

Anchor Institutions in Local Communities

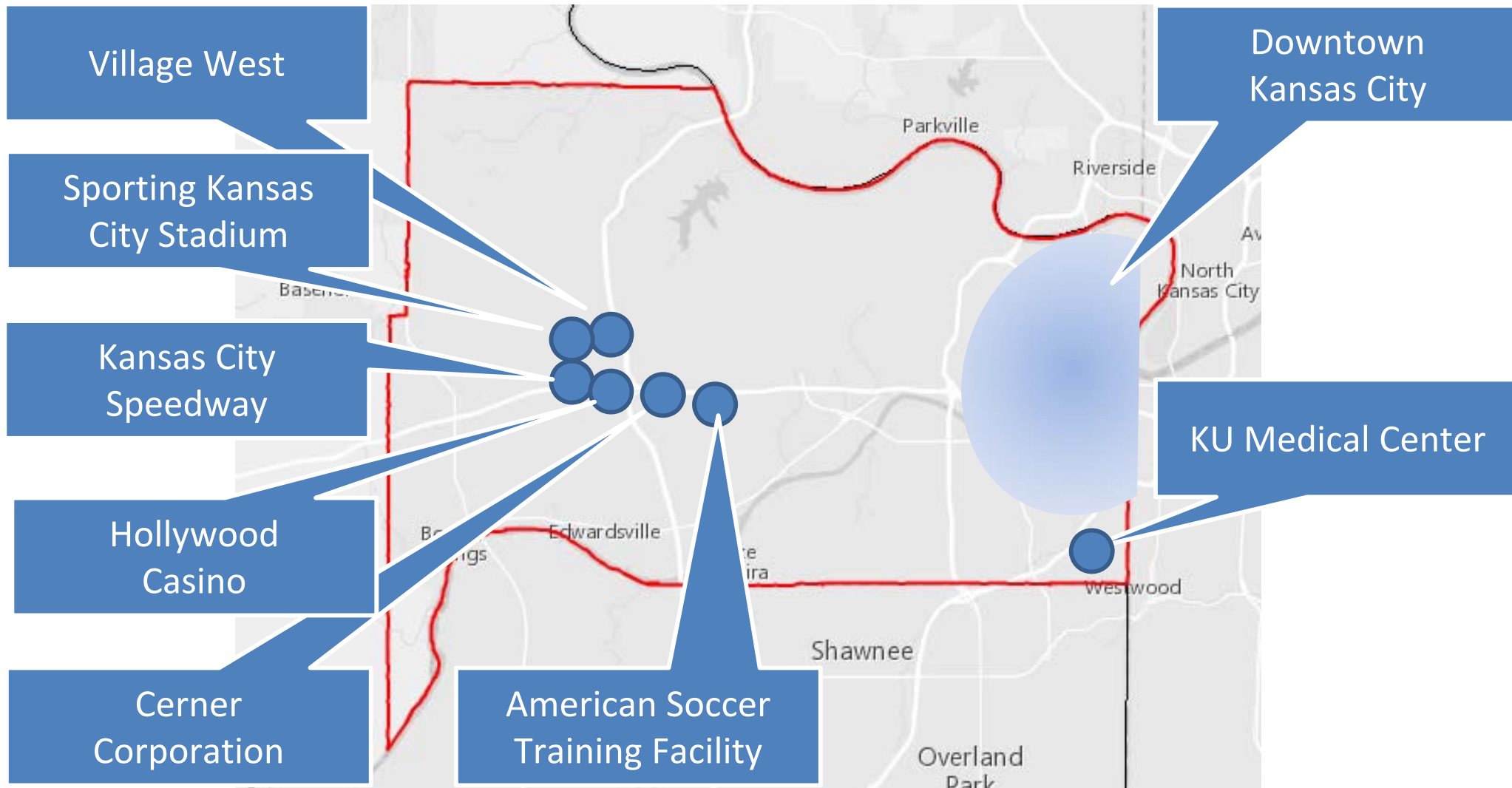
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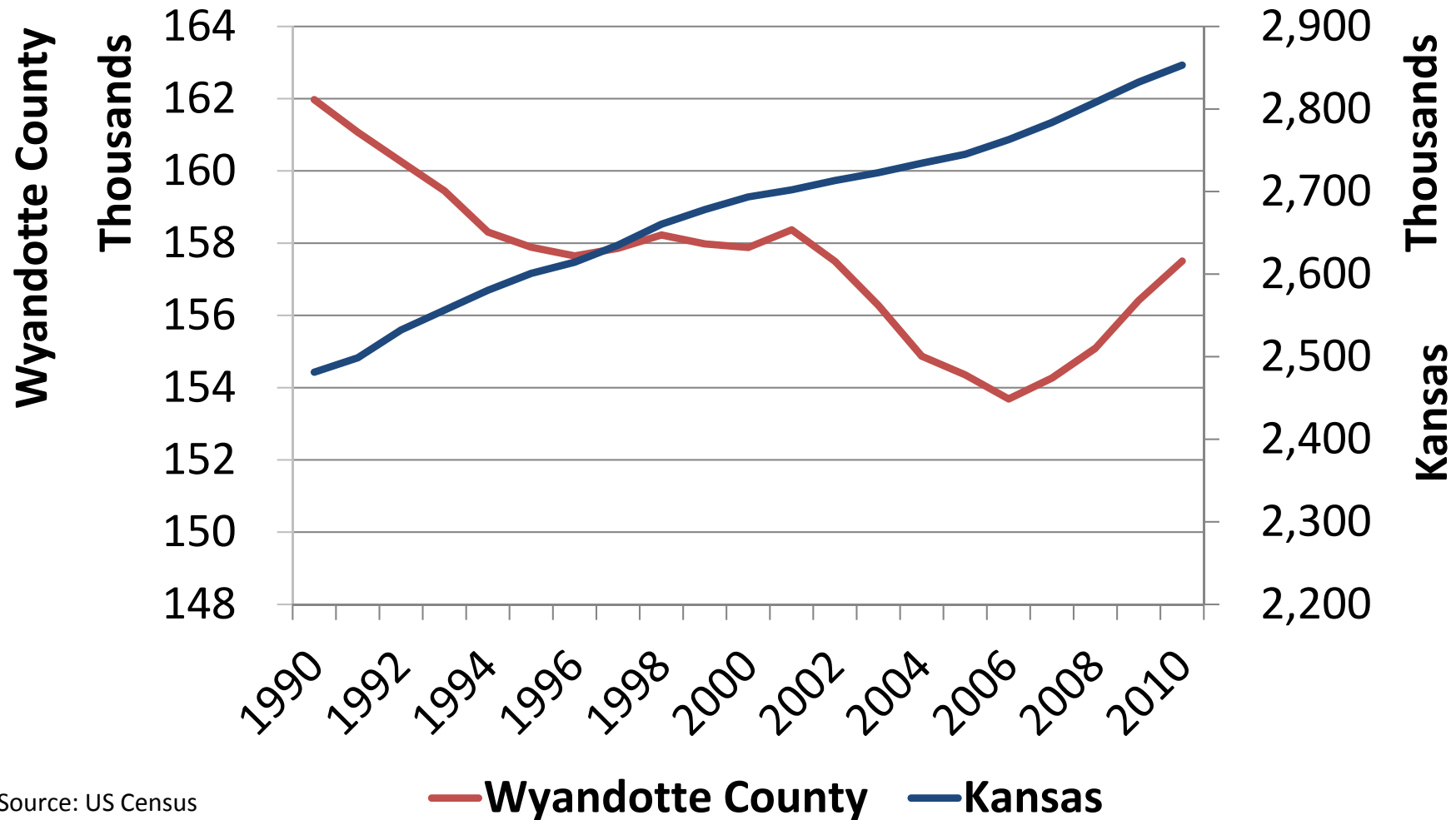
Kansas City, KS: Using health-related anchors to catalyze neighborhood and downtown development efforts

Development efforts concentrated on the west side of the County.



Recent population growth after long-term losses.

Population Changes, 1990-2010



Source: US Census

Stable job base & growing demand for skilled workers.

76,154
jobs in
Wyandotte
County

THE UNIVERSITY
OF KANSAS HOSPITAL



Cerner



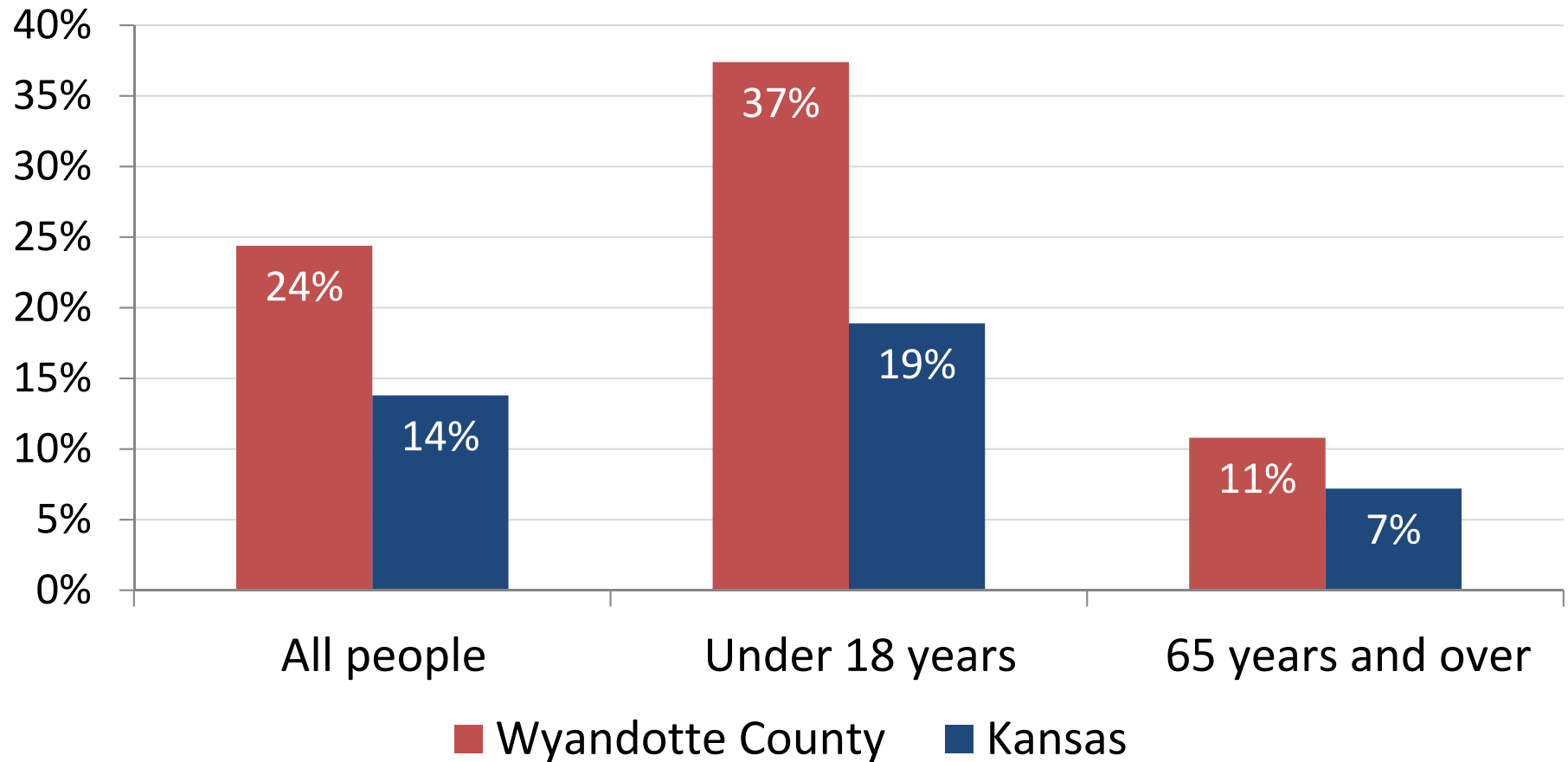
General Motors



Source: US Census, On the Map, 2011

Persistent high-poverty, especially among children.

Poverty Rate, 2012



Source: US Census

Wyandotte County ranked last in Kansas in overall health in 2009.

Top Quartile	
<i>Rank</i>	<i>County</i>
1.	Grove
2.	Sheridan
3.	Johnson

Bottom Quartile	
<i>Rank</i>	<i>County</i>
103.	Labette
104.	Montgomery
105.	Wyandotte

Source: Kansas Health Institute

UG Response: Healthy Community Steering Committee.

KEY GOALS

Communication

Coordination

Culture Change



HEALTHY COMMUNITIES
WYANDOTTE



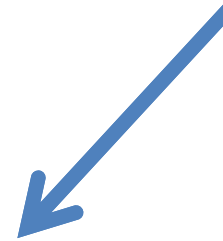
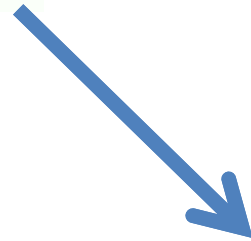
University of Kansas Hospital Kansas University Medical Center

University of Kansas Hospital



- In 1998 the University of Kansas Hospital became an independent hospital authority.
 - No longer received state funding
 - No longer part of the KU School of Medicine
- Achievements of the University of Kansas Hospital:
 - Level 1 Trauma Center – 2000
 - Magnet Accreditation – 2006
 - National Cancer Institute designation – 2012
 - US News and World Report Top 50 designation - 2013

Unified Government/KU Campus Intersection



HEALTHY COMMUNITIES
WYANDOTTE

Unified Government/KU Campus Intersection

- The leadership of the Hospital and School of Medicine embraced the challenge of improving community health in Wyandotte County.
 - A sense of community responsibility was conveyed throughout the campus.
- Access to faculty, research activities, students dramatically increased.

KU Campus Area Development

- The growth of the University of Kansas Hospital and the KU School of Medicine spurred the development of a commercial/retail district called 39Rainbow.



- 87,000+ SF of Multi-care/medical office space
- Hotel, restaurants, and retail

KU Campus Development Activities

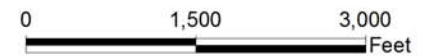
- The KU Endowment continued to expand the footprint of the campus through land purchase.
- University of Kansas Hospital has been building additional hospital beds, surgery suites, and outpatient services.
- KU School of Medicine has constructed new educational buildings.
- This expansion puts pressure on the Unified Government to provide adequate infrastructure.

Rosedale Master Plan

- The Unified Government approached the KU leadership about entering into a joint planning process for the area in and around the campus.
- Partnership for funding the plan:
 - University of Kansas Hospital
 - Kansas City Area Transportation Authority
 - Kansas City Board of Public Utilities
 - Argentine Neighborhood Development Assn.
 - Rosedale Development Assn.



- KU Hospital Authority
- KUMC
- KU Endowment
- KU Research Insitute



Rosedale Master Plan

- The main goals for the project are:
 - Create a University Town feel
 - Identify and Incorporate KU Campus needs
 - Comprehensive traffic analysis
 - Needs Assessment: housing, business, amenities
 - Economic Sustainability: Long-term vs. length of tax abatement
 - Neighborhood Meetings
 - Analysis of design guidelines from existing Rosedale Plan

Downtown Healthy Campus Plan

Mayor Holland envisions catalytic downtown healthy campus.



The Healthy Campus is an anchor to revitalize western downtown.



Image: Gould Evans

Local planning firm hired to develop a healthier KCK roadmap.

- Local Firm: Gould Evans
- Planning process was funded by local organizations.
- 6 month assignment with community engagement



The Campus would include a new community recreation center.

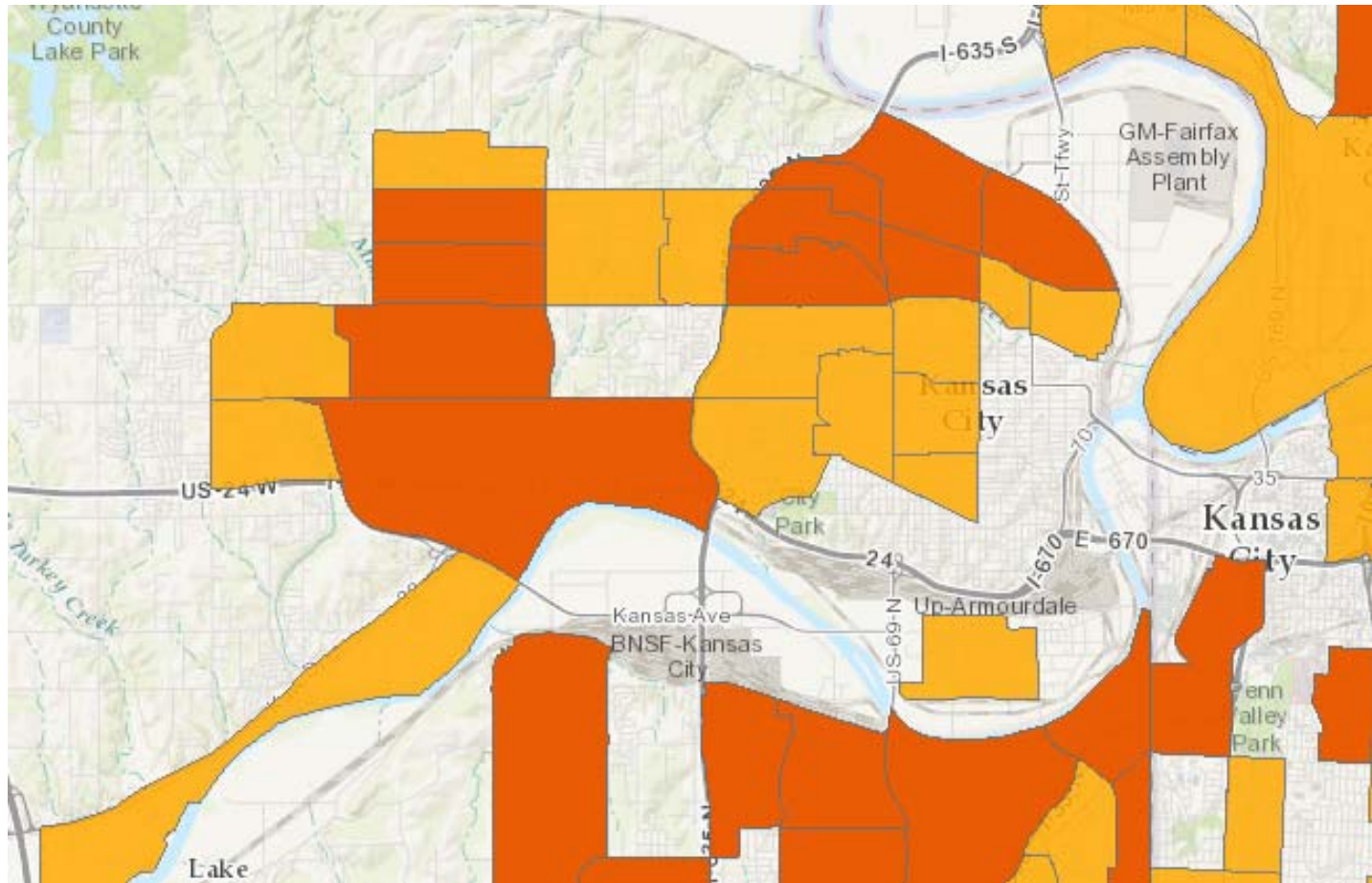


Current YMCA building cannot meet program goals.



Proposed new community center would include an auditorium.

Grocery store to provide access to fresh foods near downtown.



Residents live more than 1/2 mile from a grocery store

Residents live more than 1 mile from a grocery store

Source: USDA Economic Research Service

The Healthy Campus would include recreation, housing, retail, and complete streets.



Images: Gould Evans

Campus development is driven by a number of goals.

Become a national model of healthy living

Create a world-class downtown in Kansas City

Improve resident health through access to new Community Center and recreational spaces

Increase access to healthy foods downtown

Attract new residents and businesses to Healthy Campus and downtown areas

Serve as a catalytic development anchor at the western edge of downtown

NRN helped assess options for implementation project manager.

	Unified Government Employee	Unified Government Contractor/ Consultant	Master Developer
Benefits	<ul style="list-style-type: none"> High degree of City control Potentially lower cost Full-time dedicated staff 	<ul style="list-style-type: none"> Defined length of engagement Experienced with similar projects Higher skilled pool of applicants 	<ul style="list-style-type: none"> Experienced with similar projects Higher skilled pool of applicants
Challenges	<ul style="list-style-type: none"> Attracting and hiring experienced individual 	<ul style="list-style-type: none"> Cost premium 	<ul style="list-style-type: none"> Potentially requires partnership structure Limited financial upside for developer

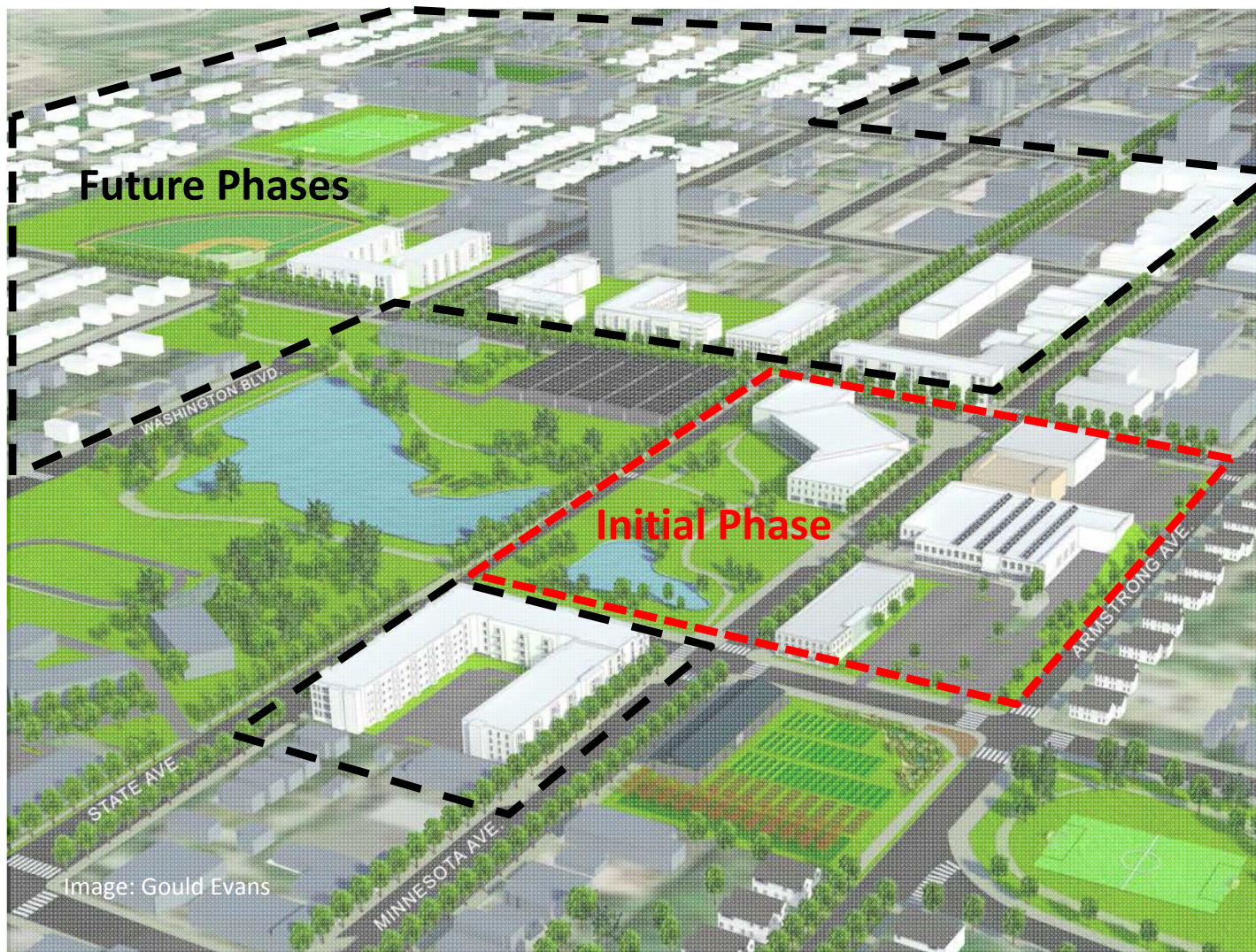
The Unified Government solicited proposals for project manager.

- **6 proposals** received from local firms
- Serving as non-voting member of review committee
- Providing feedback
- Attending interviews

EVALUATION FACTORS

- Through understanding of the goals for the Healthy Campus, demonstrated through the overall approach and work plan
- A proven track record of managing and delivering similar projects
- Demonstrated ability to make rapid decisions in a complex environment.
- The relevant Experience of proposed team member(s) and their dedicated availability to the project
- Reference
- Overall value of the proposal as determined by the UG, including cost and quality/quantity of the services provided.

The implementation work focused on a first phase of development.



Initial Phase:

- Community Center
- Grocery Store
- Some Infrastructure Improvements

Future Phases:

- Additional Infrastructure Improvements
- New Open Space/Recreation Areas
- Mixed-use Infill

Goals for completion of NRR engagement:

*A “big step forward” in the implementation
of the Healthy Camus Plan*

- Hire Project Manager that will take the reins in continuing plan implementation.
- Provide “roadmap” of key next steps (milestones and metrics) that will guide the dedicated Project Manager in continuing to implement.
- Provide strategies for engaging private sector, including a funding strategy.

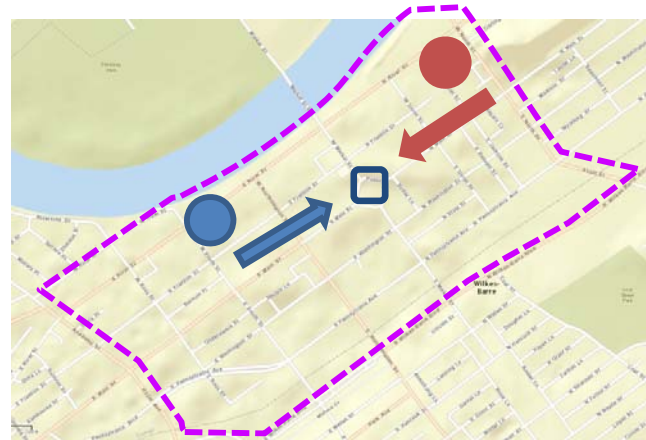


Wilkes-Barre, PA: Local colleges reinvest in Downtown



Image: Gould Evans

Local colleges have realized that all boats rise (or sink) together.



Downtown Wilkes-Barre



- 2,200 undergraduate & 3,500 graduate students
- Known for engineering, teaching and entrepreneurship programs
- 1,750 undergraduate students
- Known for business, nursing, and therapy programs
- Wilkes University named its 6th President, Dr. Leahy in 2005 and King's College named Reverend Ryan as its 9th College President in 2011
- Strong commitment by college leadership to the future of Downtown and willingness to coordinate.
- Public Square could become the "Downtown Quad" for the schools as they continue moving inwards to the City center.
- Both schools are actively buying available properties within campus boundaries to improve the physical image and safety of their campus.

Wilkes-Barre, with the colleges, has pursued a core-centric economic development strategy.



#1 Priority: Vibrant Downtown

Create a diverse and active downtown with programming, unique retail experiences and restaurants.

Increase downtown jobs.

Encourage residential development in downtown.

Strengthen downtown business climate.



Stakeholders

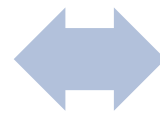
Diamond City Partnership

King's College

Wilkes University

Downtown Business Association

City Government



Current Activities

Branding & Image

Place-making: Physical Improvements

Visitor Attraction

Supporting new development through permitting approvals

NRN Team is helping to craft a funding strategy for the revitalization of the Public Square.

General Fund/Bond



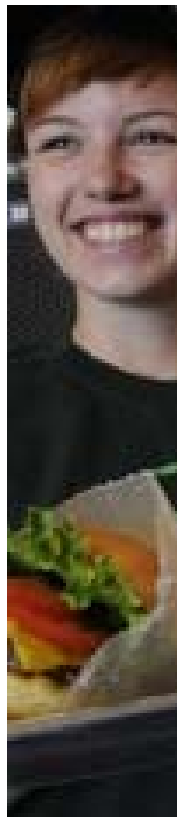
Special Levy



BID Charge /Bond



Food & Beverage



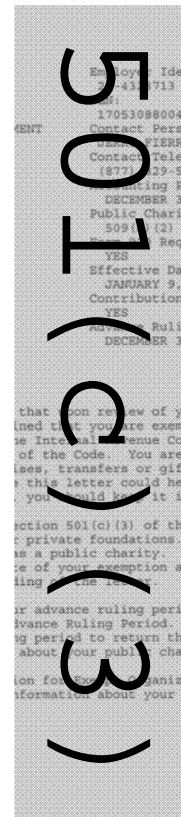
Events & Promotions



Parking Fees/Bond



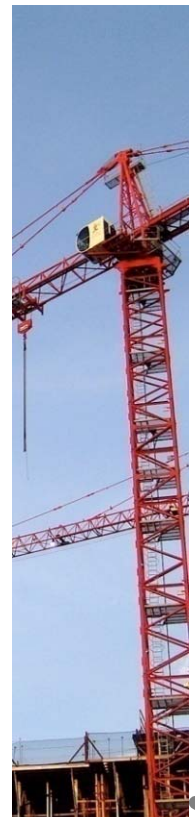
Philanthropy



Corporate Sponsorship



Real Estate Proceeds



Public

Earned Income

Private

Questions?

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