



MEMORANDUM

TO: Shanna Murphy, Community Development Planner, Cambria County Planning Commission (CCPC)

FROM: Eden Zenisek, SGC, Director of Operations + Practice

CC: Jeff Raykes, SGC, Managing Principal, Mark Lazzari, CCPC.

DATE: April 30, 2026

SUBJECT: West Hills Region Comprehensive Plan
Steering Committee Meeting #3 Summary

A *hybrid* meeting of the Comprehensive Plan Steering Committee was held at the Lower Yoder Township Municipal Building on April 23, 2026 from 5:00 PM to 7:00 PM. Please see below for a meeting summary.

The following items related to the steering committee meeting are included here as exhibits:

- Meeting Summary (Exhibit 1)
- Meeting Attendance (Exhibit 2)
- Presentation (Exhibit 3)
- Meeting Photos (Exhibit 4)
- Themes Gallery Walk (Exhibit 5)

Please share with the Steering Committee. If you have any questions on these documents or the project in general, please feel free to contact me at eden@stuartgroup.org.

West Hills Comprehensive Plan Update

Steering Committee Kickoff Meeting Agenda

April 23, 2026 at 5:00 PM

Hybrid Meeting

- **In-person location:** Lower Yoder Township Municipal Building (128 J St, Johnstown, PA 15906)
- **Google Meet link:** <https://meet.google.com/jvf-xjzr-jkw>
- Or dial: (US) +1 316-789-6512 PIN: 687 072 669#


Meeting Objectives:

1. Understand the comprehensive plan framework
2. Discuss plan vision statement
3. Review plan focus areas and goals
4. Set expectations for next phase

Meeting Agenda:

- Welcome + Orientation
- Project Team Updates
 - Project remains on schedule and on budget, with strong momentum and stakeholder engagement.
 - Review of project structure:
 - Multi-municipality effort involving elected officials, planning commissions, and Steering Committee
 - Steering Committee serves as key link to the public
 - Existing Plan Review (13):
 - Nearly half are over 20 years old and outdated
 - Opportunity to better align local plans with regional efforts (e.g., Alleghenies Ahead, Connecting Cambria)
 - Priority goal reaffirmed: *Strengthening collaboration and shared capacity across municipalities remains the top priority*
- Listen + Analyze Phase Updates
 - Community Survey:
 - 740 total responses, indicating strong participation.
 - Respondents were largely long-term residents (over 20 years) and age 35+.
 - Key findings:
 - High satisfaction with safety, quality of life, and parks/recreation

- Strong perception that the area is a good place to raise a family
 - Major challenges:
 - Lack of shopping (especially grocery access)
 - Aging infrastructure and blight
 - Limited amenities for youth
 - Top priorities identified:
 - Property maintenance/blight reduction
 - Supporting existing businesses and attracting new ones
 - Redevelopment of key sites (e.g., Westwood Plaza)
 - Strong, broad support for: m multi-municipal collaboration and shared services (public safety, public works, and recreation)
 - Survey confirms:
 - Strong community foundation with clear, unified priorities
 - Significant shift toward support for regional collaboration
 - Focus Groups:
 - 9 focus groups conducted (~30 participants total), including government, business, and community organizations.
 - Key themes identified:
 - Need to work together regionally and build shared services culture
 - Importance of defining a clear “West Hills identity/story”
 - Focus on neighborhood reinvestment and housing stability
 - Additional insights:
 - Need to address aging housing stock and blight risks
 - Importance of improving access to daily needs (e.g., grocery stores)
 - Desire for better connectivity and mobility (sidewalks, bike access, transit)
 - Recognition of parks and natural assets as major strengths
 - Consensus that findings align with survey results and reinforce shared priorities
 - Existing Plan Review - Outdated planning documents across municipalities, lack of alignment between local and regional strategies
 - Opportunity to modernize planning tools/documents and align policies with shared regional vision and goals
 - Build Phase
 - Overview of plan development approach: Data collection → analysis → themes → goals → strategies → actions

- Introduction of five preliminary themes:
 - Character
 - Community
 - Commerce
 - Connections
 - Capacity
 - *Discussed “communications” as a potential sixth*
 - **ACTIVITY:** “gallery walk” allowed Steering Committee to provide feedback on themes and identify gaps, refinements, and opportunities for strengthening
 - Vision Statement:
 - Three draft vision statements presented for consideration, Option C selected by majority vote: *“The West Hills region is a clean, safe, and connected place with strong neighborhoods, active community life, and a shared commitment to the future.”*
 - Goals:
 - For next meeting – develop and refine goals under each theme
 - Narrow draft goals through Steering Committee input
 - Goals will help determine strategies and catalytic projects
 - **AI: Consultant Team to draft goals + strategies for each theme**
 - Open Discussion
 - Communication of results / plan progress
 - Need to “close the loop” by sharing survey and focus group results publicly using infographics, short videos shared on social media and traditional media
 - Release findings in phases rather than all at once
 - Leverage Steering Committee networks for distribution
 - Engage regional leadership groups
 - **AI: Consultant Team to provide O+E summary one-pager**
 - **AI: Consultant Team to prepare marketing plan + materials**
 - Importance of positioning West Hills as both distinct and connected to Johnstown
 - Consider creating a regional communication platform (e.g., shared Facebook page). This asset could be kept active after the plan, and implemented as a plan strategy.
 - Explore partnerships with local students for communications support
 - Reinforced need for ongoing engagement beyond plan adoption
 - Adjournment
 - Next meeting: Thursday, June 11th, at 5:00 PM (virtual)
 - Future public meeting anticipated in late summer (August timeframe)
- 



Last Name	First Name	Contact (email or phone)	Organization	Attendance			
				07/30/2025 KO	11/20/2025 SC # 2	4/23/2026 SC # 3	06/11/2026 SC # 4
Mitchell	Thomas		Westmont Hilltop School District	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Schock	Kevin		West Hills Regional Fire Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newman	William		West Hills Regional Police Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reitz	Tim		Upper Yoder Fire Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blake	John		Upper Yoder Police Department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hunt	Scott		Cambria County Commissioners	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Zakraysek	Christopher		Hiram G. Andrews Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Johnson	Dirk		West Hills Recreation Commission	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hill	Daniel		The Lyter Side Business Association	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Johansson	Ola		University of Pittsburgh, Johnstown	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lazzari	Lauren		Resident, West Hills GSWP, PTO, United Way, Early Childhood Systems	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stich	Anne		PennDot District 9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roman	Dave		West Hills Community Church, Westmont Hilltop Basketball program	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bennett	Jessica		Brownstown Improvement Group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stephens	Misty		Resident, Westmont Elementary School Nurse, PTO	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bradley	Amy		Cambria Regional Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cramer	Jeffrey		JARI	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
McMillian	Jeannine		Center for Population Health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Johnson	Bob		CamTran	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Rager	Lisa		Visit Johnstown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


Solomon	Janie		Westmont Hilltop School District	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Aurandt	Jennifer		Rotary Club of Johnstown	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Baer	Lindsay		PA DCNR	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sarver	Molly		PA DCNR	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Burkert	Richard		Southmont Borough Council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Grandinetti	Al		Lower Yoder Township Supervisor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Konvolinka	Sue		Upper Yoder Township Supervisor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
McCall	Marc		Westmont Borough Council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Porath	Bryan		Brownstown Borough Council	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Murphy	Shanna		Cambria County PC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Varner	Robert (Bob)		UYT Resident, Zoning Board	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clawson	April			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jung	Jessica		Brownstown Borough Council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lazzari	Molli		Westmont High School Student	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Meinecke	Donna		Lyter Side	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Eyler	April		Westmont Borough Council	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Goldberg	Janey			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lazzari	Mark		Cambria County PC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stiffey	Sydney			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shannon	Bruce		Brownstown Borough Council	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kuschella	Eugene		Southmont Borough Council	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spangler	Leah		Westmont	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Growing Together: West Hills Region Comprehensive Plan


Steering Committee Meeting #3
April 23, 2026

Welcome


[thank you for serving your communities as part of this group]





Mark Lazzari, AICP
Executive Director



Shanna Murphy
Community Development Planner




Al Grandinetti
Lower Yoder Township Supervisor (Host)


01 Orientation


Objectives & Agenda

[what is happening in this meeting]



Welcome & Orientation	01
Project Team Updates	02
Listen + Analyze Phase Updates	03
Build Phase Preview	04
Open Discussion	05
Adjournment	06

See Meeting Agenda HANDOUT



Meeting Guidelines

[what you can do to make the meeting great for everyone]



- Bathrooms / Food / Phones
- Listen First
- Make your point in 30 sec.
- Big Idea Board

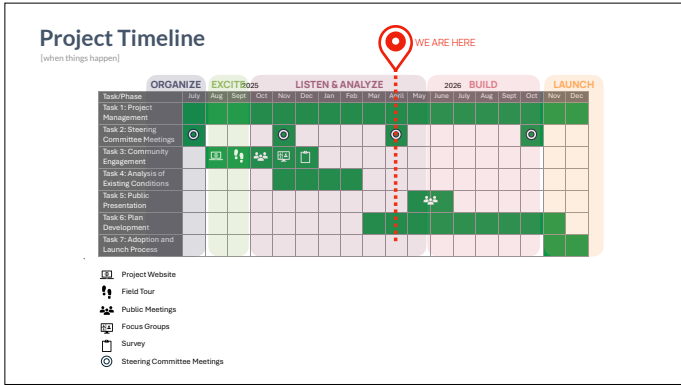
Introductions

[getting people "in the room"]




Put in the first thing that comes to mind – serious or funny.
Then we'll go around and each person gets about 30 seconds to explain.



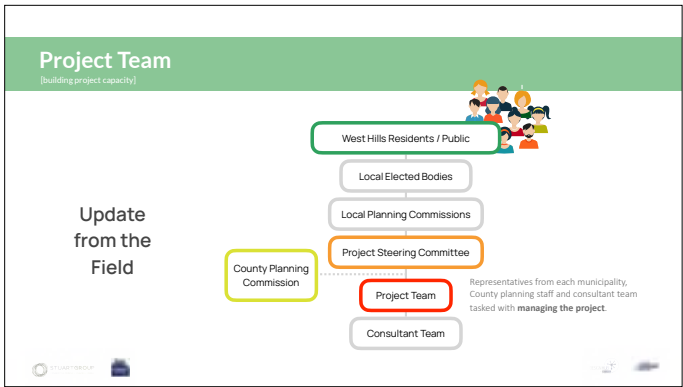


Project Goals

Prioritization Results

[SC Meeting #2]

1. Strengthen Collaboration and Shared Capacity (24)
2. Develop and Communicate a Shared Vision for the Future (18)
3. Create Lasting Capacity for Implementation (17)
4. Encourage Openness to Change and New Ideas (15)
5. Pursue Broadly Supported, High-Impact Improvements (14)
6. Build a Unified yet Inclusive Community Identity (11)



Existing Plan Reviews

[what are other plans saying]

	Cambridge County	Brownstown Borough	Southmont Borough	Westmont Borough	Upper Yoder Township	Lower Yoder Township
Zoning Ordinance	No	X	2015	2015	2019	2017
SALSO	No	X	X	2019	2015	2017
Business Ordinance	No	X	X	X	2015	X
Transportation Plan & TIP	2015	X	X	X	X	X
Health Migration Plan	2015	X	X	X	X	X
Comprehensive Plan	2015/2016	X	X	X	X	X
WMA & Protection Plan	2015/16	X	2015	X	X	X

- Our Existing Plan Review consisted of Cambria County, Brownstown, Southmont Borough, Westmont Borough, Upper Yoder Township, and Lower Yoder Township
- We reviewed 13 plans/ordinances and their updates

EPR Highlights

[what are other plans saying]

Community Health

• One metric of community health is demand for real estate and services. When households and business invest in an area, a community thrives. Alleghenies Ahead 2018 plan categorizes 5 market types

- Competitive
- Stable
- At-Risk
- Weak
- Distressed

Municipality	Estimated Population	Market Type
Upper Yoder	8,200	Stable
Westmont	4,980	Stable
Brownstown	3,180	Weak
Lower Yoder	2,548	Weak
Southmont	2,048	At Risk



EPR Summary Findings

[what are other plans saying]

- Nearly half of the reviewed plans are more than 20 years old.
- Existing local plans do not yet reflect the vision of Alleghenies Ahead (2018) or Connecting Cambria (2020).
- Adoption of Growing Together creates an opportunity to better align local plans across the region.

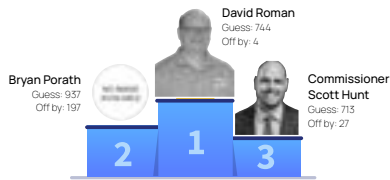


Community Survey

[asking people what they think]

Survey Response Challenge Winner

We asked people to guess the final number of survey responses. The closest guess – **and winner is...**



Community survey available to help shape West Hills comprehensive plan

Sydney Stifley	95
B.J. Newman	275
jeff raykes	489
Donna Meinecke	495
Scott Hunt	713
David Roman	744
Bryan Porath	937
Mark Lazzari	1000
Kevin Evans	1313
Lauren Lazzari	2000
Al Grandinetti...	2450

Community Survey

[asking people what they think]

740 Responses

What Residents Value (Safety, Community Character, Parks)

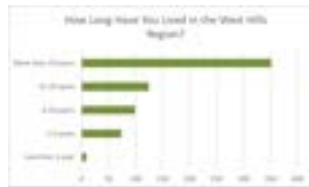
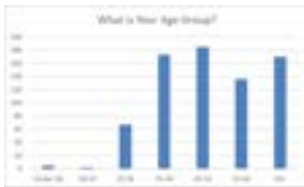
Key Challenges (Limited shopping, aging infrastructure, limited amenities)

Top Priorities (Retail growth, plaza reinvestment, recreation, collaboration)



Community Survey

[asking people what they think]



Respondents Who Live in West Hills Municipalities

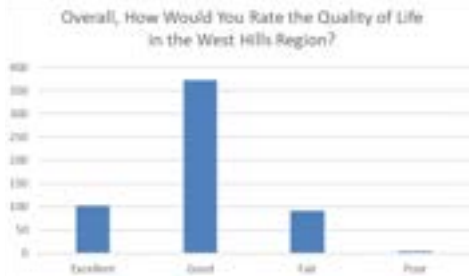


- Brownstown: 54 responses; 1.5% of population
- Lower Yoder: 77 responses; 3% of population
- Southmont: 93 responses; 4.7% of population
- Upper Yoder: 178 responses; 3.5% of population
- Westmont: 255 responses; 5.4% of population
- Total: 654 responses from residents of the West Hills Region

If You Do Not Live in the West Hills, What is Your Primary Connection to the Area?	#	%
work in the West Hills	64	21.9%
own or operate a business in the West Hills	14	4.8%
shop, dine, or use services in the West Hills	98	33.6%
frequently visit family or friends in the West Hills	49	16.8%
commute through the West Hills regularly	55	18.8%
own property in the West Hills	158	54.1%

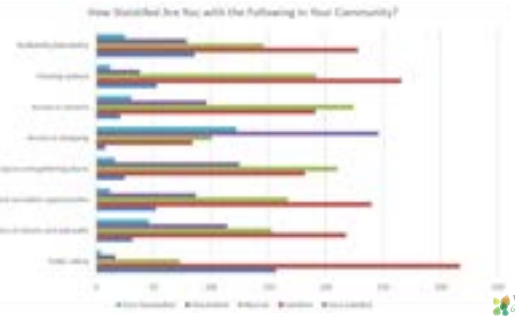
Quality & Satisfaction

[community survey results]



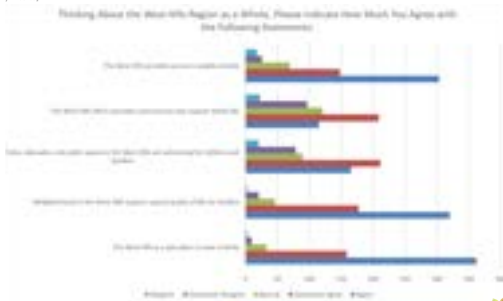
Quality & Satisfaction (cont.)

[community survey results]



Quality & Satisfaction (cont.)

[community survey results]



Value Question

[community survey results]

What do You Value the Most About the West Hills Region?

- Safety is the dominant value driver
- Strong sense of community and neighborliness
- Quiet, peaceful, suburban character
- Cleanliness and well-maintained neighborhoods
- Access to nature, parks, and walkability

Challenges & Concerns

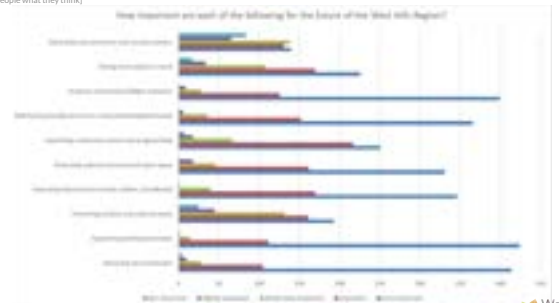
[community survey results]

What are the Biggest Challenges or Concerns in Your Community?

- Severe lack of shopping, especially grocery options
- High taxes tied to weak commercial tax base
- blight, property maintenance, and code enforcement issues
- Infrastructure upkeep deficiencies
- Limited economic development/job opportunities
- Lack of amenities and activities, especially for youth

The Future of West Hills Region

[asking people what they think]



The Future of West Hills Region

[asking people what they think]

In One Sentence, What is Your Biggest Hope for the Future of the West Hills Region?

- Become a self-sufficient community with strong local businesses
- Revitalize properties and improve overall appearance
- Maintain safety and family-friendly quality of life
- Invest in recreation and amenities to retain residents
- Support collaboration/consolidation for long-term sustainability



Where Would You Spend Money

[asking people what they think]

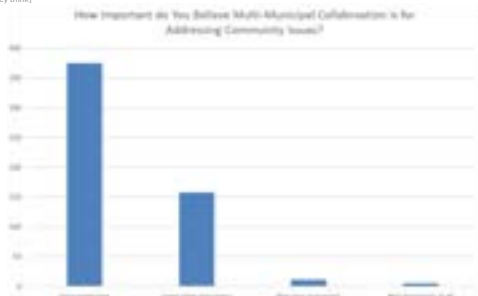
If Funding Weren't a Constraint, Where/How Would You Spend it in the West Hills Region?

- Retail + Grocery Access Improvement (Dominant)
- Redevelopment of Westwood Plaza
- Recreation & Community Facilities
- Infrastructure Improvements
- Blight Removal + Property Maintenance
- Economic Development + Tax Relief
- Improvements to Walkability, Trails, Connectivity
- Community Identity + Events



Multimunicipal Collaboration

[asking people what they think]



Multimunicipal Collaboration

[asking people what they think]

In Your Opinion, What are the Benefits of Working Together Across Municipalities?

- Cost savings & Efficiency
- Shared Resources -> Increased Capacity
- Increased Access to Funding & Grants
- Improved Services & Infrastructure
- Stronger Community Identity & Unity
- Economic Development Advantages



Multimunicipal Collaboration

[asking people what they think]

Are there Specific Services, Programs, or Projects that You Think Should be Shared Among Municipalities

- Broad support for sharing all services (Dominant)
- Public Safety (Police, Fire, EMS)
- Public Works & Infrastructure
- Recreation & Community Amenities
- Waste Management, Utilities, & Communications



Summary Findings & Planning Implications

[asking people what they think]

- Strong foundation: Residents highly value safety, community character, and neighborhood pride
- High quality of life: Quiet neighborhoods, access to parks, and strong sense of community identity
- Clear, unified priorities: Reinvestment in Westwood Plaza, expanded recreation, and improved infrastructure
- Opportunity for growth: Strong demand for retail, dining, and local services, especially grocery options
- Regional momentum: broad support for collaboration, shared services, and working together across municipalities



Focus Groups

[asking people what they think]

March 23 - 27, 2026

9 Focus Groups Conducted

26 Participants

- Government
- Business
- Community-Based Organizations
- Education & Faith Based Organizations
- Housing
- Tourism & Environment
- Planning & Zoning
- Public Service
- Transportation

3 Buckets 12 Reoccurring Ideas

Regional Action & Shared Identity

[people see greater payoff when the West Hills acts like a region]

- Work together as a region**
The plan itself is viewed as a hopeful signal. Participants repeatedly described the West Hills as stronger when the five municipalities behave less like stand-alone places and more like one connected geography.
- Build a culture of shared services**
People linked long-term success to practical cooperation in **policing, fire/EMS, planning, purchasing, and day-to-day service delivery**—often as a step toward trust before larger structural change.
- Tell one clearer West Hills story**
A more consistent identity can help residents, institutions, and outside partners **see the area as part of one greater Johnstown system** with distinct strengths rather than a patchwork of separate localities.

Core Idea: cooperation, coordination, shared information

Neighborhood Strength & Reinvestment

[residential character is a major asset, but people do not want to coast on it]

- Protect the housing asset**
The West Hills is valued for stable, attractive neighborhoods. At the same time, stakeholders pointed to aging homes, upkeep gaps, blight risk, and the need for more active reinvestment before decline spreads.
- Treat "The Plaza" as a catalytic site**
The West Hills Plaza area surfaced again and again as the place where visible redevelopment could send a strong message that the region is moving forward.
- Improve access to daily needs**
Grocery access and other basic services were framed as neighborhood infrastructure—not just retail preferences—because they help residents age in place and keep nearby neighborhoods complete.

Core Idea: cooperation, coordination, shared implementation

Connectivity, Mobility, & Outdoor Quality of Life

[people talked about access, safety, and quality of place more than raw traffic capacity]

- Connect neighborhoods to destinations**
Residents and stakeholders want easier movement among homes, parks, schools, business districts, and regional attractions so the area feels more connected in daily life.
- Build a safer multimodal network**
Sidewalks, bike routes, transit access, and calmer corridors were repeatedly tied to quality of life, not treated as secondary add-ons after road projects are done.
- Use parks and natural assets as identity**
Stackhouse Park, trails, hillsides, and the broader natural setting were described as defining strengths that support both resident quality of life and the region's longer-term development story.

Core Idea: sidewalks, bike lanes, transit, parks, trails, everyday movement

04 Build Phase Preview

Plan Framework

Steering Committee Meetings (4) | Public Meetings (2) | Tableting (4) | Survey (740 responses) | EPRs (13) | Focus Groups (9)

Themes: Big Ideas that Organize the Plan

Goals: What needs to happen for Big Ideas to be addressed (20,000 ft)

Strategies/"Bold Moves": How Goals will be achieved (10,000 ft)

Catalytic Projects

3-5 Themes | 3 per Priority | 3-5 per Goal | At least one per Priority

Emerging Themes

				
CHARACTER Protect the West Hills' neighborhood identity, natural setting, parks, and overall quality of place.	COMMUNITY Support a livable region for all ages with strong neighborhoods, housing options, recreation, and everyday gathering places.	COMMERCE Strengthen the business environment with targeted reinvestment, better service access, and catalytic commercial revitalization.	CONNECTIONS Improve how people move through the region with safer streets, sidewalks, trails, transit access, and neighborhood linkages.	CAPACITY Build the ability to act together through partnerships, shared services, coordinated investment, and implementation leadership.

Emerging Themes

Gallery Walk Instructions







Visit each theme poster. You will have about 1 minute at each station. Add comments in response to the following prompts:

- 1. What rings true?**
What about this theme feels accurate or important?
- 2. What is missing?**
What idea, issue, or opportunity should be added?
- 3. How could this be stronger?**
What words, emphasis, or examples would improve this theme?



Short comments, phrases, or bullet points rather than full sentences...



					
CHARACTER Protect the West Hills' neighborhood identity, natural setting, parks, and overall quality of place.	COMMUNITY Support a livable region for all ages with strong neighborhoods, housing options, recreation, and everyday gathering places.	COMMERCE Strengthen the business environment with targeted reinvestment, better service access, and catalytic commercial revitalization.	CONNECTIONS Improve how people move through the region with safer streets, sidewalks, trails, transit access, and neighborhood linkages.	CAPACITY Build the ability to act together through partnerships, shared services, coordinated investment, and implementation leadership.	
Goals	Strategies	“	“	“	“
Catalytic Projects					

DRAFT Vision

Key words rising from the engagement

Across the engagement process, several words and ideas came up again and again. These words help explain what residents and stakeholders value most about the West Hills Region – and what they want it to become.

Welcoming
Friendly, inclusive, and community-minded.

Family-oriented
A place where families can live well, grow, and stay over time.

Safe
A place where people feel secure at home, on the street, and in public spaces.

Proud
Defined by neighborhood pride, civic pride, and a strong sense of home.

Connected
Linked by relationships, neighborhoods, and better ways to move around the region.

Well-kept
Clean, cared for, and maintained with pride.

Thriving
A community with active neighborhoods, growing businesses, and everyday opportunity.

Collaborative
Communities and organizations working together to get things done.



DRAFT Vision



OPTION A: The West Hills Region is a place of strong neighborhoods, local pride, growing opportunity, and people who work together to get things done.

OPTION B: The West Hills Region is a welcoming, well-kept community where families thrive, businesses grow, and people are proud to call it home.

OPTION C: The West Hills Region is a clean, safe, and connected place with strong neighborhoods, active community life, and a shared commitment to the future.



DRAFT Vision Feedback

Review the vision statement that received the most votes and respond to the questions on your note card:



Front of card
What should we **add, remove, or say more clearly?**

Back of card
If you **like the statement as written, tell us why?**





05 Open Discussion

Public Meeting #2
July?

Next SC Meeting
September / Open House / Plan Review?

Thank You for Being Part of This Project!



Emerging Theme

Prioritization results

(12) People are worried about blighted properties, junk-filled yards, aging homes and problem areas like Westwood Plaza.

(11) Residents consistently value outdoor recreation, wildlife, and a strong neighborhood feel.

(11) The community wants a more business-friendly environment, more small businesses, and major improvements at Westwood Plaza.

(10) The Community wants to protect Stackhouse Park, street trees, natural beauty, and rural character.

(9) Emphasis on attracting and retaining young residents through new development, workforce opportunities, and a stronger local economy.

(9) The long-term vision includes becoming a destination community, a hub for remote workers, and a place for activities.

(8) High priority is placed on fixing sidewalks, improving safety, adding bike lanes, enhancing trails, maintaining and maintaining roads.

(5) There is interest in revitalization tools such as land-bank and redevelopment of older properties.

What to do with themes?
Fix handout

1. Strengthen Collaboration and Shared Capacity (24)

2. Develop and Communicate a Shared Vision for the Future (18)

3. Create Lasting Capacity Implementation (17)

4. Encourage Openness to Change and New Ideas (15)

5. Pursue Broadly Supported, High-Impact Improvements (14)

6. Build a Unified yet Inclusive Community Identity (11)

See Meeting Agenda HANDOUT

Meeting Photos



Please view photos from the April 23, 2026 steering committee meeting here:

https://drive.google.com/drive/folders/1O4fhUvplv7BauGyo-gSKIFtIwiAtGAdy?usp=drive_link

Themes Gallery Walk

This exercise was completed in person at the steering committee meeting on April 23, 2026. It allowed Steering Committee members to provide feedback on provided themes and identify gaps, refinements, and opportunities for strengthening

