

TECHNICAL ASSISTANCE PANEL



Westwood, Kansas
May 7th, 2015



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I. INTRODUCTION

ULI

Urban Land Institute (ULI) is a multi-disciplinary, multi-professional, non-partisan global organization. Established in 1936, ULI promotes sustainable and resilient communities by helping them be competitive in that environment by leadership in land use and development. ULI currently has more than 30,000 members, with a mission to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI- Kansas City

ULI Kansas City was established in 1987 and has nearly 200 members. The City of Westwood was ULI Kansas City's first Technical Assistance Panel sponsor. ULI Kansas City performed services free of charge. Panel members donated time, expertise, and unbiased work without reimbursement.

Information on TAPs

Technical Assistance Panels (TAPs) provide strategic advice to sponsors on complex land use and real estate development issues. The TAPs program links local public agencies and nonprofit organizations to the expert knowledge and experience of our ULI members. TAPs typically conduct an intense, one day session to evaluate a specific site. The TAP will involve a discussion of potential alternatives along with specific recommendations and presentation to the public

PANEL MEMBERS

Lynn Carlton- Co Chair

HOK, Director of Planning

Tim Schaffer- Co Chair

Red Brokerage, Executive Vice President

Bob Arthur

Commercial Real Estate Department
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Confluence Student Intern, UTAP Writer

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Kissick Construction Company, ULI KC Outreach Chair

II. INTRODUCTION TO WESTWOOD TAP

The City of Westwood Kansas, incorporated June 7, 1949, is governed by five city council members and a Mayor. Westwood is both a residential community and a city of business and commerce. There are approximately 1,500 people living in 730 single-family homes. The city is home to the University of Kansas Medical Center facilities, corporate offices, and retail businesses. Located in northeast Johnson County, Westwood is less than half of a square mile in area.

Nearby amenities such as Country Club Plaza, downtown Kansas City, KU Medical Center, and shopping opportunities create an attractive residential environment. The City of Westwood is embracing an effort to increase vitality in the community with the development of Woodside Village. This \$65-million mixed use development, built through a public-private partnership, will expand the Woodside Racquet Club, add 3,500 square feet of new retail commercial space, and provide 330 new residential units. This development will create a new town center and main street for

Westwood near 47th Place and Rainbow Boulevard, an area that is already in redevelopment.

Retail and restaurant development projects have opened along the 47th Street corridor. With the addition of a Walmart store and Taco Republic along 47th Street, Westwood has increased its retail market.

Midwest Transplant Network Inc, on the east side of the city, has over 100 full-time employees, making it one of Westwood's largest employers. This company just completed a \$15-million expansion and renovation of their building and parking structure. Additionally, the University of Kansas Hospital Authority building in Westwood has completed renovations following their designation as a National Cancer Institute.

Westwood's community-oriented identity stems from being a walkable, intimate, urban neighborhood. With new development opportunities coming to the city, the City of Westwood expressed a need to complete a land use plan to articulate strategies for utilizing available land. The TAP considered five sites: Dennis Park, 5050 Rainbow Blvd. (Westwood Christian Church), Westwood View Elementary School, the Entercom property, and Westwood City Hall.



III. DESCRIPTION OF STUDY AREA

Dennis Park

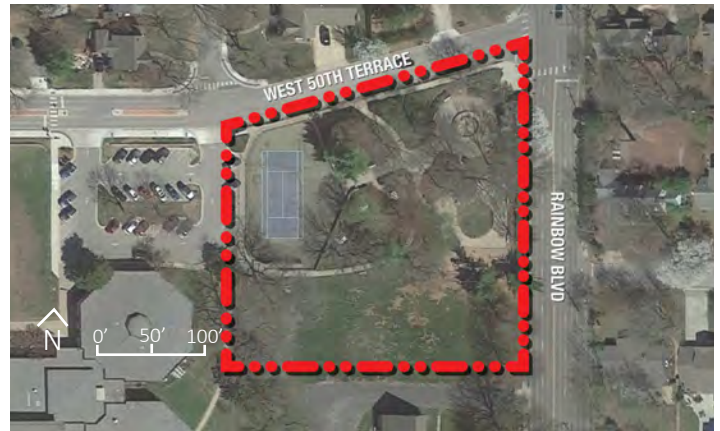
Dennis Park, at the corner of 50th Street and Rainbow Boulevard, is a one acre public park owned by the City of Westwood, initially developed in the mid 1970's. The City of Westwood entered into a contract with Indigo Design in March of 2013 for consulting services to develop alternative design improvement concepts for the city's park space. Two different concept designs explored a possible expansion of certain park elements onto the adjacent Westwood Christian Church Property to the south (addressed at 5050 Rainbow Boulevard). When these concept plans were developed, the City of Westwood did not own the adjacent property to the south.

5050 Rainbow Boulevard

The City of Westwood purchased the Westwood Christian Church property at 5050 Rainbow Boulevard adjacent to the park in April 2014. This lot is almost two acres in size with an 8,217 square foot church building with a 3,000 square foot unfinished basement. A full appraisal, as well as a Phase 1 Environmental Study, was conducted on the 5050 Rainbow Property prior to its purchase. (More information in Section V) The acquisition of the Westwood Christian Church property is valuable for park planning and economic development. Westwood has yet to articulate a vision for the 5050 Rainbow property but will be working on one henceforth. Westwood hopes to bolster the community's commitment to keep Westwood View School open for generations.

Westwood View Elementary School

The 5050 Rainbow Boulevard property and the Dennis Park Property are adjacent to Westwood View Elementary School. This Shawnee Mission School District elementary school serves five different cities: Westwood, Mission Woods, Westwood Hills, and parts of Fairway and Mission Hills. Due to declining enrollment figures in the District, there were rumors of potential closure of this (and other) schools in the recent past. However, the current superintendent of the Shawnee Mission School District has stated that there are no plans to close Westwood View Elementary School, and recent trends for infill development and density are driving the need for improved school facilities in northern Johnson County. In fact, improvements to the entry for security, and kitchen and cafeteria updates



Dennis Park



5050 Rainbow Boulevard



Westwood View Elementary School

are slated to be completed in the summer of 2015, with the approval of the district's last bond issue.

The City of Westwood's long term goal is to increase enrollment at Westwood View Elementary to ensure that the school remains a key and viable asset for the community. The elementary school is part of the Shawnee Mission School District and is an example of the truest form of sustainable education in a community-based, walkable urban setting.

Entercom Site

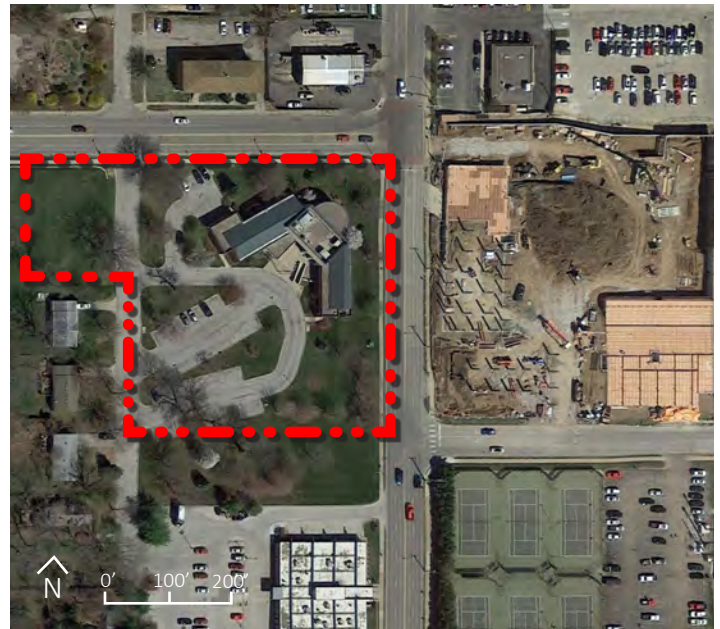
Northwest of Westwood View Elementary School are two Entercom Broadcasting Corporation transmission towers and their former 15,000+ square foot broadcast center building on about 8.5 acres of land, bounded by 50th Street, Belinder Road, and Booth Street. The facility is mostly vacant except for the two AM broadcasting stations. Entercom has recently announced plans to relocate the two stations, remove the broadcast towers, and redevelop the site. A developer has publicly announced that he has a contract to purchase the Entercom property, and plans to submit a proposal for a senior living facility in the near future. The broadcast towers and office building on the Entercom property are a legal non-conforming use on the property, which is zoned R-1, single-family development and uses.



Entercom Site

City Hall Site

The existing Westwood City Hall facility is located on the southwest corner of the intersection of West 47th Street and Rainbow Boulevard on about 2.41 acres of land. This one-story building includes space for the Police Department, City staff offices, a flexible room for conducting Municipal Court and City Council meetings, and community meeting rooms with a small kitchen. While the building in some ways addresses the primary intersection through its placement, its entry is oriented towards the parking area, and lacks a strong connection with West 47th Street or Rainbow Boulevard. A major redevelopment project, Woodside Village, is under construction across Rainbow Boulevard to the east, and is already transforming the appearance and visual character of this area.



City Hall Site

Site Visit: 5050 Rainbow Boulevard

The property housing the Westwood Christian Church includes some green space between the building and Dennis Park to the north. The church closed due to a decrease in its congregation. The church building is in good condition, but in need of some improvements. The basement of the building is large and unfinished. The building is not a historic landmark, but was purchased by the city because the price was reasonable, and perceived value is high. While purchasing the site, the city made no promise of preserving the church building, though the Mayor noted that a plaque or sign commemorating the church would be considered. The city purchased the land to preserve the opportunity for this important and highly visible corner to achieve its potential in supporting the Community's needs long-term. The interim Pastor at the time of the Church closing expressed a desire for the property to be used by the community.



5050 Site Boundary

Site Visit: Dennis Park

Dennis park is used by Westwood View Elementary School children, as witnessed on the Panel's site visit, even though the school has a fenced-in playground near the school building. The mayor expressed interest in relocating the playground away from Rainbow Boulevard to where the tennis court currently sits. There is not a fence separating the park from the busy Rainbow Boulevard to the east. The tennis court was built at the base of the slope with the intention that in the winter, ice melt could be caught on the tennis surface and used for an Ice Rink. Instead, the stormwater has damaged the tennis court's surface.



Fire Pit for adjoining Ice Rink



Storm Water Damaged to Tennis Court



Dennis Park Site Boundary

Site Visit: Westwood View Elementary School

Construction is underway to expand the kitchen and cafeteria area. The additions will allow for windows to let natural light into the cafeteria. Along with the expansion, the school is implementing security changes to control access into the building. These improvements illustrate the unlikelihood that Westwood View Elementary School will close in the near future. Panelists observed that the fenced-in play area, basketball court, and even a parking lot are well-used by the children and teachers.



Play Area



Westwood View Elementary Site Boundary

Site Visit: Entercom Site

The KMBC radio station moved to this location at the Corner of 50th Street and Belinder Road in 1933. The site currently includes a broadcasting center and two broadcasting towers, both of which have toppled over in the past, once in 1938 and once in 1941. The City of Westwood was incorporated in 1949 and this commercial property, which is currently zoned as R-1 single-family residential, was “grandfathered” into the city. The site has a special use permit, which allowed for the broadcast towers to be built. Entertainment Communications (Entercom) assumed control of the station in 1997. In May of 2014, the barbed wire fencing was removed from the site, satisfying the wishes of some of the neighboring residents. The towers have been updated to ensure they are structurally sound. As previously stated, a developer has publically announced a contract for purchase of this entire site, and has expressed a desire to provide senior housing.



Entercom Property Boundary

Site Visit: City Hall

The City Hall building is in fairly good condition, only needing minor maintenance. The facility houses City staff, a police station, a courthouse/council chambers, and community meeting space. The site is located across the street from the Woodside Village development, making it an optimal site for commercial or mixed-use development. Mayor Ye informed the panel that this building is owned by the City and is debt-free. There have been suggestions to consider exploring redevelopment opportunities for this facility in exchange for a newer City facility here or elsewhere in the community. A factor considered by the Panelists was the proximity of this site to the Woodside Village development located across the street. This new mixed-use development includes retail, dining, and other amenities within the heart of Westwood.



City Hall Site Boundary

IV. STAKEHOLDER INPUT

Background

Meeting with John Ye, the Mayor of Westwood, and Fred Sherman, Administrator for the City of Westwood, the panel discussed key issues concerning the community. Mayor Ye and Fred Sherman described the value of a tight knit community. They also described how revenue from the Sprint Corporation, formerly located in Westwood, once provided an economic base for the city. The property has since been transferred to the University of Kansas Medical Center, a non-profit which does not produce taxable income for the City.

The 5050 Rainbow site once housed the now closed Westwood Christian Church, which was recently purchased by the City. Adjacent to the north of property is Dennis Park, which was last refurbished in 1984. As previously described, the park is located between an elementary school that uses the park frequently and a busy street. The tennis court is prone to flood and has sustained damage from standing water.

Solidifying the school's long-term future in Westwood is the most critical issue for this project. The land that the school sits on was donated for the purpose of an educational institution. The school is an asset to the community as a walkable, urban school. The school is in need of remodeling or rebuilding, which would require an increase in enrollment to fund. Currently, Westwood View Elementary School is at 75% capacity.

Westwood View Elementary School

The 5050 Rainbow Boulevard property and the Dennis Park Property are adjacent to Westwood View Elementary School. This Shawnee Mission School District elementary school serves five different cities: Westwood, Mission Woods, Westwood Hills, and parts of Fairway and Mission Hills. Due to declining enrollment figures in the District, there were rumors of potential closure of this (and other) schools in the recent past. However, the current superintendent of the Shawnee Mission School District has stated that there are no plans to close Westwood View Elementary School, and recent trends for infill development and density are driving the need for improved school facilities in northern Johnson County. In fact, improvements to the entry for security, and kitchen and cafeteria updates are slated to be completed in the summer of 2015, with the approval of the district's last bond issue.

STAKEHOLDERS

John Ye

Mayor of Westwood

Fred Sherman

Admin, City of Westwood

Dr. Jim Henson

SMMSD Superintendent

Blair Tanner

Woodside Village Project

Scott Bingham

47th St. & Mission Road
Committee Chair

Jeff Wright

KU Med Center/
University of Kansas
Hospital Authority

William Crandall

Option to purchase
Entercom property

Doug Pickert

Indigo Design, Inc.
Dennis Park Planner

Sarah Page

Westwood City Council
Member

John Sullivan

Westwood Public Works
Director

Chris Ross

Westwood Planning
Commission Member

Christopher Leitch

Community Relations
Coordinator- JoCo Library

Cliff Middleton

Planning & Development
Management- JoCo Parks &
Rec

Jeff Scott

Deputy-Fire Dist.#2

Bill Plant

Westwood Resident; Former
Westwood City Council
Member

The City of Westwood's long term goal is to increase enrollment at Westwood View Elementary to ensure that the school remains a key and viable asset for the community. The elementary school is part of the Shawnee Mission School District and is an example of the truest form of sustainable education in a community-based, walkable urban setting.

Future Development Opportunities

William Crandall currently has an offer to purchase the Entercom site. Crandall's redevelopment plan for the site includes an assisted living center, which is not compliant with current zoning ordinances of R-1 single-family residential. Crandall told the panel that his development could be accomplished with transitional zoning, citing the Woodside development across the street as an example.

Blair Tanner owns Woodside Health and Tennis Village across the street from Westwood City Hall, as well as other successful properties in the Plaza and Westport districts. Tanner described his vision for the Woodside Health and Tennis Village as an urban core that connects to the community. Tanner has worked to make the community more walkable by adding sidewalks, trails, and lighting. Tanner initially faced opposition from the community when presenting his vision, but has worked to educate the community of the project's value through a public involvement strategy.

Tanner indicated that Crandall had mentioned infill development as an approach for the Entercom site. Though the density is still in question, the use would be single-family residences.

The panel also spoke with Jeff Wright of The University of Kansas Medical Center about their increasing role in the community. The nearby medical center has 720 employees and thousands of patients that interact with the City of Westwood and the urgent care facility is located within the City of Westwood. He described employees that live in the city as feeling excited about the Woodside development and its potential to help with recruiting. Wright felt the appeal of Westwood is its urban characteristics and proximity to Kansas City, without being immediately adjacent to KU Medical Center. Wright emphasized that they would like to see more areas that could accommodate hospital staff.

Bill Plant, a resident of the City of Westwood since 1965, described the community as unique and desirable due to its setting within a metropolitan area. For the Entercom Site, Plant suggested infill with single family residential homes.

Future Community Amenity Opportunities

The panel discussed the location and specifics of Dennis Park with Doug Pickert of Indigo Design, the landscape architecture firm in charge of redeveloping the City of Westwood Park Master Plan. The biggest concerns with Dennis Park are the limited size and proximity to Rainbow Boulevard. The panel discussed different possibilities with Pickert for potential park sites, including the school and City Hall. Pickert discussed the possibility of using some of the land from the 5050 Rainbow Boulevard property to expand the park. The Johnson County Parks and Recreation Department has a desire for open space.

Sarah Page, Council Member of the City of Westwood, advocated for more green space, walking trails, and sports field, which are all limited in northeast Johnson County. Page considered moving the park property to the Entercom site to would allow for more trails and enhance the walkability of the city. Page also discussed the opportunity to combine both school and civic properties into one facility, which she felt would foster a synergistic partnership between the city and school district. Page expressed that a park could invite more young families to the area. Dennis Park in its current location, will always be near a busy street, which the panel felt was not ideal.

Chris Ross, Planning Commission member of the City of Westwood, described the community as walkable, close knit, unique and the school will continue to be a key component of development plans. Ross suggested the idea of converting the Entercom Site into an 8 acre park and moving the high density development to another site. Ross indicated that Dennis park has been a gathering space for the community, but lacks sufficient amenities to invite users beyond elementary school aged children.

John Sullivan, the Public Works Director of Westwood, described a need for amenities that invite the demographic that the community is trying to attract (i.e. sports fields and open space).

The stakeholder interviews indicated that only a small percentage of the community uses the park. The panel speculated that Rainbow Boulevard is separating the park from the rest of the community. The panel learned that the city council is considering creating trail systems to better connect the area, and is considering forming partnerships with the Johnson County Library and the 5050 Rainbow site. The panel felt the stakeholder interviews cited sustaining and attracting new residents as a key goal for the redevelopment of the 5050 Rainbow site.

Jeff Scott, the Fire Chief of Johnson County Consolidated Fire District No. 2, described the needs for the area. There

are three fire stations within the district. Because these stations are so spread out, the response time has been a concern. The Chief asked the panel to consider the church site for a new fire station, which would cut the distance between each station substantially, and improve response times.

The panel met with Cliff Middleton, of the Planning & Development Management for Johnson County Parks & Recreation. He spoke about Map 2020, a plan that was developed 15 years ago, but has not been updated. According to Middleton, a large part of the plan discussed recreation centers and large parks in Johnson County. He informed the panel that most of their funds have been dedicated to larger parks, or parks along the streamway. He expressed an interest in partnering with the city to acquire land or create a pocket park, but maintenance would have to be the responsibility of the City.

Christopher Leitch spoke on behalf of Johnson County Library. Leitch wanted to make the library accessible for more people, by placing them near areas where people are already going. The most used libraries are near mixed-use and high traffic areas. Leitch stated the trend that library development often follows population growth. The Johnson County Library has started providing non-conventional services such as a locker system, e-services, and new partnerships to attract users. Leitch stated that the library could be interested in integrating a cafe into a new facility, assuming the density of the area would support such a business.

V. MARKET OVERVIEW

5050 Rainbow Boulevard (5 minute driving radius)

Population at a Glance

The population within a five minute radius of the 5050 Rainbow Boulevard site is about 32,346. There are 16,322 homes with 7,117 families, which average 2.8 people per household. Within this five mile radius, 82% of the residents are of white ethnicity. The next highest percentage is 13.2% are of Hispanic origin. In terms of age, the largest group of the population, at 21.9%, are between the ages of 25 and 34. As of 2010, 55.7% of households are owner occupied, leaving 44.3% renter occupied.

(For more information, refer to the charts on the right)

Industry Summary

Based on a five minute driving radius to the 5050 Rainbow Boulevard site, there are two prominent industries in Westwood; retail trade and food and drink. Retail and trade sales were \$334,334,059 last year, while food and drink sales were \$121,890,015. There are 253 retail and trade businesses and 86 food and drink businesses. The demand for the retail trade businesses is \$486,513,417 leaving a retail gap of \$152,179,358. The demand for food and drink businesses is \$60,137,840, thus there is a retail surplus of \$61,752,175.

Employment

Within a five minute driving radius of 5050 Rainbow Boulevard, there are 18,645 employees. 74.5% have white collar occupations including management, professional services, sales, and administrative support; 15.9% are service occupations; and only 9.5% have blue collar jobs such as farming, construction, installation, production, and transportation. The leading occupation is professional services. The population considered in these statistics are 16 years or older.

Tapestry Segmentation

ESRI created a marketing segmentation system 30 years ago. There are 67 classification used to categorize U.S. neighborhoods based on their socioeconomic status and demographic composition. Based on the ESRI data, the City of Westwood is classified as, 'In Style' and 'Urban Chic'.

2014 Summary Demographics

Population	32,346
Households	16,322
Families	7,117
Family Size	2.8

Based on ESRI Information

2014 Population By Age

0-4	5.1%
5-9	4.9%
10-14	4.6%
15-24	12.4%
25-34	21.9%
35-44	12.6%
45-54	12.3%
55-64	12.6%
65-74	7.8%
75-84	3.9%
85+	1.9%
18+	82.8%

Based on ESRI Information

2014 Population By Race/Ethnicity

White Alone	82%
Black Alone	5.2%
American Indian Alone	0.4%
Asian Alone	4.1%
Pacific Islander Alone	0.1%
Some Other Race Alone	5.6%
Two or More Races	2.6%
Hispanic Origin	13.2%
Diversity Index	45

Based on ESRI Information

In Style

'In Style' means that the citizens support an urban lifestyle which includes arts, travel, and mixed use communities. The population is slightly older, and may be planning their retirement. Residents are usually professional couples or single households with or without children, averaging a household size of 2.33. Some of the socioeconomic traits of this kind of community include:

- Low unemployment rate of 5.6%
- Median household income of \$65,600
- Connected and knowledgeable
- Attentive to price

Urban Chic

The other category that Westwood falls into is 'Urban Chic'. Residents of this type of lifestyle are sophisticated. Half of the households are occupied by married-couple families, leaving 30% occupied by singles. The average household size is 2.37 and median age of 42.6. The median income is around \$98,000. Some of the socioeconomic traits of this kind of community include:

- Well educated (<60% of residents have a bachelor's degree or higher)
- Very low unemployment rate of 5%
- Residents are employed in white collar occupations
- Residents live a green lifestyle
- Residents live an active lifestyle

VI. PANEL RECOMMENDATIONS

DESIGN PROCESS

After listening to issues and concerns from the stakeholders, the panel discussed recommendations for the various sites. Summarizing the input from the stakeholders, the main issues the panel took into consideration were:

- *The elementary school is a vital part of the neighborhood, but has facility challenges.*
- *Dennis Park, while well loved by all, is in need of updating to be ADA compliant, a redesign for better use of the tennis court/ice rink, more field space, and may not be located in the safest location due to the adjacent busy road.*
- *With the loss of Sprint's property tax, there is a need for intelligent planning to increase the sales and property tax base.*

The panel agreed that the best way to help the community create certainty about their identity would be to establish an overall goal to attract more young families and to keep this in mind when creating alternatives for the community.

While brainstorming design aspects, the panel opted to look at the three sites together rather than separately, enabling potential future land swaps. Many options were considered while the Panel brainstormed. The final two designs were centered on what the Panel found most important, the school, housing and park space.



ULI Panelists working on concept drawings.

LEAD WITH SCHOOL

This concept focuses on Westwood Elementary School. As illustrated in the Concept Drawing below, the plan is to have the school on the Entercom Site with: three new and improved designated play areas; a large green space along the east side of the site; potential basketball court along 50th Street; and a site with ample parking. The original school site combined with Dennis Park and the 5050 property would all be converted to high quality housing necessary to attract young families, which is largely absent in Westwood. Therefore, a change in the zoning law would need to be in place to accommodate modern housing. For this plan to be feasible, action is required by the school district. The proposed green spaces would be shared by the community and the school, as it would be a replacement for Dennis Park and an increase in total playground and green space.

Benefits:

- *Optimal site for school*
- *Redefining high quality efficient housing that will attract new families with young kids*
- *Guarantees the school remains by removing uncertainty in neighborhood whose primary asset is a walkable community*

Challenges:

Timing:

- *While the economy is strong, this initiative needs to be pursued immediately*
- *While the housing market is strong and single family home buyers can get financing*
- *While the school superintendent is a champion and in a leadership role at the school district*



Lead With School Concept Drawing

LEAD WITH HOUSING

This concept emphasizes housing to bolster and grow the student population while supporting further investment in revitalizing and /or replacing the school facility. This strategy not only supports increased school enrollment, it also provides an expanded range of high-quality housing choices available to new and existing residents of Westwood. The Entercom property is envisioned as a mix of attached and detached single family housing and town-homes. Current zoning would only allow 28 new units of single family housing, which is not enough to significantly increase enrollment, leaving the school's future in uncertain terms. Rezoning in the near term would allow for a minimum of 14 single family homes to continue in the established character, while also providing smaller, high quality owner occupied homes that appeals to a broader demographic. It is necessary to maintain ownership of the church to accommodate the school's new location. The new school site would include an even more secure and larger playground and potentially a civic complex, which would further increase safety.

The School site, Dennis Park, and the 5050 site would be used to house a new school building facing Rainbow Boulevard with the play areas located within the center

of development. By moving the play areas to the inside, access to the busy street by children is limited. Bringing the school's public front to Rainbow makes it a visible key feature in the community. An open play field takes the place of Dennis Park as a community amenity to the west of the site. The panel also felt there is an opportunity to design a new City Hall building and Police headquarters. This frees up the current City Hall site for mixed-use development.

Benefits:

- Increase in property taxes
- Elimination of commercial building and signal tower located within the residential neighborhood
- New elementary school with option for City Hall/ Police, new field, shared playground
- Possible on-site phasing

Challenges:

- Getting control of the site from Entercom
- Rezoning the property in a timely manner
- Selecting a developer willing to execute the city's vision



Lead With Housing Concept Drawing

CITY HALL REDEVELOPMENT

The city's most valuable asset is the land upon which the aging City Hall sits. Built in 1993, it would require substantial capital outlay to modernize and fix the deferred maintenance. With the loss of Sprint property taxes with the new institutional use, the City needs to find new ways to increase tax revenues. This site, at the edge of the City limits, is prime for redevelopment into a commercial property.

This site could be considered with or without a new City Hall as part of a mixed-use development. The city could explore a public-private partnership to make the site available for new mixed-use development with City Hall as an anchor within the new facility. Or City Hall could be relocated to a different site (as indicated in the "Lead With Housing" concept) if enough value is created from new development opportunities. By exploring this new redevelopment opportunity, the City could realize additional property tax and sales tax revenues coupled with as a newer and more energy-efficient facility. Either approach could compliment the new Woodside development across Rainbow to the east.

The concept to the right indicates incorporating City Hall into a new mixed-use development, with new retail uses on the ground floor of the building and housing/office space above. This site is across from the Woodside Village development and along a main arterial road making it a desirable place to live within the heart of Westwood. There is also a proposed parking lot addition on the green space located west of the current police station.

Benefits:

- Most appropriate for commercial development
- Consistent with existing land use
- Approximately \$2 M sale proceeds
- \$100,000 in property tax (annually)
- \$80,000 in sales tax (annually)

Challenges:

- Selecting a developer to carry out the city's vision
- Timing and coordination with City Hall



City Hall Redevelopment Concept Drawing

VII. ACTION PLAN

The core driver to achieve the community's vision is to ensure future viability of the school. To accomplish this goal, the City of Westwood needs to:

- *Increase housing choices that appeal to young families to boost enrollment.*
- *Increase and improve park space. Additional usable park space will attract young families.*
- *Increase tax base by facilitating development in appropriate locations. In order to produce additional revenue, land that is owned by the City of Westwood should be considered for redevelopment as a public-private partnership.*
- *Get contractual control of the Entercom site. Use the RFP process to select an assignable developer of choice*
- *Keep community involved to ensure public participation in future development*
- *Start now while the economy is strong and the community has the current superintendent's support!*