

# **Strategy for the West End Building and Property and Other City Facilities**

Modified on March 29, 2011, by decision of the Council

The following City Council Strategy includes four basic guiding principles and respective implementation tasks. These tasks are not intended to be exhaustive or all-inclusive.

## **Guiding Principle #1**

*Overall, provide safe, adequate and sustainable public facilities that reflect the needs and quality of life of the community and are sound and lasting investments for Lake Oswego citizens.*

- ✓ Site, fund, design and build a separate Police/911/Municipal Court facility and a new South Shore Fire Station, and improve the Maintenance Services Facility.
- ✓ Address the underlying health and safety problems with City Hall – perform an updated financial analysis to determine the cost benefit to replace or repair the building.
- ✓ Provide additional library services for the community.
- ✓ Provide new civic services in the Lake Grove area that are consistent with the Lake Grove Village Plan.
- ✓ Develop a Facilities Asset Management Plan that will provide a long term strategy for preventative and capital maintenance of City facilities.

## **Guiding Principle #2**

*Forego the idea of a City government-initiated community center at the West End Building.*

- ✓ Obtain financing for the West End Building that would include principle and interest payments for a term not to exceed 10 years (no pre-payment penalty after three years or less to be arranged). This would move the City from a line of credit to a more standard commercial lending agreement. This should be accomplished before July 1, 2011. This strategy would give the City the best flexibility for future use or disposition of the property while reducing the debt on the property.
- ✓ Maximize the use of the West End Building and property in the near-term. This includes leasing, selling or partnering, if fiscally prudent, the building.
- ✓ Develop a concept and utilization plan for future redevelopment of the West End property and other underdeveloped properties in the Boones Ferry/Kruse Way area.

## **Guiding Principle #3**

*The Strategy must be financially feasible – one that will maintain the City's financial strength and stability with an eye toward the short term balanced with the long term*

- ✓ For each facility included in this Strategy, explore all opportunities for financing including the use of LORA funds for projects in the redevelopment district, leasing and/or cost-sharing options through public/private partnerships, General Obligation bonds, endowment and other dedicated funds, the City's general funds, and possible capital campaign funds.

#### **Guiding Principle #4**

*Given the complexity of City facility issues and needs, and their associated costs, develop an overall implementation plan that is long term in nature. This plan includes implementation tasks in the following priority:*

##### Immediate

- ✓ Refinance the West End Building by July 2011.

##### Short Term

- ✓ Maximize the use of the West End Building and property in the near-term. This includes leasing, selling or partnering, if fiscally prudent, the building.
- ✓ Develop a concept plan for future redevelopment of the West End property and other underdeveloped properties in the Boones Ferry/Kruse Way area.
- ✓ Site, fund, design and build a separate Police/911/Municipal Court facility and a new South Shore Fire Station, and improve the Maintenance Services Facility Site. Explore the possibility of placing a GO Bond measure on the November 2011 ballot to fund public safety building for Police, LOCOM and Municipal Court and the expansion of the South Shore Fire Station. A portion of the WEB property should be considered for the site of the new public safety facility.

##### Medium Term

- ✓ Address the underlying health and safety problems with City Hall – perform an updated financial analysis to determine the cost benefit to replace or repair the building.
- ✓ Provide additional library services for the community.
- ✓ Provide new civic services in the Lake Grove area that are consistent with the Lake Grove Village Plan.

##### Ongoing

- ✓ Develop a Facilities Asset Management Plan that will provide a long term strategy for preventative and capital maintenance of City facilities.