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To provide oral comments via electronic means, please contact the City Recorder's Office no later than 2:00 p.m. on the day of the meeting. Most regular City Council meetings are streamed live through www.KeizerTV.com and cable-cast on Comcast Channel 23 within the Keizer City limits.



KEIZER STRATEGIC PLAN WORK GROUP
AGENDA

Friday, December 5, 2025, 4:00 PM
Robert L. Simon Council Chambers
930 Chemawa Road NE
Keizer, Oregon

Zoom Link: <https://us02web.zoom.us/j/86597309503>

1. **CALL TO ORDER**
2. **APPROVAL OF MINUTES**
 - a. November 13, 2025
3. **DISCUSSION**
 - a. Draft Strategic Plan
4. **ADJOURN**

"Agenda Management Services are being supported, in whole or in part, by federal award number 21.019 awarded to City of Keizer by the U.S. Department of the Treasury."



MINUTES
KEIZER STRATEGIC PLAN WORK GROUP
Thursday, November 13, 2025
Robert L. Simon Council Chambers
930 Chemawa Road NE
Keizer, Oregon

Zoom Link: <https://us02web.zoom.us/j/82038500512>

1. Call to Order

CALL TO ORDER: Councilor Christopher called the meeting to order at 5:30 p.m. Attendance was noted as follows:

Members:

Mayor Cathy Clark
Council President Shaney Starr
Councilor Kyle Juran
Councilor Lore Christopher

Staff:

Adam Brown, City Manager
Bill Lawyer, Public Works Director
Andrew Copeland, Police Chief
Garrett Klever, Human Resources Director
Melissa Bisset, City Recorder

2. Discussion

a. Draft Strategic Plan

City Manager Adam Brown provided background information about the draft Strategic Plan. He explained the various systems of accountability related to the Plan. There was a question about how the Plan fits into the work of the Long Range Planning Task Force.

Mr. Brown shared that there would be a citizen survey going out in January, and it would be conducted every other year.

Councilor Christopher reviewed the draft Strategic Plan.

Key Metrics would be changed to Key Findings, and there would be a note about where the metrics could be found.

The proposed Mission Statement and Vision Statement were discussed. There was support for the proposed Mission Statement.

The Vision Statement was discussed. It was noted that the Vision Statement was long, and there was a suggestion to have it be: "Keizer is a model community, with a small town feel - healthy, safe, and economically vibrant - for generations to come."

The proposed values were discussed and supported.

The Strategic Plan Goals were discussed. There was a suggestion to change the word "pursue" to "provide" in the Public Safety goal.

Public Works Director explained the need for the City to maintain the ability for transportation systems to operate. It was suggested to change the Transportation & Infrastructure goal to "Provide the infrastructure for a safe, efficient, and reliable multi-modal transportation system and maintain vital infrastructure in the best condition available resources allow."

There were no suggested changes to the Economic and Community Development goal.

Discussion ensued regarding the title of the goal: "Operation Efficiency and Quality Service." There was a suggestion to change the goal description to: Provide efficient, effective, and responsive government. The new draft title of the goal would be: "Operational Excellence and Community Centered Service."

The priorities, tasks, and supporting plans under the Public Safety goal were discussed. There was a suggestion to insert the word utilize before sanctions. There was a suggestion to add language that was all encompassing related to the priority of transients illegally camping and trespassing on public and private property—and the impact this has on the City. Staff would review the wording and return a suggestion to the Work Group.

The second listed draft task would be reworded to "Complete camera installation on streets and in parks per the City's camera priority installation plan."

The sixth listed draft task would be reworded to "Coordinate work with organizations within Marion County to reduce individuals camping on City streets and mitigate the community impacts as shown by the annual point in time (PIT) count in January."

City staff would reword the seventh task for clarification.

There was a suggestion to change the Supporting Plans title to "Supporting Plans/Reports."

The Transportation & Infrastructure goal, strategic issue statement, and City Council priorities were discussed and supported. The first task would be amended to read: "Complete update of the Transportation System Plan (includes plans for sidewalk infill and crosswalks)." Maintenance plan for residential streets would be added as a separate task. The task "Implement

the River-Cherry Overlay District" would be changed to "Continue implementation of the River-Cherry Overlay District."

Regarding the task of traffic congestion on River Road, there was a suggestion to add something about the buses to analyze additional public transit and the impact on traffic throughout the city. It was suggested that this task include coordination and agreement with mass transit to accomplish this goal.

There was a suggestion to add a maintenance plan for residential streets, as well as a task related to citywide street lighting.

Another meeting would be scheduled for December 5th at 4:00 p.m.

3. Adjourn

Meeting adjourned at: 6:59 p.m.

Minutes approved: _____

"Agenda Management Services are being supported, in whole or in part, by federal award number 21.019 awarded to City of Keizer by the U.S. Department of the Treasury."



City of
KEIZER

Strategic Plan 2026-2030

City of Keizer
930 Chemawa Road NE
Keizer, OR 97303
www.keizeror.gov

503-390-3700

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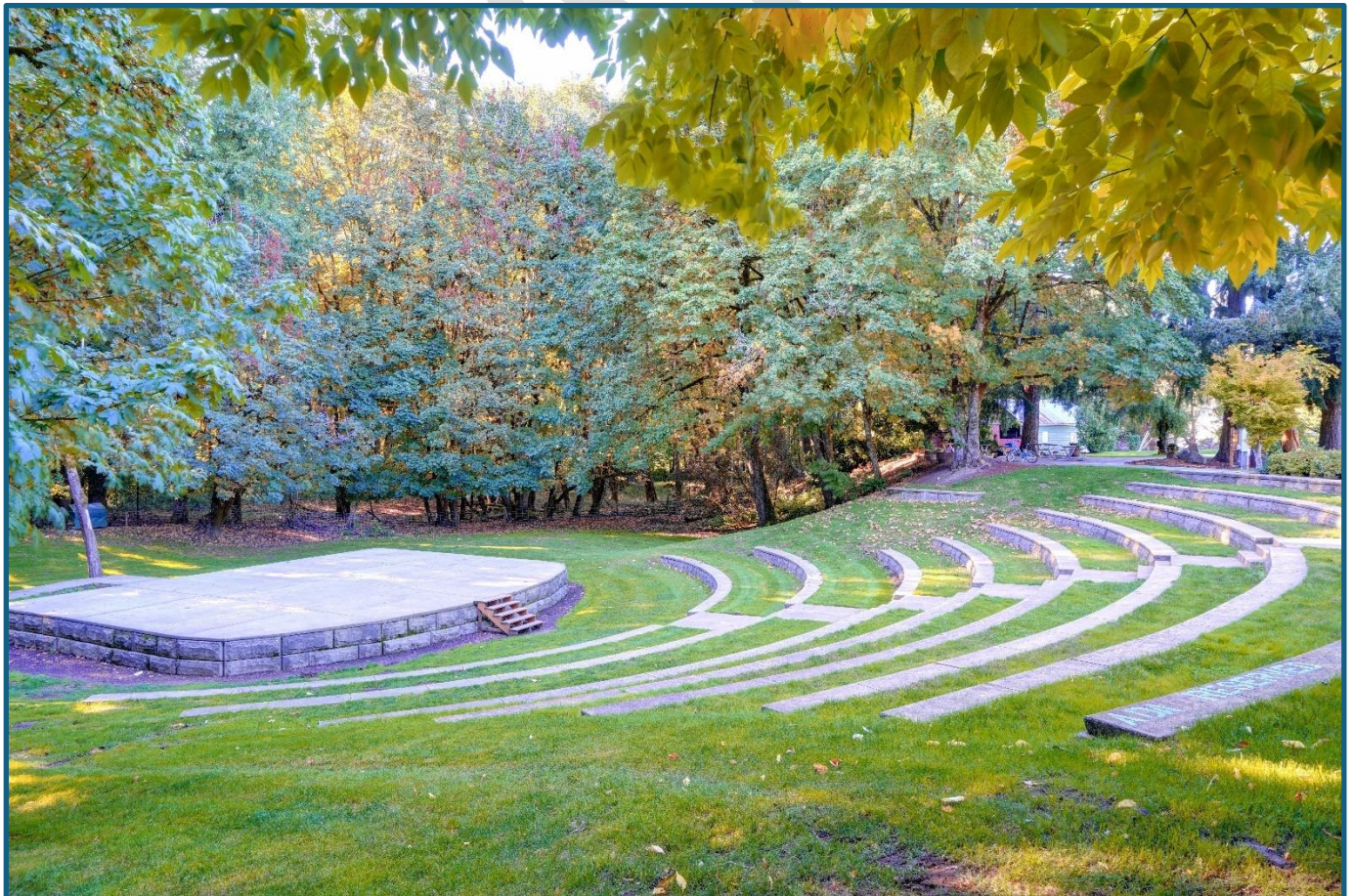
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MESSAGE FROM THE STRATEGIC PLANNING TEAM

Keizer has upheld a strong tradition of pride, spirit, and volunteerism since its incorporation in 1982, fostering a close-knit community. With nearly 6% population growth over the last decade, Keizer has experienced increasing diversity and new businesses, providing opportunities to plan the future while preserving its small-town charm. As the town grows, residents and the City Government work collaboratively to address challenges and sustain the values that make Keizer a unique place to live, work, and play.

To accommodate the growth, Keizer's City Government initiated a five-year strategic plan aimed at aligning community priorities with organizational goals. By engaging hundreds of community members, volunteers, and City staff, the plan reflects shared aspirations for housing, economic growth, and enhanced amenities. This strategic plan will guide the City's decision-making and ensure progress on vital community issues, supported by partnerships and annual updates to stay responsive to residents' needs. Thanks to Keizer's engaged and supportive community, the town is well-equipped for a promising future.



INTRODUCTION

The City of Keizer's Five-Year Strategic Plan is a guiding document designed to shape the city's future while addressing present-day challenges and opportunities. Rooted in community values and stakeholder input, the plan outlines a clear mission, vision, and strategic priorities that align with the desires of residents, officials, and community leaders.

Developed through extensive collaboration, the plan incorporates:

- Community feedback from surveys and public forums.
- Insights from the 2024 City of Keizer's Draft Strategic Plan.
- A benchmarking comparison with cities of similar sizes.

This document aims to serve as a roadmap, inspiring action, accountability, and measurable progress to ensure Keizer remains a thriving and vibrant community.

Current Status and Measurements

A. Overview

To effectively plan for Keizer's future, it is essential to establish a baseline understanding of the city's current state. This includes:

- Assessing city services in areas like safety, security, education, recreation, and planning and public works. (Appendix 2)
- Benchmarking against cities of similar population size to identify strengths and gaps. (Appendix 3)
- Conducting a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to explore internal and external factors impacting Keizer. (Appendix 4)

B. Key Findings

- Housing availability challenges affecting a growing population.
- High community concern regarding traffic congestion, lack of North-South access.
- High community satisfaction with public safety and recreational spaces.
- Opportunities to enhance arts and culture programs to strengthen community engagement.

MISSION, VISION AND VALUES

Mission Statement

"The City of Keizer is committed to fostering a safe, unified, and economically vibrant community while maintaining fiscal responsibility. By delivering city services in a coordinated, efficient, and cost-effective manner, we strive to provide exceptional value to residents, ensuring sustainability and responsiveness to community needs to enhance the quality of life for all."

This mission statement modernizes and integrates principles of fiscal responsibility, safety, unity and the local economy, addressing feedback that these aspects were missing from prior drafts. And including the main focus of fiscal responsibility that the original City of Keizer mission statement focused on.

Original Mission Statement: *"Keep city government costs and services to a minimum by providing city services to the community in a coordinated, efficient and least cost fashion."*

Vision Statement

Keizer is a model community, with a small town feel that is healthy, safe, and vibrant for generations to come.

Values

The City of Keizer is committed to the following principles:

1. **Pride:** A deep sense of commitment, ownership, and collective responsibility for the well-being and prosperity of the community.
2. **Spirit:** The embodiment of the city's collective energy, resilience, and passion for fostering a thriving and connected community. Keizer's spirit is the driving force behind the city's ability to adapt, innovate, and grow while maintaining its small-town charm.
3. **Volunteerism:** Active commitment of residents to strengthen their community through service, collaboration, and engagement. It embodies the willingness to contribute time, skills, and resources to enhance public services and create a more connected and thriving city.
4. **Accountability:** Unwavering commitment to transparency, responsible governance, and ethical stewardship of public resources. Decisions are made with fiscal responsibility, operational efficiency, and responsiveness to community needs, reinforcing trust between residents, businesses, and leadership.

STRATEGIC PLAN GOALS

1. Public Safety

Provide a safe and secure community by protecting the people, property, and economy of the City of Keizer.

2. Transportation & Infrastructure

Provide the infrastructure for a safe, efficient, and reliable multi-modal system in the best condition available resources allow.

3. Economic and Community Development

Demonstrate a supportive attitude toward employers, business, and property owners that promotes economic development and high standards of livability in the City of Keizer.

4. Operational Excellence and Community Centered Service

Provide efficient, effective, and responsive government.

5. Fostering an Engaged Community

Strengthen community relationships through improved communication to foster a welcoming and accessible community for all.

6. Community Growth

Responsibly plan and invest in community infrastructure and built environment to foster sustainable growth that preserves Keizer’s small-town feel.





KEIZER
PUBLIC SAFETY
STRATEGIC PLAN
2025-2030

Goal 1 – Public Safety

Provide a safe and secure community by protecting the people, property, and economy of the City of Keizer.

Strategic Issue Statement

Crime and its impact on the livability and economic viability of business is of significant concern to our citizens. Public safety continues to be the top priority of the Keizer City Council, with nearly three-quarters of the city's general fund designated to keep the Keizer Police Department fully staffed, officers on the road, technology and services, supervision, and utilize sanctions available for offender accountability and reduction of future criminal activity.

Keizer City Council Priorities

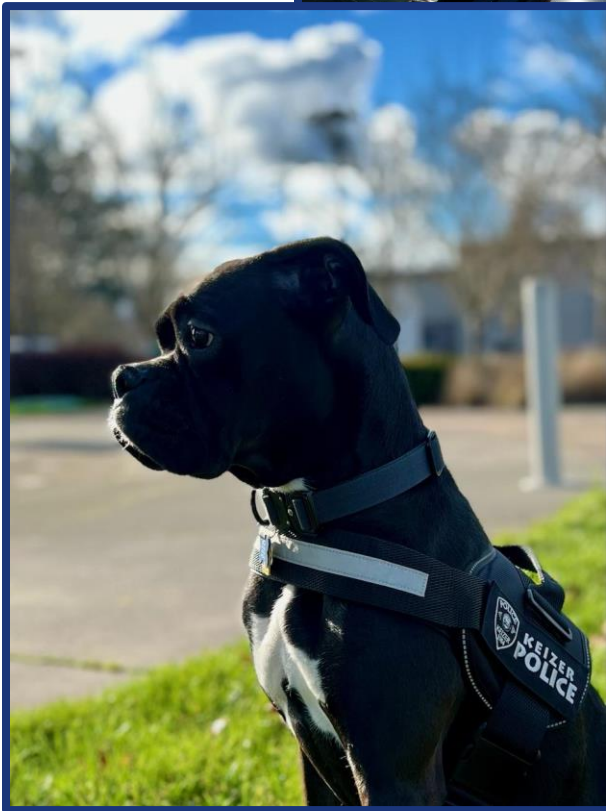
- Fully staffed Police Department
- Reduced graffiti and crime in parks and neighborhoods
- Preparation for continuity of operations and hazard mitigation in emergencies
- Reduce unlawful camping and unauthorized use of public and private property
- Complete Emergency Operations Plan revision

TASKS
Develop a long-term staffing and funding plan for the Police Department, seeking community input and approval.
Complete camera installation on streets and in parks per the City’s camera priority installation plan.
Finish revision of citywide Emergency Operations Plan and Continuity of Operations Plan.
Conduct 4 city tabletop emergency management exercises partnering with Marion County.
Develop License Plate Reader (LPR) camera public safety data sharing with Marion County and City of Salem.
Coordinate work with organizations within Marion County to reduce individuals camping on City streets and mitigate the community impacts as shown by the annual point in time (PIT) count in January.
Add Incident Command System (ICS) depth by training backup positions for each command staff position in the emergency operations center (EOC).
Implement voluntary Keizer Emergency Preparedness Registration so first responders have contact information for quick response.
Adopt revisions to the City Emergency Operations Plan (EOP).

Supporting Plans/ Report

- Keizer Police Department Staffing Report
- Keizer Parks Master Plan

- Marion County Public Safety Coordinating Council Strategic Plan
- Mid-Willamette Homeless Alliance Continuum of Care Plan
- Keizer Emergency Operations Plan
- Marion County Emergency Operations Plan
- Camera Priority Installation Plan





Goal 2 – Transportation & Infrastructure

Provide the infrastructure for a safe, efficient, and reliable multi-modal system in the best condition available resources allow.

Strategic Issue Statement

Ensuring a safe, efficient, and reliable transportation network, along with well-maintained infrastructure, is essential for fostering economic growth and community well-being in Keizer. Limited resources necessitate prioritization and strategic planning to address aging systems, congestion, and emerging mobility needs.

Keizer City Council Priorities

- Sidewalks on all Keizer roadways. Make annual progress toward goals
- Addressing Traffic Congestion, primarily on River Road
- Complete update of the Transportation Systems Plan (TSP)
- Continue River-Cherry Overlay Zone implementation

TASKS
Complete update of the Transportation System Plan (includes plans for sidewalk infill and crosswalks)
Continue annual maintenance plan for residential streets.
Maintenance plan for residential streets
Continue implementation the River-Cherry Overlay District
Prepare a report to explore alternative north-south routes to identify solutions to traffic congestion on River Road in coordination with Mass transit.
Develop a plan to connect parks, trails, and neighborhoods to each other (e.g., Keizer Rapids Park to Salem Riverfront, trails between parks, etc.)
Implement sidewalk gap and repair program, establish an annual minimum budget of \$100,000, explore alternative funding options including a special levy
Prepare a report on burnt out street lights and a create a replacement plan.

Supporting Plans

- Keizer Transportation Systems Plan
- Keizer Parks Master Plan
- Keizer Comprehensive Plan
- Keizer Development Plan



KEIZER
ECONOMIC & COMMUNITY DEVELOPMENT
STRATEGIC PLAN
2025-2030

Goal 3 – Economic and Community Development

Demonstrate a supportive attitude toward employers, business, and property owners that promotes economic development and high standards of livability in the City of Keizer.

Strategic Issue Statement

Economic and Community Development promotes strategic alliances between community members, civic and business leaders, business developers and government agencies, and other interested parties to strengthen communities and economies. Economic development is the concerted effort of policymakers, community leaders, and entrepreneurs to grow the economy, increase employment, and improve the standard of living in the City of Keizer.

Keizer City Council Priorities

- Identify and sell city-owned property
- Revisit Willow Lake Settlement Agreement to expand land availability
- Evaluation of Urban Growth Boundary (UGB) options
- Complete Parks Master Plan revision
- Complete Housing Capacity Analysis
- Complete Economic Opportunities Analysis

TASKS
Develop a comprehensive economic development strategy (CEDS) to have ready projects for state and federal funding.
Complete the Economic Opportunities Analysis.
Prepare and implement an annual marketing plan for the Keizer Event Center.
Identify visitor patterns to enhance visitor experience via Travel Salem’s capabilities at least twice a year.
Update the Parks Master Plan to incorporate enhancements to the Keizer Rapids Park for economic activity opportunities (as above).
Provide a recommendation from staff to the City Council on whether to implement an Urban Renewal District.
Create and adopt a five-year plan for how we will use Transient Lodging Tax funds for economic development.
Challenge the Willow Lake Settlement Agreement to expand developable land uses within the Urban Growth Boundary.
Sell City-owned properties in Keizer to pay down PERS debt.
Prepare a recommendation and develop an implementation plan for middle housing, ensuring diverse housing options within Keizer’s Urban Growth Boundary while aligning with community needs and zoning regulations.
Rotate and add new art to River Road.
Adopt Keizer Public Arts Commission (KPAC) Master Plan.

Supporting Plans

- Keizer Transportation Systems Plan
- Keizer Development Plan
- Keizer Comprehensive Plan
- Economic Opportunities Analysis
- Housing Needs Analysis





Goal 4 - Operational Efficiency and Quality Service

Provide efficient, effective, and responsive government through stewardship and accountability.

Strategic Issue Statement

Running a well-organized and trustworthy government means making smart financial decisions, being responsible, and staying accountable to the community. As Keizer grows and changes, it's important to keep decision-making open and fair, use resources wisely, and build strong relationships with residents. Listening to the community, using facts to shape policies, and regularly improving city services will make sure the government stays effective and responsive.

Keizer City Council Priorities

- Ensure transparent budgeting and resource allocation
- Strengthen Community Engagement
- Optimize City Services and Infrastructure – Continuously evaluate and refine municipal services to enhance responsiveness, accessibility, and operational effectiveness

TASKS
Complete an internal assessment to evaluate organizational efficiency and cost-saving measures.
Implement a process improvement program and recommendations from the internal assessment.
Conduct a technology audit and needs analysis to determine the most effective and cost-efficient use of the City's use of software and technology.
Develop succession plans for all mission-critical, senior staff positions.
Create an Asset Management Plan for all city property with a value over \$5,000.
Conduct a condensed review of the Water Master Plan.
Determine a policy for water, sewer, storm capital, specifically continuing a pay-as-you-go or changing to a debt financing model.
Complete research and recommendation for a utility discount program for residents under 60 years old and in need.
Continue Water Main Replacements as defined by the Water Master Plan.

Supporting Plans

- Water Master Plan



Goal 5 - Engaged Community

Strengthen community relationships through improved communication to foster a welcoming and accessible community for all.

Strategic Issue Statement

Creating a strong and welcoming community in Keizer starts with clear and open communication. When people, businesses, and local leaders listen to each other and share ideas, trust grows and everyone feels included. By using different ways to connect—like meetings, social media, and public events, Keizer can make sure all voices are heard and important issues are understood. Encouraging people to speak up and work together will help build a city where everyone feels valued and involved. Keeping communication open and improving how people connect will bring the community closer and make it stronger.

Keizer City Council Priorities

- Expand Accessible Communication Channels
- Strengthen Public Participation Opportunities
- Improve Language and Accessibility Services
- Foster Partnerships with Local Organizations

TASKS
Develop and implement a citywide communications plan (e.g., community e-newsletter, social media policy).
Utilize and test innovative engagement tools to receive community feedback.
Complete website redesign.
Conduct four Town Hall Listening Sessions annually to educate, inform and listen to the community on important community topics.
Conduct a bi-annual community survey.
Develop a training program for volunteers.
Identify policy for translation and interpretation services and create a policy for how and when the City contracts for the services.

Supporting Plans



Goal 6 – Community Growth

Responsibly plan and invest in community infrastructure and built environment to foster sustainable growth that preserves Keizer’s small-town feel

Strategic Issue Statement

As Keizer grows, it’s important to plan wisely and invest in roads, parks, and buildings in a way that keeps the City welcoming and connected. Expanding services and infrastructure must be done carefully to support new businesses and housing without losing the close-knit, small-town feel that makes Keizer special. By focusing on development that protects green spaces, and improving transportation, the City can create a strong foundation for the future while keeping the community’s identity intact.

Keizer City Council Priorities

- Seeking community direction on how to grow
- Seeking community direction on types of housing
- Not adding to Traffic congestion

TASKS
Complete Housing Capacity Analysis.
Complete two town Halls and online survey on Urban Growth Boundary options.
Complete two Town Halls as a housing summit on options. Get community feedback by hosting two dedicated Town Hall listening sessions in 2026 focused on housing availability, housing challenges, opportunities, and policy solutions to guide Keizer’s future development.
Finalize and adopt housing production strategy.
Develop a public works facility plan.
Conduct a public utilities analysis.

Supporting Plans

APPENDIX 1 - ACKNOWLEDGEMENTS

CITY COUNCIL

Cathy Clark, Mayor

Shaney Starr, Council President

Soraida Cross, Council Vice-President

Marlene Parsons, Councilor

Kyle Juran, Councilor

Lore Christopher, Councilor

Dan Kohler, Councilor

STAFF STRATEGIC PLANNING TEAM

Executive Leadership Team

Adam Brown, City Manager

Garret Klever, Human Resources
Director

Tim Wood, Assistant City Manager

Bill Lawyer, Public Works Director

Melissa Bisset, City Recorder

Shane Witham, Planning Director

Andrew Copeland, Chief of Police

Joe Lindsay, City Attorney

Additional Staff Strategic Plan Team

Jenny Ammon, Environmental & Technical
Division Manager

Kristen Myers, Human Resources Specialist

Chris Nelson, Lieutenant

Ben Crosby, Code Enforcement Officer

Pat Taylor, Water Division Manager

Mike Griffith, Storm Operations & Streets
Division Manager

Lily Vonn, Event Center Manager

Trevor Wenning, Lieutenant

APPENDIX 2 - City Service Assessment of safety, security, education, recreation, community planning, and public works.

The City of Keizer provides essential services that help keep residents safe, secure, informed, and engaged in recreational activities. Below is an assessment of how the City serves these needs.

Safety & Security

Keizer works hard to ensure a safe community through its Police Department, emergency services, and neighborhood programs. The Keizer Police Department focuses on crime prevention, traffic safety, and community outreach, helping residents feel protected. Keizer Fire District provides fire and medical emergency services, responding quickly to accidents and health crises. Programs like Neighborhood Watch encourage residents to look out for each other and report suspicious activity.

Education

While the City of Keizer does not operate its own school system, it is part of the Salem-Keizer School District, which provides public schools for students of all ages. Schools in the district focus on strong academics, career training, and extracurricular activities to support student success. The City works with schools to promote public safety, youth programs, and educational events that enhance learning experiences for students.

Recreation

Keizer offers great places for outdoor activities, sports, and community events. Parks like Keizer Rapids Park provide walking trails, picnic areas, sports fields, and playgrounds for families and visitors. The city supports recreational programs for youth and adults, including organized sports, arts and cultural events, and seasonal festivals. The Keizer Event Center hosts activities that bring people together, promoting a fun and active lifestyle.

Community Planning

Public Works

Overall, Keizer continues to improve these services to ensure a safe, welcoming, and connected community for all residents.

Recommendations for Improving City Services in Keizer

To further enhance safety, security, education, and recreation in Keizer, the City can consider the following improvements:

Safety & Security

1. **Expand Problem Oriented Policing (POP) Efforts** – Strengthen relationships between police officers and residents by increasing neighborhood patrols, hosting community safety forums, and improving outreach programs.
2. **Improve Emergency Preparedness** – Conduct more public workshops on disaster preparedness and update emergency response plans to ensure resilience during natural disasters and major incidents.
3. **Enhance Traffic Safety Measures** – Install additional signage, crosswalks, and speed control measures in high-risk areas to improve pedestrian and driver safety.

Education

1. **Increase Collaboration with Schools** – Work closely with the Salem-Keizer School District to support programs that promote youth engagement, public safety education, and career readiness.

Recreation

1. **Enhance Park Facilities** – Upgrade Keizer Rapids Park and other recreational areas by adding more seating, shade structures, and improved accessibility features.
2. **Increase Community Event Programming** – Organize more cultural festivals, sports events, and arts workshops to strengthen community engagement.
3. **Expand Youth Sports and Recreation Opportunities** – Develop more programs to encourage outdoor activity and teamwork, ensuring affordable and inclusive access for families.

Community Planning

Public Works

APPENDIX 3 - BENCHMARKING

This benchmarking data provides insights into how Keizer compares to similar cities and where strategic improvements can be made.

1. Public Safety

- **Keizer:** Well-rated police and emergency services, but growing demand for resources.
- **Grants Pass:** Community policing initiatives have improved safety.
- **Lake Oswego:** Low crime rates, with well-funded public safety programs.
- **Redmond:** Investments in emergency response infrastructure.
- **McMinnville:** Low crime rates, with proactive safety programs.
- **Oregon City:** Investing in technology and training for law enforcement.

2. Transportation, Infrastructure and Emergency Management

- **Keizer:** Participates in the **Salem-Keizer Area Transportation Study (SKATS)**, focusing on regional mobility and safety. Infrastructure planning aligns with state transportation safety initiatives. Emergency management efforts are coordinated with state agencies to ensure preparedness
- **Grants Pass:** The city has a **Transportation System Plan** aimed at improving connectivity and efficiency. Infrastructure projects face funding challenges, including a **canceled FEMA grant** for water plant replacement. Emergency management strategies are evolving to address these financial constraints.
- **Lake Oswego:** The city maintains a **comprehensive transportation plan** to enhance mobility and sustainability. Infrastructure investments focus on maintaining high-quality public amenities. Emergency management is well-structured, with dedicated resources for disaster preparedness
- **Redmond:** Transportation projects are actively managed by the **Oregon Department of Transportation**, with ongoing infrastructure improvements. The city monitors traffic impacts and road conditions to ensure smooth operations. Emergency management efforts are integrated with state-level initiatives
- **McMinnville:** The city has a **Transportation System Plan** emphasizing active transportation and connectivity. Infrastructure development supports economic growth and sustainability. Emergency management programs are regularly updated to enhance community resilience.
- **Oregon City:** The city faces infrastructure challenges highlighted in the **2023 Oregon Transportation Infrastructure Condition Report**. Transportation planning aligns with state-wide assessments. Emergency management strategies are evolving to address future risks and preparedness.

Each city has unique strengths and challenges in managing transportation, infrastructure, and emergency preparedness. Keizer and Lake Oswego emphasize regional coordination, while Grants Pass and Oregon City face funding hurdles. Redmond and McMinnville focus on sustainable growth, ensuring long-term resilience.

3. Economic and Community Development

- **Keizer:** Business incentives in place, but economic growth is slower compared to larger cities.
- **Grants Pass:** Tourism and small businesses drive economic growth, with a focus on outdoor recreation.
- **Lake Oswego:** Strong economic base with high-income residents and thriving retail and service sectors.
- **Redmond:** Rapid growth in construction and manufacturing industries.
- **McMinnville:** Strong economic base with agriculture, tourism, and small business growth.
- **Oregon City:** Historic tourism and retail sectors are key economic drivers.

Housing

- **Keizer:** Limited housing availability, with ongoing efforts to expand.
- **Grants Pass:** Housing initiatives are growing, with a focus on low-income housing projects supported by state grants.
- **Lake Oswego:** Housing costs are among the highest in Oregon, with limited housing options.
- **Redmond:** Rapid population growth has led to increased demand for housing, with new developments underway.
- **McMinnville:** Active housing projects, including workforce housing developments.
- **Oregon City:** Facing housing challenges similar to Keizer, with efforts to expand mixed-income housing.

4. Arts & Culture

- **Keizer:** Limited arts programs, with plans to expand cultural initiatives.
- **Grants Pass:** Active arts scene with galleries and annual events.
- **Lake Oswego:** Thriving arts community with public art installations and cultural festivals.
- **Redmond:** Growing arts presence, with community-driven initiatives.
- **McMinnville:** Thriving arts community with galleries, theaters, and cultural events.
- **Oregon City:** Strong historical and cultural presence, including museums and heritage sites.

5. Community Engagement

- **Keizer:** Volunteerism is a key focus, with plans to expand engagement programs.
- **Grants Pass:** Strong community involvement through local organizations.
- **Lake Oswego:** High levels of civic participation and community engagement.
- **Redmond:** Active community engagement through events and initiatives.
- **McMinnville:** High levels of resident engagement in local initiatives.
- **Oregon City:** Well-established community outreach programs.

APPENDIX 4 - SWOT ANALYSIS

Strengths

- **Strong Community Engagement** – Residents actively participate in civic life through volunteerism, neighborhood programs, and local events.
- **Fiscal Responsibility** – The city maintains a cost-effective approach to governance, ensuring sustainable financial management.
- **Safe and Well-Managed Neighborhoods** – Keizer's police and emergency services contribute to low crime rates and strong public safety.
- **Parks and Recreation** – Facilities like **Keizer Rapids Park** provide outdoor spaces, sports opportunities, and community events.
- **Small-Town Identity with Growth Potential** – Keizer balances a tight-knit community feel with economic and infrastructure development opportunities.

Weaknesses

- **Limited Housing Options** – A growing demand for diverse housing presents challenges for long-term residents.
- **Infrastructure Strain** – Roads, utilities, and emergency preparedness plans require ongoing upgrades to match community needs.
- **Economic Diversity and Job Opportunities** – Keizer relies on surrounding cities for employment rather than fostering large-scale job creation locally.
- **Communication and Engagement Limitations** – While strong, public outreach could be expanded to reach broader audiences through digital platforms and multilingual services.

Opportunities

- **Urban Renewal and Development** – Revitalizing River Road and other commercial areas can strengthen local businesses and attract new investment.
- **Strategic Housing Growth** – Expanding mixed-use housing ensures sustainable development without losing Keizer's small-town feel.
- **Technology Integration for Public Services** – Improved digital tools can boost civic engagement and streamline city operations.
- **Stronger Regional Partnerships** – Collaborating with state and local agencies enhances funding opportunities and infrastructure improvements.
- **Cultural and Recreational Expansion** – More events and public spaces celebrating Keizer's heritage and arts can strengthen community pride.

Threats

- **Budget Constraints** – Limited financial resources may restrict necessary improvements in infrastructure, public safety, and parks.
- **Environmental Challenges** – Climate-related risks, such as flooding and extreme weather, could impact emergency preparedness and sustainability efforts.
- **Urban Growth Boundary Restrictions** – Expansion limitations may slow economic growth and development without innovative planning solutions.
- **Public Trust and Engagement Gaps** – Without continued transparency and inclusivity, resident involvement in decision-making may decline.
- **Competing Growth in Nearby Cities** – Larger cities nearby may attract businesses and residents away from Keizer, requiring competitive strategies to retain local investment.