</u></li> </ul>                                       | <p>government and a low tax base. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ High quality public safety <u>that allows the community to be involved.</u></li> <li>▪ Well maintained streets, <u>bikeways and pedestrian ways and roads</u> and other services, such as water, sewer, parks and recreational facilities.</li> <li>▪ A <u>pro-active</u> responsive local government.</li> <li>▪ <del>High achieving and well-funded schools.</del></li> <li>▪ Schools that prepare all students for successful futures.</li> </ul> | <p>facilities enhance the quality of life for all. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Diverse recreational facilities, such as entertainment and sports-related facilities.</li> <li>▪ High quality parks and green spaces and access to the Willamette River.</li> <li>▪ <u>Public Community</u> gathering places, including an identifiable downtown area, library and community/youth center.</li> <li>▪ <u>Our vibrant art, heritage and cultural features.</u></li> </ul>                                                          | <p>we live, work and play. Responsible growth has resulted in local economic prosperity and quality, affordable housing, while preserving our community's small town character. We thrive from an efficient government, low taxes and an active, engaged community with a proud volunteer spirit.</p> <p><i>Corrected Vision::</i></p> <p>In 2029, Keizer is a safe, clean, engaged community where we live, work, learn and play. We thrive from a partnership of government, business and community leadership.</p>         |
| <p><b>Green Green</b></p> | <p>A Clean, Green Environment:</p> <p>We are a clean, hospitable community with good water, air and access to green and open spaces. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Sufficient land for outdoor recreation.</li> <li>▪ Clean drinking water, rivers and streams that support the local ecosystem.</li> <li>▪ <u>Saving trees during growth/building</u></li> <li>▪ Programs and policies that encourage recycling and energy efficiency.</li> <li>– <u>“clean city” planned outings</u></li> </ul> | <p>Responsible Growth and Development:</p> <p>We have sufficient land for jobs and housing, while preserving our small town character through responsible growth and development. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ An adequate land supply that provides local economic opportunities and accommodates the need for <u>additional a variety of affordable housing.</u></li> <li>▪ <del>Compact and energy efficient development that preserves Keizer's small town</del></li> </ul>                                     | <p>Quality Civic Amenities:</p> <p>Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Diverse recreational facilities, such as entertainment and sports-related facilities.</li> <li>▪ High quality parks and green spaces and access to the Willamette River.</li> <li>▪ Community gathering places, including an identifiable downtown area, library and community/youth center.</li> <li>▪ <u>Connection to community's</u></li> </ul> | <p>In 2029, Keizer is a clean, safe, well-connected community, where we live, work and play. Responsible growth has resulted in local economic prosperity and quality, affordable housing, while preserving our community's small town character. We thrive from an efficient government, low taxes and an active, engaged community with a proud volunteer spirit. <u>Keizer is a place that has invested in healthy opportunities and the well-being of our youth. We have developed a healthy community engaged in</u></p> |

| Group                    | Theme assigned to your table:<br>What should be retained/changed/deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                      | Theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2 <sup>nd</sup> theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                              | Vision: What should be retained/changed/deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          | <p>(annual clean-up day)</p> <ul style="list-style-type: none"> <li>- <u>Coordination of volunteer efforts to encourage maintenance of public green spaces</u></li> <li>- <u>Community gardens</u></li> </ul>                                                                                                                                                                                                                              | <p>character.</p> <ul style="list-style-type: none"> <li>▪ <u>Centralized, compact, energy-efficient development that provides depth and one of potentially many “epicenters” in town.</u></li> <li>▪ Adequate infrastructure for current and future needs.</li> <li>▪ <u>Development of people moving as part of infrastructure (bike lanes, sidewalks, etc).</u></li> </ul>                                                                                                                                                                                                                                                                                    | <p>history/past/heritage</p> <ul style="list-style-type: none"> <li>▪ <u>Community gathering places (theatre, art)</u></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                        | <p><u>overcoming obstacles and rising to challenges.</u></p>                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Green Blue</b></p> | <p>A Proud, Engaged Community</p> <p>Our citizens support and celebrate our community. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Frequent opportunities to <del>honor</del> <u>appreciate</u> our unique accomplishments.</li> <li>▪ Active citizens with a <u>strong</u> spirit of pride and volunteerism.</li> <li>▪ Programs and facilities that provide opportunities for <u>youth citizens of all ages.</u></li> </ul> | <p>Balanced Transportation</p> <p>Our residents have easy access to and from other places in the region and a variety of transportation options that enhance mobility and increase efficiency. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Improved Interstate 5 access that helps visitors and commuters get to and from the city with ease.</li> <li>▪ A variety of energy efficient options, including public transit, bicycle and pedestrian options, <del>and</del> rail service <u>and commercial airlines</u> to other communities.</li> <li>▪ Sufficient and well maintained roads that control and mitigate traffic congestion.</li> </ul> | <p>Quality Civic Amenities</p> <p>Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Diverse recreational facilities, such as entertainment and <u>indoor/outdoor</u> sports-related facilities.</li> <li>▪ High quality parks and <u>connecting</u> green spaces and access to the Willamette River.</li> <li>▪ Community gathering places, including an identifiable downtown area, library and community/youth center.</li> </ul> | <p>In 2029, Keizer is a clean, <u>green</u>, safe, well-connected <u>progressive</u> community, where we live, work <del>and play</del> <u>or recreate</u>. Responsible growth has resulted in local economic prosperity and quality, affordable housing, while preserving our community’s small town character. We thrive from an efficient <u>and receptive</u> government, low taxes and an active, engaged community with a proud volunteer spirit!</p> |

| Group        | Theme assigned to your table:<br>What should be retained/changed/deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2 <sup>nd</sup> theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Vision: What should be retained/changed/deleted /added? Why?                                                                                                                                                                                                                                                                                                                                                                          |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Green Red    | <p>A Proud, Engaged Community</p> <p>Our citizens support and celebrate our community. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Frequent opportunities to honor our unique accomplishments.</li> <li>▪ Active citizens with a spirit of pride and volunteerism.</li> <li>▪ Programs and facilities that provide opportunities for youth <u>to participate in civic government and provide their own sense of pride, spirit and volunteerism.</u></li> </ul>                                                                                       | <p>Excellent Public Services</p> <p>Our citizens are well-served by their public services, an efficient government and a low tax base. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ High quality public safety.</li> <li>▪ Well maintained streets and roads and other services, such as water, sewer, parks and recreational facilities.</li> <li>▪ A responsive local government.</li> <li>▪ High-achieving and well-funded schools.</li> <li>▪ Well coordinated government services that incorporate all taxing districts servicing Keizer.</li> </ul> | <p>Responsible Growth and Development</p> <p>We have sufficient land for jobs and housing, while preserving our small town character through responsible growth and development. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ An adequate land supply that provides local economic opportunities and accommodates the need for additional affordable housing.</li> <li>▪ Compact and energy-efficient development that preserves Keizer's small town character.</li> <li>▪ Adequate infrastructure for current and future needs.</li> </ul> <p><i>(no changes suggested, ok as written)</i></p> | <p><i>No changes suggested to the vision, ok as written</i></p>                                                                                                                                                                                                                                                                                                                                                                       |
| Green Orange | <p>A Thriving Local Economy</p> <p>We have a thriving local economy with strong businesses, diverse industries and good jobs. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ A variety of living-wage jobs in the city.</li> <li>▪ A diversified economic base that attracts <u>emerging green or sustainable industries mixed use development.</u></li> <li>▪ A range of goods and services for all.</li> <li>▪ Being a centrally located event destination.</li> <li>▪ <u>Focus on something special such as sports tournaments, music</u></li> </ul> | <p>Responsible Growth and Development</p> <p>We have sufficient land for jobs and housing, while preserving our small town character through responsible growth and development. We enjoy...</p> <ul style="list-style-type: none"> <li>▪ An adequate land supply that provides local economic opportunities and accommodates the need for additional <u>affordable housing options.</u></li> <li>▪ <u>Compact and Energy-efficient mixed use and commercial</u> development that preserves</li> </ul>                                                                | <p>Quality Civic Amenities</p> <p>Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. <u>We focus on an artistic or central theme for facilities, events, and entertainment in order to make Keizer a unique place to visit.</u> We enjoy...</p> <ul style="list-style-type: none"> <li>▪ Diverse recreational facilities, such as entertainment and sports-related facilities.</li> <li>▪ High quality parks and green spaces and access to the Willamette River.</li> <li>▪ Community gathering places,</li> </ul>                              | <p>In 2029, Keizer is a clean, safe, well-connected community, where we live, work and play. Responsible growth has resulted in local economic prosperity and quality, <u>affordable mix of housing</u>, while preserving our community's small town character <u>and creating a unique community identity.</u> We thrive from an efficient government, low taxes and an active, engaged community with a proud volunteer spirit.</p> |

| Group | Theme assigned to your table:<br>What should be retained/changed/deleted /added? Why? | Theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?                                              | 2 <sup>nd</sup> theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why? | Vision: What should be retained/changed/deleted /added? Why? |
|-------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
|       | <u>concerts, agriculture, win or microbrews, trains, etc.</u>                         | Keizer's small town character. <ul style="list-style-type: none"> <li>▪ Adequate infrastructure for current and future needs.</li> </ul> | including an identifiable downtown area, library and community/youth center.                                |                                                              |

# Keizer Compass

## Community Forum Two

### April 2, 2009

#### COMMENT FORM

Name (optional) \_\_\_\_\_ postal or email address \_\_\_\_\_

Where do you live \_\_\_\_\_? How long \_\_\_\_ years? Work \_\_\_\_\_? How long \_\_\_\_ years?

1) In regards to the agenda of today's Community Forum, please rate the following on a scale of 1 to 5, 1 least useful; 5 most useful to you in thinking about a 20-year vision for the City of Keizer.

|                                  |   |   |   |   |   |
|----------------------------------|---|---|---|---|---|
| Introductory remarks             | 1 | 2 | 3 | 4 | 5 |
| Summary of first Community Forum | 1 | 2 | 3 | 4 | 5 |
| Small group discussions          | 1 | 2 | 3 | 4 | 5 |
| Reports to whole group           | 1 | 2 | 3 | 4 | 5 |

2) What factors related to a vision for Keizer are most important to you?

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3) Is there anything we did not discuss tonight that you would like to be considered in our 2029 Vision?

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4) Anything else you would like to add?

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Thank you!

Please return today, or no later than April 7th, to Daniel Christensen, Cogan Owens Cogan by fax: 503/225-0224, or mail to 813 SW Alder Street, Suite 320, Portland, Oregon 97205.



# Keizer Compass

## Community Forum Two

April 2, 2009

### COMMENT FORM RESULTS

Nine of the approximately 31 attendees at the forum completed the written questionnaire. The questions and their answers follow.

**1) In regards to the agenda of today's Community Forum, please rate the following on a scale of 1 to 5, 1 least useful; 5 most useful to you in thinking about a 20-year vision for the City of Keizer.**

- Introductory remarks: average 4.29
- Summary of first Community Forum: average 4.11
- Small group discussions: average 4.67
- Reports to whole group: average 4.88

**2) What factors related to a vision for Keizer are most important to you?**

- Clean, safe, well-connected
- Keep it green and more green
- Restrict building to small buildings – green areas
- Would like City Council and Mayor to really listen and pay attention to citizens
- Most important to me is keeping Keizer safe and also keeping the Keizer spirit
- Livability
- Recreation opportunities
- Parks and pathways
- Close community – live, work, play, learn
- Communication from the City to its citizens, on job opportunities and upcoming events
- User friendly, multi-generational embrace

**3) Is there anything we did not discuss tonight that you would like to be considered in our 2029 Vision?**

- No, we covered it all
- I want NASCAR, too
- NASCAR
- What we're going to do to reach the goals we've been talking about
- Most everything was well discussed

**4) Anything else you would like to add?**

- No, we covered everything
- Just NASCAR, I love our "small town" Keizer and would love to build up, not out
- This was a wonderful opportunity to put in my input and represent the youth. I really enjoy events like these and would be delighted to participate more. Thank you.



**Appendix G: Community Open House Results Summary**

# **Keizer Compass**

## **Open House Summary**

### **June 9, 2009**

#### **Overview**

Cogan Owens Cogan, LLC (COC), with assistance from Citizens Advisory Committee (CAC) members and City staff, conducted an Open House June 1, 2009, between 5 and 8 p.m. at the new Keizer Civic Center. The event was held in conjunction with a ribbon-cutting ceremony for the new facility.

Attendees were invited to review the draft 2029 Vision that had been crafted by the CAC after considering the results of two community forums. They also were asked to comment on Themes and implementation ideas printed on large posters. To indicate their preferences and level of support, each individual was given an envelope of dots to express the following:

- **Green Dot** = Agree
- **Yellow Dot** = Not Sure
- **Red Dot** = Do Not Agree

Due to the informal nature of the event, it was not possible to make an exact count of participants. However, we dispensed more than 250 voting packets of dots and some attendees asked for and were given more. Most placed one dot per element as requested although a few affixed more than one. It is our observation that this did not significantly influence the results.

Results were tabulated in two ways: 1) by the number of overall dots given to a particular element, expressed as “strength of response”; and 2) by assigned weight according to level of agreement, expressed as “strength of support”. Weight was assigned by the following: Agree = 3; Not Sure = 2; Disagree = 1. For each item, the weight was totaled and averaged by the number of dot responses to create an average weight. The level of agreement, or weight, is based on a scale of 3 to 1, with the higher number indicating a higher level of agreement or support.

Full voting results are provided in an Appendix to this summary.

#### **Key Findings**

There were no significant positive or negative comments on the Vision and generally high support for the Themes and implementation ideas. The following are key findings by Theme:

- **A Thriving Local Economy** is generally important to Keizer respondents; though, people may not agree on its level of importance. This Theme received the most number of dots overall, though it also received the second lowest support of all Themes. With that, support is predominantly in agreement.

- People agree that a high-quality, well-qualified work force, a range of goods and services for all, and a variety of living-wage jobs in the city are important.
- People strongly agree that fostering Keizer as a destination and creating a strong, diverse and resilient economic climate are important ways to realize the Vision.
- **A Proud, Engaged Community** is important to Keizer residents. It is the second-highest supported Theme overall.
  - People strongly favor the idea of promoting increased public engagement. It is the most highly-supported implementation idea overall, receiving no “disagree” votes.
  - People strongly agree with the importance of active citizens with civic pride and a spirit of volunteerism; programs and facilities that provide opportunities for citizens of all ages; easy access to information on local programs; and options to participate in local government.
- **Responsible Growth and Development** received the least number of votes overall, though support is relatively high. It is important to note that the Theme consisted of only three Sub-Themes, thus garnering less overall votes.
  - People highly agree that well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character is important. Specifically, they strongly agree that evaluating decisions regarding how future growth will impact the quality of life for Keizer is important. They also favor promoting more mixed-use development and redevelopment.
  - Residents are divided on the importance encouraging planning opportunities that reduce dependence on automobile use. It received the most dots among the items in this theme, but a lower level of agreement.
  - People are strongly divided regarding to expanding the Urban Growth Boundary (UGB) to accommodate the Vision of Keizer. It ranks lowest in the amount of “agree” votes overall, and received the highest percentage of “disagree” votes.
- **A Clean, Green and Sustainable Environment** is important to Keizer. This theme received the highest level of agreement overall.
  - People strongly favor an abundance of trees and greenery; clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources; sufficient land for outdoor recreation; and programs and policies that encourage recycling, reducing waste and energy efficiency.
  - Though generally supported, developing additional parks, recreational facilities, open spaces and river access rank lowest within this Theme as a way to realize the Vision.
  - While it is highly supported, promoting energy efficient governmental operations received the least votes within this Theme.

- **Balanced Transportation** is less important to Keizer residents overall. This Theme received the lowest support of all the Themes and the second least amount of votes. This may be due in part to its having three Sub-Themes.
  - People agree that sufficient and well maintained roads that control and mitigate traffic congestion are important. This is followed by a variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities and rail service to other communities.
  - Increasing bicycle and pedestrian infrastructure received the most number of votes within the Theme; though, support is divided with moderate agreement this is a way to realize the Vision.
- **Effective Public Services** has generally high support. High quality public safety received the highest support of all Sub-Themes overall. A responsive local government is also highly favored.
  - People strongly agree on prioritizing efficiency and effectiveness of public services in funding allocation.
  - Consistent with the city's volunteer spirit, people support leveraging and encouraging volunteer efforts in support of City services.
- **Quality Civic Amenities** is generally supported.
  - People strongly agree that high-quality parks, connected green spaces and access to the Willamette River are important.
  - People are divided on the issue of library facilities. It received the second-lowest overall support of all implementation ideas, followed by developing a new theater/art/cultural center.

# Open House Voting Results

## Themes

### Rank By Strength of Response

| Theme                                      | Total | Rank |
|--------------------------------------------|-------|------|
| A Thriving Local Economy                   | 485   | 1    |
| Effective Public Services                  | 430   | 2    |
| A Proud, Engaged Community                 | 379   | 3    |
| A Clean, Green and Sustainable Environment | 333   | 4    |
| Quality Civic Amenities                    | 296   | 5    |
| Balanced Transportation                    | 274   | 6    |
| Responsible Growth and Development         | 253   | 7    |

### Rank By Strength of Support

| Theme                                      | Weight | Rank |
|--------------------------------------------|--------|------|
| A Clean, Green and Sustainable Environment | 2.90   | 1    |
| A Proud, Engaged Community                 | 2.83   | 2    |
| Effective Public Services                  | 2.78   | 3    |
| Quality Civic Amenities                    | 2.63   | 4    |
| Responsible Growth and Development         | 2.47   | 5    |
| A Thriving Local Economy                   | 2.43   | 6    |
| Balanced Transportation                    | 2.43   | 7    |

## Sub-Themes

### Sub-Themes by Strength of Support

#### Rank by Strength of Support

| Theme                                      | Sub-Theme                                                                                                                                                | Total | Weight | Rank |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|------|
| Effective Public Services                  | High quality public safety.                                                                                                                              | 95    | 2.96   | 1    |
| A Clean, Green and Sustainable Environment | An abundance of trees and greenery.                                                                                                                      | 71    | 2.94   | 2    |
| A Clean, Green and Sustainable Environment | Clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources.                                               | 91    | 2.92   | 3    |
| A Proud, Engaged Community                 | Active citizens with civic pride and a spirit of volunteerism.                                                                                           | 98    | 2.92   | 4    |
| Quality Civic Amenities                    | High-quality parks, connected green spaces and access to the Willamette River.                                                                           | 104   | 2.90   | 5    |
| A Clean, Green and Sustainable Environment | Sufficient land for outdoor recreation.                                                                                                                  | 77    | 2.90   | 6    |
| A Clean, Green and Sustainable Environment | Programs and policies that encourage recycling, reducing waste and energy efficiency.                                                                    | 94    | 2.83   | 7    |
| Effective Public Services                  | A responsive local government.                                                                                                                           | 80    | 2.83   | 8    |
| A Proud, Engaged Community                 | Programs and facilities that provide opportunities for citizens of all ages.                                                                             | 96    | 2.82   | 9    |
| A Proud, Engaged Community                 | Easy access to information on local programs and options to participate in local government.                                                             | 102   | 2.79   | 10   |
| A Proud, Engaged Community                 | Frequent opportunities to celebrate our unique accomplishments, traditions and history.                                                                  | 83    | 2.77   | 11   |
| Effective Public Services                  | High quality water, sewer, stormwater management, parks and recreational facilities and other services.                                                  | 77    | 2.77   | 12   |
| A Thriving Local Economy                   | A high-quality, well-qualified work force.                                                                                                               | 72    | 2.75   | 13   |
| Effective Public Services                  | Well maintained streets, bicycle and pedestrian pathways.                                                                                                | 93    | 2.74   | 14   |
| Responsible Growth and Development         | Well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character.                                                      | 87    | 2.74   | 15   |
| A Thriving Local Economy                   | A range of goods and services for all.                                                                                                                   | 63    | 2.67   | 16   |
| Effective Public Services                  | A collaborative relationship with schools that prepares all students for a successful future.                                                            | 85    | 2.61   | 17   |
| Balanced Transportation                    | Sufficient and well maintained roads that control and mitigate traffic congestion.                                                                       | 87    | 2.60   | 18   |
| Quality Civic Amenities                    | Diverse recreational facilities, such as entertainment and sports-related facilities.                                                                    | 83    | 2.59   | 19   |
| A Thriving Local Economy                   | A variety of living-wage jobs in the city.                                                                                                               | 86    | 2.49   | 20   |
| A Thriving Local Economy                   | Being a centrally-located event destination.                                                                                                             | 71    | 2.44   | 21   |
| Quality Civic Amenities                    | Community gathering places, including an identifiable downtown area, library and community/youth center.                                                 | 109   | 2.39   | 22   |
| Balanced Transportation                    | A variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities, and rail service to other communities. | 100   | 2.35   | 23   |
| Responsible Growth and Development         | Adequate infrastructure for current and future needs.                                                                                                    | 84    | 2.35   | 24   |
| Responsible Growth and Development         | An adequate land supply that provides local economic opportunities and accommodates the need for a variety of housing options.                           | 82    | 2.34   | 25   |
| Balanced Transportation                    | Improved Interstate 5 access that helps visitors and commuters get to and from the city with ease.                                                       | 87    | 2.33   | 26   |
| A Thriving Local Economy                   | Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration.            | 58    | 2.28   | 27   |
| A Thriving Local Economy                   | An abundance of clean, green jobs.                                                                                                                       | 68    | 2.21   | 28   |
| A Thriving Local Economy                   | A diversified economic base that attracts and retains an abundance of sustainable industries.                                                            | 67    | 2.19   | 29   |

# How to Realize our Vision

## Implementation Ideas by Strength of Support

Rank by Strength of Support

| Theme                                      | How to Realize Our Vision...                                                                                                                                                           | Total | Weight | Rank |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|------|
| A Proud, Engaged Community                 | Promote increased public engagement                                                                                                                                                    | 66    | 2.94   | 1    |
| A Clean, Green and Sustainable Environment | Use vegetation to reduce energy consumption and improve air and water quality                                                                                                          | 76    | 2.93   | 2    |
| A Thriving Local Economy                   | Create a strong, diverse and resilient economic climate                                                                                                                                | 60    | 2.93   | 3    |
| Effective Public Services                  | Prioritize efficiency and effectiveness of public services in funding allocation                                                                                                       | 64    | 2.92   | 4    |
| Responsible Growth and Development         | Evaluate decisions regarding how future growth will impact the quality of life for Keizer residents                                                                                    | 74    | 2.91   | 5    |
| Effective Public Services                  | Leverage and encourage volunteer efforts in support of City services                                                                                                                   | 69    | 2.87   | 6    |
| A Clean, Green and Sustainable Environment | Work with other jurisdictions and agencies to identify and resolve potential threats to source groundwater                                                                             | 59    | 2.83   | 7    |
| A Clean, Green and Sustainable Environment | Improve community recycling and energy-efficiency programs                                                                                                                             | 75    | 2.81   | 8    |
| A Clean, Green and Sustainable Environment | Promote energy efficient governmental operations                                                                                                                                       | 48    | 2.81   | 9    |
| A Proud, Engaged Community                 | Utilize technology to facilitate and support open communication between the City and the community                                                                                     | 85    | 2.78   | 10   |
| A Thriving Local Economy                   | Foster Keizer as a destination for business and community special events, including but not limited to sports tournaments, arts, points of interest, agriculture, wine/ microbreweries | 79    | 2.77   | 11   |
| Effective Public Services                  | Coordinate City resources with other service providers                                                                                                                                 | 68    | 2.74   | 12   |
| A Thriving Local Economy                   | Ensure local zoning supports and complements envisioned economic development                                                                                                           | 63    | 2.70   | 13   |
| A Proud, Engaged Community                 | Provide volunteer opportunities for all ages                                                                                                                                           | 99    | 2.70   | 14   |
| Effective Public Services                  | Fund municipal functions at sustainable levels                                                                                                                                         | 69    | 2.70   | 15   |
| A Proud, Engaged Community                 | Support, cultivate and partner with community organizations                                                                                                                            | 69    | 2.65   | 16   |
| A Thriving Local Economy                   | Strengthen partnerships with other cities to recruit businesses                                                                                                                        | 62    | 2.61   | 17   |
| Quality Civic Amenities                    | Implement long-term plan for parks                                                                                                                                                     | 86    | 2.58   | 18   |
| Responsible Growth and Development         | Promote more mixed-use development and redevelopment                                                                                                                                   | 54    | 2.54   | 19   |
| A Clean, Green and Sustainable Environment | Establish community gardens                                                                                                                                                            | 73    | 2.53   | 20   |
| A Proud, Engaged Community                 | Develop opportunities for community-wide access to current communications technology                                                                                                   | 62    | 2.47   | 21   |
| Responsible Growth and Development         | Develop a centralized downtown area                                                                                                                                                    | 92    | 2.43   | 22   |
| Balanced Transportation                    | Increase bicycle and pedestrian infrastructure.                                                                                                                                        | 107   | 2.4    | 23   |
| Quality Civic Amenities                    | Establish a youth center                                                                                                                                                               | 88    | 2.42   | 24   |
| Balanced Transportation                    | Improve transit and variety of transportation options                                                                                                                                  | 70    | 2.4    | 25   |
| A Clean, Green and Sustainable Environment | Develop additional parks, recreational facilities, open spaces and river access                                                                                                        | 63    | 2.40   | 26   |
| A Proud, Engaged Community                 | Develop additional community celebrations                                                                                                                                              | 70    | 2.39   | 27   |
| Balanced Transportation                    | Advocate for additional/improved access to I-5                                                                                                                                         | 84    | 2.4    | 28   |
| Quality Civic Amenities                    | Support additional sports tournament facilities                                                                                                                                        | 87    | 2.38   | 29   |
| A Thriving Local Economy                   | Foster more youth-oriented businesses                                                                                                                                                  | 61    | 2.34   | 30   |
| Balanced Transportation                    | Implement adopted transportation systems plan                                                                                                                                          | 65    | 2.3    | 31   |
| Responsible Growth and Development         | Foster development of several commercial "nodes"                                                                                                                                       | 59    | 2.25   | 32   |
| Responsible Growth and Development         | Encourage planning opportunities that reduce dependence on automobile use                                                                                                              | 97    | 2.22   | 33   |
| Quality Civic Amenities                    | Foster destination entertainment facilities                                                                                                                                            | 70    | 2.21   | 34   |
| Quality Civic Amenities                    | Develop a new theater/art/cultural center                                                                                                                                              | 70    | 2.13   | 35   |
| Quality Civic Amenities                    | Develop library facilities                                                                                                                                                             | 111   | 2.11   | 36   |
| Responsible Growth and Development         | Expand Urban Growth Boundary (UGB) to accommodate the Vision of Keizer                                                                                                                 | 95    | 1.98   | 37   |

## Highest Ranking Implementation Ideas by Theme

| Rank by Strength of Response<br>Theme      | How to Realize our Vision...                                                                                                                                                           | Total | Weight | Rank |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|------|
| Quality Civic Amenities                    | Develop library facilities                                                                                                                                                             | 111   | 2.11   | 1    |
| Balanced Transportation                    | Increase bicycle and pedestrian infrastructure.                                                                                                                                        | 107   | 2.4    | 2    |
| A Proud, Engaged Community                 | Provide volunteer opportunities for all ages                                                                                                                                           | 99    | 2.70   | 3    |
| Responsible Growth and Development         | Encourage planning opportunities that reduce dependence on automobile use                                                                                                              | 97    | 2.22   | 4    |
| A Thriving Local Economy                   | Foster Keizer as a destination for business and community special events, including but not limited to sports tournaments, arts, points of interest, agriculture, wine/ microbreweries | 79    | 2.77   | 5    |
| A Clean, Green and Sustainable Environment | Use vegetation to reduce energy consumption and improve air and water quality                                                                                                          | 76    | 2.93   | 6    |
| Effective Public Services                  | Leverage and encourage volunteer efforts in support of City services                                                                                                                   | 69    | 2.87   | 7    |

| Rank by Strength of Support<br>How to Realize our Vision... |                                                                                                     | Total | Weight | Rank |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-------|--------|------|
| A Proud, Engaged Community                                  | Promote increased public engagement                                                                 | 66    | 2.94   | 1    |
| A Clean, Green and Sustainable Environment                  | Use vegetation to reduce energy consumption and improve air and water quality                       | 76    | 2.93   | 2    |
| A Thriving Local Economy                                    | Create a strong, diverse and resilient economic climate                                             | 60    | 2.93   | 3    |
| Effective Public Services                                   | Prioritize efficiency and effectiveness of public services in funding allocation                    | 64    | 2.92   | 4    |
| Responsible Growth and Development                          | Evaluate decisions regarding how future growth will impact the quality of life for Keizer residents | 74    | 2.91   | 5    |
| Quality Civic Amenities                                     | Implement long-term plan for parks                                                                  | 86    | 2.58   | 6    |
| Balanced Transportation                                     | Increase bicycle and pedestrian infrastructure.                                                     | 107   | 2.4    | 7    |

## Lowest Ranking Implementation Ideas by Theme

| Rank by Strength of Response               |                                                                                      | Total | Weight | Rank |
|--------------------------------------------|--------------------------------------------------------------------------------------|-------|--------|------|
| Theme                                      | How to Realize our Vision...                                                         |       |        |      |
| A Clean, Green and Sustainable Environment | Promote energy efficient governmental operations                                     | 48    | 2.81   | 1    |
| Responsible Growth and Development         | Promote more mixed-use development and redevelopment                                 | 54    | 2.54   | 2    |
| A Thriving Local Economy                   | Create a strong, diverse and resilient economic climate                              | 60    | 2.93   | 3    |
| A Proud, Engaged Community                 | Develop opportunities for community-wide access to current communications technology | 62    | 2.47   | 4    |
| Effective Public Services                  | Prioritize efficiency and effectiveness of public services in funding allocation     | 64    | 2.92   | 5    |
| Balanced Transportation                    | Implement adopted transportation systems plan                                        | 65    | 2.28   | 6    |
| Quality Civic Amenities                    | Develop a new theater/art/cultural center                                            | 70    | 2.1    | 7    |

| Rank by Strength of Support                |                                                                                 | Total | Weight | Rank |
|--------------------------------------------|---------------------------------------------------------------------------------|-------|--------|------|
| Theme                                      | How to Realize our Vision...                                                    |       |        |      |
| Responsible Growth and Development         | Expand Urban Growth Boundary (UGB) to accommodate the Vision of Keizer          | 95    | 1.98   | 1    |
| Quality Civic Amenities                    | Develop library facilities                                                      | 111   | 2.11   | 2    |
| Balanced Transportation                    | Implement adopted transportation systems plan                                   | 65    | 2.28   | 3    |
| A Thriving Local Economy                   | Foster more youth-oriented businesses                                           | 61    | 2.34   | 4    |
| A Proud, Engaged Community                 | Develop additional community celebrations                                       | 70    | 2.39   | 5    |
| A Clean, Green and Sustainable Environment | Develop additional parks, recreational facilities, open spaces and river access | 63    | 2.40   | 6    |
| Effective Public Services                  | Fund municipal functions at sustainable levels                                  | 69    | 2.7    | 7    |

## A Proud, Engaged Community

### Rank by Strength of Response

| <b>A Proud, Engaged Community</b><br>Our citizens support and celebrate our community. We enjoy... | <b>Agree</b> | <b>Not Sure</b> | <b>Do Not Agree</b> | <b>Total</b> | <b>Ave. Weight</b> | <b>Rank</b> |
|----------------------------------------------------------------------------------------------------|--------------|-----------------|---------------------|--------------|--------------------|-------------|
| Easy access to information on local programs and options to participate in local government.       | 83           | 17              | 2                   | 102          | 2.79               | 1           |
| Active citizens with civic pride and a spirit of volunteerism.                                     | 91           | 6               | 1                   | 98           | 2.92               | 2           |
| Programs and facilities that provide opportunities for citizens of all ages.                       | 80           | 15              | 1                   | 96           | 2.82               | 3           |
| Frequent opportunities to celebrate our unique accomplishments, traditions and history.            | 68           | 11              | 4                   | 83           | 2.77               | 4           |
| <b>How to Realize our Vision...</b>                                                                |              |                 |                     |              |                    |             |
| Provide volunteer opportunities for all ages                                                       | 79           | 10              | 10                  | 99           | 2.70               | 1           |
| Utilize technology to facilitate and support open communication between the City and the community | 68           | 15              | 2                   | 85           | 2.78               | 2           |
| Develop additional community celebrations                                                          | 37           | 23              | 10                  | 70           | 2.39               | 3           |
| Support, cultivate and partner with community organizations                                        | 47           | 20              | 2                   | 69           | 2.65               | 4           |
| Promote increased public engagement                                                                | 62           | 4               | 0                   | 66           | 2.94               | 5           |
| Develop opportunities for community-wide access to current communications technology               | 35           | 21              | 6                   | 62           | 2.47               | 6           |

### Rank by Strength of Support

| <b>A Proud, Engaged Community</b><br>Our citizens support and celebrate our community. We enjoy... | <b>Agree</b> | <b>Not Sure</b> | <b>Do Not Agree</b> | <b>Total</b> | <b>Ave. Weight</b> | <b>Rank</b> |
|----------------------------------------------------------------------------------------------------|--------------|-----------------|---------------------|--------------|--------------------|-------------|
| Active citizens with civic pride and a spirit of volunteerism.                                     | 91           | 6               | 1                   | 98           | 2.92               | 1           |
| Programs and facilities that provide opportunities for citizens of all ages.                       | 80           | 15              | 1                   | 96           | 2.82               | 2           |
| Easy access to information on local programs and options to participate in local government.       | 83           | 17              | 2                   | 102          | 2.79               | 3           |
| Frequent opportunities to celebrate our unique accomplishments, traditions and history.            | 68           | 11              | 4                   | 83           | 2.77               | 4           |
| <b>How to Realize our Vision...</b>                                                                |              |                 |                     |              |                    |             |
| Promote increased public engagement                                                                | 62           | 4               | 0                   | 66           | 2.94               | 1           |
| Utilize technology to facilitate and support open communication between the City and the community | 68           | 15              | 2                   | 85           | 2.78               | 2           |
| Provide volunteer opportunities for all ages                                                       | 79           | 10              | 10                  | 99           | 2.70               | 3           |
| Support, cultivate and partner with community organizations                                        | 47           | 20              | 2                   | 69           | 2.65               | 4           |
| Develop opportunities for community-wide access to current communications technology               | 35           | 21              | 6                   | 62           | 2.47               | 5           |
| Develop additional community celebrations                                                          | 37           | 23              | 10                  | 70           | 2.39               | 6           |

## A Thriving Local Economy

### Rank by Strength of Response

| <b>A Thriving Local Economy</b><br>We have a thriving local economy with strong businesses, diverse industries and good jobs. We enjoy...                                              | <b>Agree</b> | <b>Not Sure</b> | <b>Do Not Agree</b> | <b>Total</b> | <b>Ave. Weight</b> | <b>Rank</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|---------------------|--------------|--------------------|-------------|
| A variety of living-wage jobs in the city.                                                                                                                                             | 57           | 14              | 15                  | 86           | 2.49               | 1           |
| A high-quality, well-qualified work force.                                                                                                                                             | 56           | 14              | 2                   | 72           | 2.75               | 2           |
| Being a centrally-located event destination.                                                                                                                                           | 38           | 26              | 7                   | 71           | 2.44               | 3           |
| An abundance of clean, green jobs.                                                                                                                                                     | 26           | 30              | 12                  | 68           | 2.21               | 4           |
| A diversified economic base that attracts and retains an abundance of sustainable industries.                                                                                          | 27           | 26              | 14                  | 67           | 2.19               | 5           |
| A range of goods and services for all.                                                                                                                                                 | 46           | 13              | 4                   | 63           | 2.67               | 6           |
| Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration.                                          | 23           | 28              | 7                   | 58           | 2.28               | 7           |
| <b>How to Realize our Vision...</b>                                                                                                                                                    |              |                 |                     |              |                    |             |
| Foster Keizer as a destination for business and community special events, including but not limited to sports tournaments, arts, points of interest, agriculture, wine/ microbreweries | 66           | 8               | 5                   | 79           | 2.77               | 1           |
| Ensure local zoning supports and complements envisioned economic development                                                                                                           | 44           | 19              | 0                   | 63           | 2.70               | 2           |
| Strengthen partnerships with other cities to recruit businesses                                                                                                                        | 39           | 22              | 1                   | 62           | 2.61               | 3           |
| Foster more youth-oriented businesses                                                                                                                                                  | 30           | 22              | 9                   | 61           | 2.34               | 4           |
| Create a strong, diverse and resilient economic climate                                                                                                                                | 56           | 4               | 0                   | 60           | 2.93               | 5           |

### Rank by Strength of Support

| <b>A Thriving Local Economy</b><br>We have a thriving local economy with strong businesses, diverse industries and good jobs. We enjoy...                                              | <b>Agree</b> | <b>Not Sure</b> | <b>Do Not Agree</b> | <b>Total</b> | <b>Ave. Weight</b> | <b>Rank</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|---------------------|--------------|--------------------|-------------|
| A high-quality, well-qualified work force.                                                                                                                                             | 56           | 14              | 2                   | 72           | 2.75               | 1           |
| A range of goods and services for all.                                                                                                                                                 | 46           | 13              | 4                   | 63           | 2.67               | 2           |
| A variety of living-wage jobs in the city.                                                                                                                                             | 57           | 14              | 15                  | 86           | 2.49               | 3           |
| Being a centrally-located event destination.                                                                                                                                           | 38           | 26              | 7                   | 71           | 2.44               | 4           |
| Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration.                                          | 23           | 28              | 7                   | 58           | 2.28               | 5           |
| An abundance of clean, green jobs.                                                                                                                                                     | 26           | 30              | 12                  | 68           | 2.21               | 6           |
| A diversified economic base that attracts and retains an abundance of sustainable industries.                                                                                          | 27           | 26              | 14                  | 67           | 2.19               | 7           |
| <b>How to Realize our Vision...</b>                                                                                                                                                    |              |                 |                     |              |                    |             |
| Create a strong, diverse and resilient economic climate                                                                                                                                | 56           | 4               | 0                   | 60           | 2.93               | 1           |
| Foster Keizer as a destination for business and community special events, including but not limited to sports tournaments, arts, points of interest, agriculture, wine/ microbreweries | 66           | 8               | 5                   | 79           | 2.77               | 2           |
| Ensure local zoning supports and complements envisioned economic development                                                                                                           | 44           | 19              | 0                   | 63           | 2.70               | 3           |
| Strengthen partnerships with other cities to recruit businesses                                                                                                                        | 39           | 22              | 1                   | 62           | 2.61               | 4           |
| Foster more youth-oriented businesses                                                                                                                                                  | 30           | 22              | 9                   | 61           | 2.34               | 5           |

## Responsible Growth and Development

### Rank by Strength of Response

| <b>Responsible Growth and Development</b><br>We have sufficient land for jobs and housing while preserving our small town character through responsible growth and development. We enjoy... | <b>Agree</b> | <b>Not Sure</b> | <b>Do Not Agree</b> | <b>Total</b> | <b>Ave. Weight</b> | <b>Rank</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|---------------------|--------------|--------------------|-------------|
| Well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character.                                                                                         | 70           | 11              | 6                   | 87           | 2.74               | 1           |
| Adequate infrastructure for current and future needs.                                                                                                                                       | 41           | 31              | 12                  | 84           | 2.35               | 2           |
| An adequate land supply that provides local economic opportunities and accommodates the need for a variety of housing options.                                                              | 46           | 18              | 18                  | 82           | 2.34               | 3           |
| <b>How to Realize our Vision...</b>                                                                                                                                                         |              |                 |                     |              |                    |             |
| Encourage planning opportunities that reduce dependence on automobile use                                                                                                                   | 54           | 10              | 33                  | 97           | 2.22               | 1           |
| Expand Urban Growth Boundary (UGB) to accommodate the Vision of Keizer                                                                                                                      | 40           | 13              | 42                  | 95           | 1.98               | 2           |
| Develop a centralized downtown area                                                                                                                                                         | 53           | 26              | 13                  | 92           | 2.43               | 3           |
| Evaluate decisions regarding how future growth will impact the quality of life for Keizer residents                                                                                         | 67           | 7               | 0                   | 74           | 2.91               | 4           |
| Foster development of several commercial "nodes"                                                                                                                                            | 24           | 26              | 9                   | 59           | 2.25               | 5           |
| Promote more mixed-use development and redevelopment                                                                                                                                        | 32           | 19              | 3                   | 54           | 2.54               | 6           |

### Rank by Strength of Support

| <b>Responsible Growth and Development</b><br>We have sufficient land for jobs and housing while preserving our small town character through responsible growth and development. We enjoy... | <b>Agree</b> | <b>Not Sure</b> | <b>Do Not Agree</b> | <b>Total</b> | <b>Ave. Weight</b> | <b>Rank</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|---------------------|--------------|--------------------|-------------|
| Well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character.                                                                                         | 70           | 11              | 6                   | 87           | 2.74               | 1           |
| Adequate infrastructure for current and future needs.                                                                                                                                       | 41           | 31              | 12                  | 84           | 2.35               | 2           |
| An adequate land supply that provides local economic opportunities and accommodates the need for a variety of housing options.                                                              | 46           | 18              | 18                  | 82           | 2.34               | 3           |
| <b>How to Realize our Vision...</b>                                                                                                                                                         |              |                 |                     |              |                    |             |
| Evaluate decisions regarding how future growth will impact the quality of life for Keizer residents                                                                                         | 67           | 7               | 0                   | 74           | 2.91               | 1           |
| Promote more mixed-use development and redevelopment                                                                                                                                        | 32           | 19              | 3                   | 54           | 2.54               | 2           |
| Develop a centralized downtown area                                                                                                                                                         | 53           | 26              | 13                  | 92           | 2.43               | 3           |
| Foster development of several commercial "nodes"                                                                                                                                            | 24           | 26              | 9                   | 59           | 2.25               | 4           |
| Encourage planning opportunities that reduce dependence on automobile use                                                                                                                   | 54           | 10              | 33                  | 97           | 2.22               | 5           |
| Expand Urban Growth Boundary (UGB) to accommodate the Vision of Keizer                                                                                                                      | 40           | 13              | 42                  | 95           | 1.98               | 6           |

## Effective Public Services

### Rank by Strength of Response

| <b>Effective Public Services</b><br>Our citizens are well-served by an efficient government, excellent government programs and services, and a low tax base. We enjoy... | <b>Agree</b> | <b>Not Sure</b> | <b>Do Not Agree</b> | <b>Total</b> | <b>Ave. Weight</b> | <b>Rank</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|---------------------|--------------|--------------------|-------------|
| High quality public safety.                                                                                                                                              | 92           | 2               | 1                   | 95           | 2.96               | 1           |
| Well maintained streets, bicycle and pedestrian pathways.                                                                                                                | 74           | 14              | 5                   | 93           | 2.74               | 2           |
| A collaborative relationship with schools that prepares all students for a successful future.                                                                            | 57           | 23              | 5                   | 85           | 2.61               | 3           |
| A responsive local government.                                                                                                                                           | 70           | 6               | 4                   | 80           | 2.83               | 4           |
| High quality water, sewer, stormwater management, parks and recreational facilities and other services.                                                                  | 65           | 6               | 6                   | 77           | 2.77               | 5           |
| <b>How to Realize our Vision...</b>                                                                                                                                      |              |                 |                     |              |                    |             |
| Leverage and encourage volunteer efforts in support of City services                                                                                                     | 62           | 5               | 2                   | 69           | 2.87               | 1           |
| Fund municipal functions at sustainable levels                                                                                                                           | 51           | 15              | 3                   | 69           | 2.70               | 2           |
| Coordinate City resources with other service providers                                                                                                                   | 53           | 12              | 3                   | 68           | 2.74               | 3           |
| Prioritize efficiency and effectiveness of public services in funding allocation                                                                                         | 61           | 1               | 2                   | 64           | 2.92               | 4           |

### Rank by Strength of Support

| <b>Effective Public Services</b><br>Our citizens are well-served by an efficient government, excellent government programs and services, and a low tax base. We enjoy... | <b>Agree</b> | <b>Not Sure</b> | <b>Do Not Agree</b> | <b>Total</b> | <b>Ave. Weight</b> | <b>Rank</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|---------------------|--------------|--------------------|-------------|
| High quality public safety.                                                                                                                                              | 92           | 2               | 1                   | 95           | 2.96               | 1           |
| A responsive local government.                                                                                                                                           | 70           | 6               | 4                   | 80           | 2.83               | 2           |
| High quality water, sewer, stormwater management, parks and recreational facilities and other services.                                                                  | 65           | 6               | 6                   | 77           | 2.77               | 3           |
| Well maintained streets, bicycle and pedestrian pathways.                                                                                                                | 74           | 14              | 5                   | 93           | 2.74               | 4           |
| A collaborative relationship with schools that prepares all students for a successful future.                                                                            | 57           | 23              | 5                   | 85           | 2.61               | 5           |
| <b>How to Realize our Vision...</b>                                                                                                                                      |              |                 |                     |              |                    |             |
| Prioritize efficiency and effectiveness of public services in funding allocation                                                                                         | 61           | 1               | 2                   | 64           | 2.92               | 1           |
| Leverage and encourage volunteer efforts in support of City services                                                                                                     | 62           | 5               | 2                   | 69           | 2.87               | 2           |
| Coordinate City resources with other service providers                                                                                                                   | 53           | 12              | 3                   | 68           | 2.74               | 3           |
| Fund municipal functions at sustainable levels                                                                                                                           | 51           | 15              | 3                   | 69           | 2.70               | 4           |

# A Clean, Green Sustainable Environment

## Rank by Strength of Response

| A Clean, Green and Sustainable Environment                                                                 | Agree | Not Sure | Do Not Agree | Total | Ave. Weight | Rank |
|------------------------------------------------------------------------------------------------------------|-------|----------|--------------|-------|-------------|------|
| We are a clean, hospitable community with good water, air and access to green and open spaces. We enjoy... |       |          |              |       |             |      |
| Programs and policies that encourage recycling, reducing waste and energy efficiency.                      | 80    | 12       | 2            | 94    | 2.83        | 1    |
| Clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources. | 84    | 7        | 0            | 91    | 2.92        | 2    |
| Sufficient land for outdoor recreation.                                                                    | 71    | 4        | 2            | 77    | 2.90        | 3    |
| An abundance of trees and greenery.                                                                        | 67    | 4        | 0            | 71    | 2.94        | 4    |
| <b>How to Realize our Vision...</b>                                                                        |       |          |              |       |             |      |
| Use vegetation to reduce energy consumption and improve air and water quality                              | 72    | 3        | 1            | 76    | 2.9         | 1    |
| Improve community recycling and energy-efficiency programs                                                 | 67    | 2        | 6            | 75    | 2.8         | 2    |
| Establish community gardens                                                                                | 45    | 22       | 6            | 73    | 2.5         | 3    |
| Develop additional parks, recreational facilities, open spaces and river access                            | 35    | 18       | 10           | 63    | 2.4         | 4    |
| Work with other jurisdictions and agencies to identify and resolve potential threats to source groundwater | 51    | 6        | 2            | 59    | 2.8         | 5    |
| Promote energy efficient governmental operations                                                           | 40    | 7        | 1            | 48    | 2.8         | 6    |

## Rank by Strength of Support

| A Clean, Green and Sustainable Environment                                                                 | Agree | Not Sure | Do Not Agree | Total | Ave. Weight | Rank |
|------------------------------------------------------------------------------------------------------------|-------|----------|--------------|-------|-------------|------|
| We are a clean, hospitable community with good water, air and access to green and open spaces. We enjoy... |       |          |              |       |             |      |
| An abundance of trees and greenery.                                                                        | 67    | 4        | 0            | 71    | 2.94        | 1    |
| Clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources. | 84    | 7        | 0            | 91    | 2.92        | 2    |
| Sufficient land for outdoor recreation.                                                                    | 71    | 4        | 2            | 77    | 2.90        | 3    |
| Programs and policies that encourage recycling, reducing waste and energy efficiency.                      | 80    | 12       | 2            | 94    | 2.83        | 4    |
| <b>How to Realize our Vision...</b>                                                                        |       |          |              |       |             |      |
| Use vegetation to reduce energy consumption and improve air and water quality                              | 72    | 3        | 1            | 76    | 2.93        | 1    |
| Work with other jurisdictions and agencies to identify and resolve potential threats to source groundwater | 51    | 6        | 2            | 59    | 2.83        | 2    |
| Improve community recycling and energy-efficiency programs                                                 | 67    | 2        | 6            | 75    | 2.81        | 3    |
| Promote energy efficient governmental operations                                                           | 40    | 7        | 1            | 48    | 2.81        | 4    |
| Establish community gardens                                                                                | 45    | 22       | 6            | 73    | 2.53        | 5    |
| Develop additional parks, recreational facilities, open spaces and river access                            | 35    | 18       | 10           | 63    | 2.40        | 6    |

## Balanced Transportation

### Rank by Strength of Response

| <b>Balanced Transportation</b><br>Our residents have easy access to and from other places in the region and a variety of transportation options that enhance mobility and increase efficiency. We enjoy... | Agree | Not Sure | Do Not Agree | Total | Ave. Weight | Rank |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------|--------------|-------|-------------|------|
| A variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities, and rail service to other communities.                                                   | 56    | 23       | 21           | 100   | 2.35        | 1    |
| Improved Interstate 5 access that helps visitors and commuters get to and from the city with ease.                                                                                                         | 51    | 14       | 22           | 87    | 2.33        | 2    |
| Sufficient and well maintained roads that control and mitigate traffic congestion.                                                                                                                         | 63    | 13       | 11           | 87    | 2.60        | 3    |
| <b>How to Realize our Vision...</b>                                                                                                                                                                        |       |          |              |       |             |      |
| Increase bicycle and pedestrian infrastructure.                                                                                                                                                            | 72    | 9        | 26           | 107   | 2.4         | 1    |
| Advocate for additional/improved access to I-5                                                                                                                                                             | 52    | 12       | 20           | 84    | 2.4         | 2    |
| Improve transit and variety of transportation options                                                                                                                                                      | 45    | 9        | 16           | 70    | 2.4         | 3    |
| Implement adopted transportation systems plan                                                                                                                                                              | 28    | 27       | 10           | 65    | 2.3         | 4    |

### Rank by Strength of Support

| <b>Balanced Transportation</b><br>Our residents have easy access to and from other places in the region and a variety of transportation options that enhance mobility and increase efficiency. We enjoy... | Agree | Not Sure | Do Not Agree | Total | Ave. Weight | Rank |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------|--------------|-------|-------------|------|
| Sufficient and well maintained roads that control and mitigate traffic congestion.                                                                                                                         | 63    | 13       | 11           | 87    | 2.60        | 1    |
| A variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities, and rail service to other communities.                                                   | 56    | 23       | 21           | 100   | 2.35        | 2    |
| Improved Interstate 5 access that helps visitors and commuters get to and from the city with ease.                                                                                                         | 51    | 14       | 22           | 87    | 2.33        | 3    |
| <b>How to Realize our Vision...</b>                                                                                                                                                                        |       |          |              |       |             |      |
| Increase bicycle and pedestrian infrastructure.                                                                                                                                                            | 72    | 9        | 26           | 107   | 2.4         | 1    |
| Improve transit and variety of transportation options                                                                                                                                                      | 45    | 9        | 16           | 70    | 2.4         | 2    |
| Advocate for additional/improved access to I-5                                                                                                                                                             | 52    | 12       | 20           | 84    | 2.4         | 3    |
| Implement adopted transportation systems plan                                                                                                                                                              | 28    | 27       | 10           | 65    | 2.3         | 4    |

## Quality Civic Amenities

### Rank by Strength of Response

| Quality Civic Amenities                                                                                                   | Agree | Not Sure | Do Not Agree | Total | Ave. Weight | Rank |
|---------------------------------------------------------------------------------------------------------------------------|-------|----------|--------------|-------|-------------|------|
| Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy... |       |          |              |       |             |      |
| Community gathering places, including an identifiable downtown area, library and community/youth center.                  | 68    | 16       | 25           | 109   | 2.39        | 1    |
| High-quality parks, connected green spaces and access to the Willamette River.                                            | 97    | 4        | 3            | 104   | 2.90        | 2    |
| Diverse recreational facilities, such as entertainment and sports-related facilities.                                     | 58    | 16       | 9            | 83    | 2.59        | 3    |
| <b>How to Realize our Vision...</b>                                                                                       |       |          |              |       |             |      |
| Develop library facilities                                                                                                | 56    | 11       | 44           | 111   | 2.11        | 1    |
| Establish a youth center                                                                                                  | 53    | 19       | 16           | 88    | 2.42        | 2    |
| Support additional sports tournament facilities                                                                           | 51    | 18       | 18           | 87    | 2.38        | 3    |
| Implement long-term plan for parks                                                                                        | 61    | 14       | 11           | 86    | 2.58        | 4    |
| Foster destination entertainment facilities                                                                               | 31    | 23       | 16           | 70    | 2.21        | 5    |
| Develop a new theater/art/cultural center                                                                                 | 33    | 13       | 24           | 70    | 2.13        | 6    |

### Rank by Strength of Support

| Quality Civic Amenities                                                                                                   | Agree | Not Sure | Do Not Agree | Total | Ave. Weight | Rank |
|---------------------------------------------------------------------------------------------------------------------------|-------|----------|--------------|-------|-------------|------|
| Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy... |       |          |              |       |             |      |
| High-quality parks, connected green spaces and access to the Willamette River.                                            | 97    | 4        | 3            | 104   | 2.90        | 1    |
| Diverse recreational facilities, such as entertainment and sports-related facilities.                                     | 58    | 16       | 9            | 83    | 2.59        | 2    |
| Community gathering places, including an identifiable downtown area, library and community/youth center.                  | 68    | 16       | 25           | 109   | 2.39        | 3    |
| <b>How to Realize our Vision...</b>                                                                                       |       |          |              |       |             |      |
| Implement long-term plan for parks                                                                                        | 61    | 14       | 11           | 86    | 2.58        | 1    |
| Establish a youth center                                                                                                  | 53    | 19       | 16           | 88    | 2.42        | 2    |
| Support additional sports tournament facilities                                                                           | 51    | 18       | 18           | 87    | 2.38        | 3    |
| Foster destination entertainment facilities                                                                               | 31    | 23       | 16           | 70    | 2.21        | 4    |
| Develop a new theater/art/cultural center                                                                                 | 33    | 13       | 24           | 70    | 2.13        | 5    |
| Develop library facilities                                                                                                | 56    | 11       | 44           | 111   | 2.11        | 6    |

## Have we forgotten anything?

Attendees were invited to write additional ideas on a blank poster. They are as follows:

- Need improved roads and transit infrastructure. Roads are very congested, especially at rush-hour. Traffic is backed up significantly.
- We need a library so that we can participate as an equal partner in the county library system. We are already paying a lot to support the library system and getting limited benefit. Treated as seconded rate status.
- Fix skate park – it’s kind of old.
- Year round school – they can’t work so keep them in school.
- Computer facility for folks who don’t have home internet access – bridge the “digital divide”, could be part of a library – community center.
- No to library – our taxes for it is too high – tired of paying for people who “bleed us dry.”
- Longer summer
- Shorter school year.
- Improve sight distance (i.e. remove shrubs on corners, and longer turn lanes.)
- Too many apartment complexes approved.
- Need central training center for people with disability and ability to replace work shops.
- Safer drivers – been hit too many times by old people.
- Bridge to west Salem from Keizer.
- In general, the youth of Keizer need more activities other than baseball. A youth activity center in addition to the Kroc Center is a thought.
- Pedestrian bridge to Kroc Center.
- Summer water feature for kids to run in.
- Keizer Commons would be best name for this large complex of many uses. (2)