

Within each of these major programs are many sub-programs and each of these, as the project study proceeds, will also be identified and relationships defined relative to their geographic locations and to those adjoining activities upon which they impact. I have not as yet decided upon the technique of identifying the various programs but will do this over the coming weeks as I confer with responsible individuals and departments involved.

The first portion of the day's conference was spent with Mr. Andrew Nester, city engineer for Flint. Mr. Nester outlined the basic assignment we are charged with on the program and provided a brief review of the nature of the morning's meeting. The purpose of the capital improvements review was to establish overall inter-actions between as many programs that could be identified in the downtown area as possible. The initial thrust of the meeting was to define my purpose as essentially to aid, encourage and generate as high a degree of predictability in the planning and control of the total downtown development specifically over the next 2-1/2 years but with impacts over the next five years.

It was stressed by me that in the planning and control activity, technique would be de-emphasized as a visible element of the program but would strongly underlie the entire planning and control process. It is important to realize that the major objective of the entire downtown development program is to achieve a physical downtown and related areas that are exciting, economically viable, soundly engineered and will bring credit upon the city of Flint. Thus, as I pointed out to the participants at the conference, the better we do our job, the less it will be realized that we participated.

It is important at this point to emphasize the need for good management, good design (aesthetic and functional) and good public relations. Our primary responsibility is to encourage a set of circumstances around the program that will insure a proper mix of these three essential ingredients. It also is to be emphasized that those participating must either be or have direct access to major decision-makers and top management individuals. Without this direct access and a strong decision-making authority, any efforts toward monitoring and control of a program as large and complex as this would be next to useless. Therefore, I stress that it must be possible for us to have a direct line to the most important and critical thinkers and doers if we are to fulfill our obligations.

Mr. Nester began the meeting by saying that it is not an academic exercise we are embarking upon. It is a pragmatic and thoughtful approach to seek solutions of problems inherent in a program of this magnitude and importance.

Currently the Engineering Department is to be the major coordinating agency. Mr. Nester hastened to point out that it is not their desire or intent to arbitrate but rather, to act as a focal point for collection of data, information and decisions. Since much of the work on the project will have a heavy impact upon the physical nature of Flint's environment, it appears that using the Engineering Department as a focal point is a suitable starting place.

Early discussions during the capital improvements conference resulted in defining the project area as that contained in an approximate one mile radius circle using the intersection of the Flint River and Stevens Street as its center. Actually this area is slightly larger than the region encompassed by the programs outlined above, but we shall use the one mile radius definition until we have more accurately defined each element.

The time span we will use for our initial planning efforts will be from now, August 13, 1975, through the next five years. If we build our planning thinking around this period of time, it should allow us over the next one year period to identify and hopefully solve many of the major problems and conflicts that will potentially occur during this five year time span.

I shall maintain most of my direct contact with the Department of Engineering since as noted above, they will be the focal point for information collection and dissemination. In addition, I shall remain in close, though intermittent contact, with each responsible active individual, both in project management positions, as well as in sub-project activities. For example, I will be conferring with the staff charged with direct implementation of the Doyle project, but shall keep in contact with the traffic department about the Doyle project and all other programs. Thus, we will knit together geographically defined projects by inter-twining threads that connect these projects and are integral parts of each.

During the capital improvements conference each individual spoke briefly to the responsibility patterns that he maintains relative to the Flint downtown improvement. A brief review of these follows.

Speaker - Mr. George Ursuy, Department of Community
Development

Mr. Ursuy feels a well defined coordinating focal point is exceptionally critical. He also pointed out that my function is not to solve the planning problems, but to coordinate and pull together the efforts of those who must solve them so resolutions are effective and timely. He pointed out there are two prime projects of present concern - the inter-relationship of the flood control program with the development of the University of Michigan downtown campus. The river front project design is nearly complete and will soon be moved into the field. It includes several components such as improvement of the channel, construction of a new fiber dam, construction of the river beautification project, construction of the river front center, extension of the Harrison Street bridge, replacement of the Saginaw Street bridge and several physical changes to the river channel area from Grand Traverse Street to the University of Michigan campus.

One of the most crucial elements in the river work is to insure that the businessman dislocated or affected by the improvement program is able to stay in business throughout the implementation period. Small businesses are quite fragile in relation to their geographic location. A minor alteration to the traffic pattern around a small business can often spell the difference between success and failure. Of major import here is to identify and make predictable the changes that are expected to surround the program so they can be evaluated and accommodated in adequate time to keep businesses in business.

Speaker - Mr. Richard Kagerer, Flint Parks and Recreation

Parks and Recreation involvement is primarily a correlation effort with the river program and what goes on upstream and downstream. They are concerned with such elements as the streams that feed the Flint River, the planting areas and Atwood Stadium. Their role is primarily advisory on projects within the area that include river beautification, flood control and I475.

Speaker - Mr. Robert Wilson, U of M Flint Campus

Mr. Wilson described the program conceived for the new University of Michigan downtown campus over the next several years. Presently in progress is the construction of a new classroom, office and auditorium scheduled for activation in late summer or early fall of 1976. Funding is in hand for a university center and a central heating plant is to be let this fall.

Other buildings in the total project will include a new library, a classroom laboratory building and a physical education facility. Also, expanded parking in the area is an integral part of the total development program.

The timetable for these various projects as they interface with the river beautification, the flood control project and the I475 extension is important. For instance, a considerable amount of money has been allocated for campus site traffic improvements, both internal and peripheral. The peripheral traffic improvements are closely related to the schedule and physical characteristics of the I475 extension. These will need careful study and correction to insure that funds are spent in a timely and effective manner. Another element affecting campus development is installation, relocation and abandonment of utilities. All must be studied carefully and will require close correlation with adjoining areas.

One of the most important decisions to be made over the coming months is the timing for closing Stevens Street. It is hoped this thoroughfare can be closed at as late a date as possible to insure that traffic presently utilizing the roadway will have to use less desirable alternate routes a minimum length of time. Generally the traffic pattern will shift from the present Stevens Street to perimeter routes and then as surface facilities for I475 are constructed, back on to surface routes for the expressway. This matter will receive careful attention and Mr. Wilson solicited any help in the decision-making process that those present could and would be willing to give.

Speakers - Mr. Charles Snell and Mr. Ed Upson - State
Highway Department

Mr. Snell and Mr. Upson reported that presently most Washington requirements have been satisfied for proceeding with the I475 northerly extension. Environmental impact statements (EIS) have been generally approved although there will be a brief waiting period prior to full approval.

The general timetable for the I475 northerly extension is to construct all service roads, bridges and other surface facility interfaces by fall 1977. Construction of the freeway will start in late 1976 and proceed through 1980. Detail plans for most of the project are complete and there has already been considerable inter-discussion between the highway department and other agencies affected by construction of the expressway.

Of prime concern now to the downtown program is the phase one work dealing with surface roads, utility relocation, bridges and other surface interfaces. I shall plan to concentrate immediate attention on these early elements of the program.

Speaker - Mr. Jack Wilson, Traffic Engineer

Mr. Wilson said the Traffic Department is concerned with all elements that might disrupt or remove traffic from downtown as well as other streets. They have tried to keep themselves well informed about each of the programs and have been pleased and satisfied with the cooperation obtained from all groups to date.

One of the major difficulties the Traffic Department faces is providing adequate lead time to insure that traffic disruptions are handled smoothly and with a minimum of uproar. Generally the Traffic Department should be the agency cleared when any traffic dysfunction is to be expected.

A major feature of the downtown river beautification is reconstruction of the Saginaw Street bridge and lengthening of the Harrison Street bridge to accommodate the lower elevation

Speaker - Mr. Jack Wilson, Traffic Engineer (continued)

river improvements. One of the first sequencing studies that should be made will concern how these bridge closings will affect use of other present street level thoroughfares for handling interim traffic patterns. Working drawings are prepared for rehabilitation of both bridges and the work apparently is ready to begin whenever the river front improvement program gets underway.

A consideration relative to the surface street traffic circulation was pointed out by Mr. Upson as being removal of large amounts of earth required in the highway program as expressway construction proceeds. This earth removal will require careful planning so it can be accomplished with minimum disruption to ongoing traffic patterns.

Speaker - Mr. Ray Fields, Consumers Power

Mr. Fields pointed out that the Harrison Street bridge is the support for a 20" and a 12" major gas supply line. If these lines are to be interrupted, adequate notification time will be necessary to relocate the facility, or make provision to carry it across the river while the bridge is being worked upon. He pointed out that construction, where down time on power and gas facilities is necessary, is best done in the off heating season and asked that full consideration be given this matter in our timing.

Speaker - Mr. Dennis Caverley, Michigan Bell Telephone

Mr. Caverley presented the schedule and budgeting for new telephone projects in the downtown area emphasizing that these budgets are somewhat flexible in their timing. The University of Michigan program is heavily budgeted for 1975 and 1976, and the river front project is budgeted through 1977. The flood control telephone improvement budget has been submitted to upper management with approval expected on it shortly. One thought brought out here was that there has been no money budgeted to Doyle for telephone improvements until 1977. Thus, if this

Speaker - Mr. Dennis Caverley, Michigan Bell Telephone (continued)

program moves ahead as rapidly as presently planned, earlier telephone improvements may have to be made in the Doyle area.

Speaker - Mr. Gil Greenwood, Water Department

A prime concern of the Water Department is to insure adequate continuous water distribution both for domestic and fire protection use. The relocation of water mains is a long lead time item, sometimes slowed by the unavailability of pipe. Therefore, care must be taken to provide adequate notice so delivery delays are kept to a minimum.

Mr. Greenwood introduced his staff and assured all present that full cooperation would be given.

Speaker - Lt. Eugene Brooks, Flint Police Department

Lt. Brooks pointed out that their fundamental concern is to provide adequate emergency service. Of prime importance is to keep all hospital routes open. Lt. Brooks requested that notification of traffic changes be funneled through the proper departments and in adequate time so the Police Department has at least two weeks notice of any major disruption to traffic patterns that will affect their work. It was emphasized here that the news media has been exceptionally helpful and cooperative in smoothing over traffic disruptions and temporary problem areas.

Speaker - Lt. from Flint Fire Department

The lieutenant mentioned that their concern is fundamentally with hydrants and mains. They do have some major water crossings at the river and he said that they would appreciate very much being fully informed about current plans for these crossings.

Speaker - Mr. Lee Jensen, Director of Buildings and Safety

Mr. Jensen emphasized they are not directly involved in most of the projects being considered but that they may have concern about erosion control. There is presently a full time staff member involved in this work who is available for consultation if required.

The Department of Natural Resources has been conferring with the Department of Buildings and Safety regarding control of the flood control program. This relationship should be clearly defined as the program moves ahead.

Speaker - Mr. Ray Vyvyan, Assistant City Engineer

Mr. Vyvyan will be carrying a large part of the detailed technical load of this program over the coming months. Mr. Vyvyan stressed he is available as needed.

Speaker - Mr. Ed Wilkins, Engineering Department

Mr. Wilkins reviewed the Corps of Engineers program on which he is providing liaison with the Engineering Department. He described the river beautification project and stressed that this is a new type of project control for the Corps of Engineers since they are working closely with several outside consultants in the river program.

Apparently all elements of the flood control and beautification project will be incorporated into a master project, administered and directed by the Corps.

Mr. Wilkins also described some of the work that had to be done to the various river crossings and mentioned specifically a 60" interceptor to be relocated between Beech and Kearsley. This relocation is an element that will be reviewed in greater detail and I shall check with Mr. Wilkins on this matter.

* * * * *

In the afternoon I attended a meeting of the University of Michigan Flint Campus staff held to confer on the present status of land acquisition for the University of Michigan river front campus. A detailed report of this meeting is not essential here since it dealt primarily with land acquisition within the campus proper. However, it is to be noted that the staff of the University of Michigan Flint Campus is acutely aware of the need to maintain a well defined timetable, both external to their campus and on the actual campus development projects themselves.

One of the major objectives of the total coordination program is to insure that each of the campus development projects is brought on stream at the appropriate time and with adequate traffic service and utility service available.

It was emphasized that utilities are a major problem relative to the U of M expansion. Of immediate concern is the closing of Stevens Street and the University is taking into consideration the importance of this thoroughfare. They will attempt to time the request for closing with the critical internal and external needs of the city. This closing will not be only a technical problem but a public relations effort. Therefore, careful attention should be given the matter in the near future. It was stressed by Mr. Nester at this meeting that any contact with me by the University would best be done through him for the time being.

* * * * *

In the late afternoon I met with Mr. Wilkins and together we toured the south bank of the river front development area. Following this Mr. Wilkins and I met with Mr. Jack Wilson and Mr. Doug Behr of the Traffic Department. During this session we began preparing a list of the activities that the Traffic Department must consider relative to implementation of the river front beautification. Some of the items are:

- close Saginaw Street
- replace Saginaw Street bridge
- reopen Saginaw Street bridge
- close Harrison Street

Monitoring Report #1
City of Flint Downtown
Improvement Program
Page eleven

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

- lengthen Harrison Street bridge
- reopen Harrison Street bridge
- possibly close portion of Harrison Street (alternative)
- abandon Water Street at east
- sheet pile Water Street (alternative)
- construct river beautification at east
- sheet pile Water Street at west (alternative)
- construct river beautification at west

The aim of preparing this so-called summary random laundry list was essentially to illustrate the techniques that might be available in planning a sequence of moves. For instance, we reviewed three different ways by which the above elements could be integrated into a plan of action. The technical exercise was for the purpose of laying the ground work for a coordination thinking pattern that will allow all departments to observe and simulate various alternatives available to them in the downtown improvement work. No decisions were reached at this meeting relative to what sequence would be followed but Mr. Wilson and Mr. Behr both said that they would look over this procedure in more detail and where appropriate, use it to assist them in evaluating the various courses of action available.

* * * * *

I reviewed the total day's activities briefly with Mr. Nester upon my return to the city engineer's office and it was agreed that this first report would be sent in a single copy to Mr. Nester for his review and evaluation as to how it should best be distributed. However, at the morning capital improvements meeting I mentioned I would like to obtain a suggested distribution of these monitoring reports to those who will find them of most use. The list will be generated over the next few weeks so that all parties that desire will be kept fully informed.

As a part of this information process I additionally requested that each agency and organization represented at the morning meeting answer several points to me in writing. To review, these were:

- 1) Who should get my monitoring reports in your department?
- 2) Who is the ultimate decision-maker in your department and agency?
- 3) What individual projects are you and your staff responsible for within the coordination area?
- 4) What is the current status of each of these projects?
- 5) Please send me any single purpose plans you might have of your projects in the area.
- 6) Please send me any schedules for projects that you have developed or have available within the area.
- 7) Please prepare a laundry list of major activities within each project for which you are responsible. (The laundry list preparation is an ongoing activity and I shall be in touch with most of the parties preparing them to obtain them personally with their comments.)

* * * * *

My next visit will be on Friday, August 29, 1975. During that trip I should like to discuss in detail the activities of the Department of Community Development and spend some time specifically reviewing projects for which they are responsible. I also would like to contact and meet with other agencies including the Engineering Department and the State Highway Department if at all possible during that trip.

The efforts at this next session will aim at starting preparation of summary networks for individual agency activities. As these are put in work they will be tied to networks for adjoining and interfacing projects with the ultimate goal to generate a major summary diagram for the total downtown improvement program over the next five years.

Monitoring Report #1
City of Flint Downtown
Improvement Program
Page thirteen

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

I shall be in touch with Mr. Nester shortly to set the agenda and details of the August 29, 1975 meeting.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester
City Engineer
Flint, Michigan

September 3, 1975

Subject: Monitoring Report #2

City of Flint Downtown Improvement Program

Flint, Michigan

Date of Monitoring: August 29, 1975 (working day 170)

Project: 75:56

Actions taken:

- **Conferred briefly with Mr. A. Nester, city engineer**
- **Reviewed Flint River Beautification project with Mr. Ed Wilkins and Mr. George Ursuy**
- **Prepared summary network model for issuance of working drawings and specs for the Flint River Front Beautification Phase 1**
- **Evaluated overall project status**

General Summary

The purpose of this monitoring session was to begin a detailed review of the critical major elements in the downtown improvement program. Since the Flint River Beautification project affects most of the surrounding areas, it was decided to begin with its proposed plan of action and to evaluate the impact upon other projects and conversely, other projects upon it. To this end, Mr. George Ursuy, Mr. Ed Wilkins and I spent the major portion of the day identifying in detail those elements that must be completed to start construction work early next spring on the River Beautification project phase 1 (RB1) termed by the Corps of Engineers, contract C2.

Phase 1 of the River Beautification project consists of both required and optional features.

**Monitoring Report #2
City of Flint Downtown
Improvement Program
Page two**

**RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER**

Required features include:

- **Replacement of Saginaw Street bridge**
- **Modification of Harrison Street bridge for pedestrian access underneath**
- **Modification of Hamilton Dam so it remains operational**
- **Installation of new fiber dam**
- **All utility modifications within contract area**
- **Channel relocation and improvement as required**

Optional features in RB1 are those presently funded by the city and related to the lower area development adjoining the river. They include:

- **River front grading and excavation for lower elevation canals and park**
- **All arcades, retaining walls, steps, stairs, ramps, railings, canal bridges and landscaping required for lower areas**

Generally optional phase 1 items are designed by the firm of Lawrence Halprin and Associates while the required items in phase 1 are designed by the Corps of Engineers in conjunction with their consultants, Harza Engineering of Chicago. Responsibility for integrating the required and optional features of the plan into a full set of working drawings and specs rests with the three organizations operating in concert with each other. The Corps of Engineers will be responsible for administering construction of the entire program.

Our efforts today were to follow through the total process from now until working drawings and specs were issued, proposed upon and a contract awarded.

Monitoring Report #2
City of Flint Downtown
Improvement Program
Page three

We were joined early in our discussions by Mr. Douglas Baehr, traffic analyst, who provided information regarding the traffic needs of the city during the construction period. Network diagramming was used for preparing the summary diagram and a short time was devoted to reviewing this system with Mr. Wilkins, Mr. Ursuy and Mr. Baehr. In its simplest form, the technique makes use of activity arrows designating work elements usually limited in duration in the summary diagram to no longer than 10% to 15% of the total project length. Our purpose was to gain an understanding of the major milestones and therefore, the summary diagramming method was considered adequate for today's work. Sheets 1 and 2 entitled Summary Network Model for Downtown Improvement Plan, Issue P1 dated August 29, 1975, were left with Mr. Wilkins and he will make blueprints of these and distribute them to the parties designated by Mr. Nester. Generally, this will be the same group that receives monitoring reports.

During preparation of the plan it became apparent that there are several major classes of activities necessary to complete the RBl plans and specifications. These are briefly outlined below.

Preparation of working drawings and specifications

Presently Lawrence Halprin and Associates are completing the beautification plans and specs and will be providing these to the Corps of Engineers for Corps review and comments no later than September 30, 1975 (working day 191). A five week period is provided for the submission for the Corps to review the plans, and for Halprin Associates to make required revisions.

On November 4, 1975 (working day 216) the Corps is expected to be able to submit to Harza Engineering a full and complete set of the Halprin Associates' working drawings and specs. Much of this information has already been incorporated into final working drawings and specifications but an additional two and one half weeks are allocated for this work so that the complete working drawings and specs for the C2 project should be ready for final review on November 21, 1975 (working day 229). Two weeks are allowed for the city of Flint RBl team to make their review while concurrently Halprin Associates also reviews the issued working drawings and specs. Also concurrently, over an eight week period, it is expected that the Corps of Engineers will make their final

Monitoring Report #2
City of Flint Downtown
Improvement Program
Page four

complete review including that by the Chicago office. The project should be ready for final issue on or about January 21, 1976 (working day 269). This completion point is about one month later than had been anticipated. (It should be pointed out here that the information by which this sequence was planned came from the combined efforts of those at this meeting and is to be considered preliminary until a review of the data and sequence is made by the Corps of Engineers.)

It should be of high priority that the Corps be represented at these planning sessions since their input and information is extremely valuable and critical to planning surrounding projects, as well as the contract C2.

Property and legal considerations relative to releasing advertisement for bids

Concurrently with preparation of working drawings and specs, a great number of real estate and legal matters must be cleared for the advertisement of the project to be carried out. These are all shown on sheet 1 of Issue P1 dated August 29, 1975 of the summary diagram. A brief listing of these is given below at random:

- Clearance of C & O reversionary rights
- Clearance of land inventory matters
- Completion of real estate agreement with C & O
- Conveyance of right of way from General Motors
- Demolition of homes in C2 spoil area
- Completion of all condemnation actions
- Conveyance of right of way by Hamandys
- Completion of the Flint Business Machine relocation and demolition of the building
- Obtaining a quit claim deed from Hamandys

Monitoring Report #2
City of Flint Downtown
Improvement Program
Page five

- Flint Lumber Company conveyance of a right of way to the city
- Obtaining a construction easement from Hamandys
- Obtaining a right of way license from the Grand Trunk Railroad
- Demolition of the existing traffic building
- Removal of the Water Street bridge
- Demolition of the Neon Building
- Relocation of track work by the C & O Railroad
- Preparation of a legal description for the C2 spoil area
- Making a 1% cash contribution by the city of Flint to the Corps
- Completion of the escrow agreement with the Corps of Engineers
- Deposit of the escrow fund by the city of Flint
- Provision of a license for construction and the attorney's certificate by the city to the Corps of Engineers

These, among other elements, are very important to the project and at the present time are considered to be restraints upon advertising for C2 proposals. The most time consuming of these is the sequence through condemnation action with the Flint FOE, relocation of Flint Business Machine and demolition of the present building. The sequence brings provision of the license for construction and the attorney's certificate to the Corps of Engineers about March 10, 1976 (working day 304). This, in turn, is a restraint on advertising for bids and if maintained as shown presently, would put the project three to four months behind the desired schedule.

Considerable discussion was conducted on this matter, and Mr. Ursuy and Mr. Wilkins will confer with the appropriate parties to see if the plan of action here is correct, if the time durations assigned are appropriate and what can be done to compress this schedule. It is of

Monitoring Report #2
City of Flint Downtown
Improvement Program
Page six

the utmost importance that all items required from a legal and property standpoint be expedited to the greatest extent each agency can. Probably these will be more significant restraints on the project than completion of working drawings and specs and therefore, should be given a high priority of attention.

Technical actions by agencies outside the Corps of Engineers

Several such activities are presently in work that affect the preparation of the working drawings and specifications. Generally, if this work can be pursued as currently planned, it will not be a delay to the job. Of great importance is submission by the Traffic Department to the Corps of their recommended interim traffic plan. This interim traffic plan concerns the method of moving traffic into, around and through the downtown area at the river during construction of RB1. Mr. Baehr and Mr. Wilson will both review this over the coming two week period and prepare a plan for submission to the Corps.

Also of importance is clearance of all technical matters by the Engineering Department. Mr. Wilkins is now working on these and there should be no major problem providing the information to the Corps in adequate time. Also significant is for the Flint Bi-Centennial Commission to select a sculptor for the River Beautification project. This selection will be important to allow the firm of Halprin and Associates to finish their working drawings and specs while giving proper consideration to this important feature element.

Other items of importance in the technical area include:

- Halprin and Associates must complete preparation of cost estimates on the alternates, and complete quantity breakdowns
- Halprin and Associates must submit fiber dam specs to the Corps of Engineers
- The debris removal plan for cleaning the upstream side of the Hamilton Dam area must be submitted to Halprin and Associates so they can make adequate provision in their recommendations for equipment access
- The present Halprin Associates' working drawings and specs should be reviewed in detail prior to their issue

- The interfaces between the C2 project and ongoing engineering work by the DPW must be defined

* * * * *

Preparation of the summary diagram was of help in identifying and reviewing the major problem areas that may appear over the next few weeks. It was considered by all concerned that expediting activities related to this River Beautification program were of a high priority and that nearly all other related area improvements will pick up their tempo from RB1.

Mr. Mike Kiefer of the Flint Downtown Association was present for a portion of our planning work. We outlined to him some of the goals of our planning efforts and he reviewed the desires and aims of the business people in the downtown area regarding this program. Generally, they are enthusiastic about the development and naturally, since it is a complex and extended program, are at the same time concerned about maintenance of business health during construction. It is expected that consultation with this group will be ongoing throughout the coming months.

At the conclusion of our day's work, the tracings for the network plan, sheets 1 and 2, were given to Mr. Wilkins and as noted above, he will print these and distribute them to the parties concerned. The reference datum used in translating working days into calendar dates is the 1975/76 working day calendar (copy attached) which numbers the working days of the year deducting weekends and six holidays. This is a standard working day calendar and will be used a great deal in evaluating project plans. I suggest it be kept on hand as a reference for working day/calendar day translations.

The next planning session in our series which I shall arrange with Mr. Nester should be devoted to reviewing current and near future projections for the I475 extension, particularly the service and surface improvements, along with the Flint downtown campus plans for the University of Michigan. It would be greatly appreciated if those involved in this program could be equipped when we have the meeting to provide answers to the best of their abilities regarding work to be done between now and the actual start of construction for their projects.

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

Monitoring Report #2
City of Flint Downtown
Improvement Program
Page eight

Also, at our next meeting it would be desirable to have a representative of the Corps of Engineers attend since it is the C2 program around which many of the other programs are constructed.

I shall be in touch with Mr. Nester soon to set the time and pattern of this next session.

Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Andrew Nester
City Engineer
Flint, Michigan

Enc.

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

October 3, 1975

Subject: Monitoring Report #3

City of Flint Downtown Improvement Program

Flint, Michigan

Date of Monitoring: September 26, 1975 (working day 189)

Project: 75:56

Actions taken:

- Conferred with parties involved in the flood control, river beautification, Doyle, St. Johns and I-475 expressway extension projects
- Monitored work progress from Issue P1 network dated August 29, 1975, sheets 1 and 2, for river beautification project #1

General Summary

This session was a working conference with the Department of Community Development, DPW, Corps of Engineers and State Highway Department to review the previously prepared network model, Issue P1, for preparation of working drawings and specifications on contract C2 for flood control and river front beautification. Most of our efforts were expended in evaluating current progress in relation to this network model and discussing an interim traffic plan program for the two to five years of construction.

After a detailed review of the network model current target schedules were revised slightly and it was agreed we would now aim for a date to advertise for C2 proposals on the flood control and river beautification work no later than January 8, 1976 (working day 260). Assuming a 40 working day (8 week) review period by the Corps of Engineers, this means that all working drawings and specifications by Harza Engineers for the Corps of Engineering must be complete by November 10, 1975 (working day 220).

**Monitoring Report #3
City of Flint Downtown
Improvement Program
Page two**

**RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER**

Likewise, to allow for the issuance of a construction license and attorney's certificate from the City of Flint to the Corps, it was established that real estate matters relating to this project will be completed no later than December 10, 1975 (working day 241).

The major groups and individuals involved in this whole program including Halprin & Associates, the Corps of Engineers, the DPW, the Department of Community Development and the City Real Estate Department agreed these were feasible target dates. We shall review them at each monitoring session subsequently but they should now be considered as official work goals.

A major portion of our meeting concerned evaluation of interim traffic circulation requirements during the construction period for the river beautification project and the I-475 expressway. This is a major element of the planning work since there will be several individual project disruptions to the pattern that must be taken into account so access to downtown, so essential for maintenance of the businesses in the adjoining areas, is maintained.

A need for careful traffic planning was also conveyed to Mr. Mike Kiefer of the Flint Downtown Association. He is being made aware as the program unfolds of the necessity for close cooperation by all agencies with his downtown business group.

It was agreed that Mr. Jack Wilson and his staff at the Traffic Department will meet this coming week with all appropriate groups to study, prepare and agree upon a traffic plan that will maintain viability of traffic circulation throughout the construction period to the greatest degree possible.

At our next planning session we will consider the impact of the Doyle and St. Johns projects upon our present work goals. Also, the University of Michigan campus element will be tied into the program at an early date. This too will be a consideration at our next session.

We are planning to meet on Tuesday, October 7, 1975, and I shall be in touch with Mr. Nester and Mr. Ursuy to set up the agenda. Meanwhile, copies of the Issue P2 network dated September 26, 1975 (working day 189) have been distributed by Mr. Ed Wilkins of the DPW to all those who are on our report list.

Ralph J. Stephenson, P. E.

RJS/m

**To: Mr. Andrew Nester
City Engineer
Flint, Michigan**

October 9, 1975

Subject: Monitoring Report #4

City of Flint Downtown Improvement Program

Flint, Michigan

Date of Monitoring: October 7, 1975 (working day 196)

Project: 75:56

Actions taken:

- Reviewed current status of working drawings and specifications for river beautification project
- Discussed St. John industrial project planning
- Reviewed University of Michigan Flint Campus project status
- Continued discussions on master interim traffic plan for upcoming two year period

General Summary

On October 7, 1975 (working day 196) the morning session was devoted to a complete review of current status on the Flint River flood control project and river beautification program. This conference was attended by Mr. Bob Jones of the Corps of Engineers, Mr. Ed Wilkins of the DPW and Mr. George Ursuy of the Department of Community Development.

Generally flood control working drawings and specifications are moving fairly well although there have been some difficulties in completing assembly of all information requested by the Corps of Engineers for writing the special specification section. Most discussion at this session revolved around items still needed by the Corps.

In the afternoon the major topics were the University of Michigan Flint Campus and the St. John Industrial Park. Attending the afternoon session were Mr. Robert Wilson of the University of Michigan Flint Campus, Mr. George Ursuy, Mr. Joseph Figa, Mr. Greg McKensie, Mr. Ed Wilkins and Mr. Doug Baehr of the Traffic Department. Some of these gentlemen were not able to attend the entire session but made valuable contributions as the topics with which they were familiar were reviewed.

Monitoring Report #4
City of Flint Downtown
Improvement Program
Page two

Overall, the University of Michigan Flint Campus program is continuing to move well through current construction and design with most coordination efforts now aimed at meshing with river beautification and traffic planning.

On the St. John program, detailed design is just now beginning and there is not a great deal of interfacing that must be identified now. This will, of course, change as design proceeds and the project nears field implementation.

A review of each project is given below:

Flood Control and River Beautification (RB 1)

Target completion dates for all RB 1 plans and specifications ready for final review by the Corps of Engineers are still being held at no later than November 10, 1975 (working day 220), with the possibility they will start the review earlier, perhaps by as much as 5 to 10 working days. The target for advertising is being held to on or before January 8, 1976 (working day 260). Mr. Jones would like to publish the ad for proposals prior to the end of the year if possible.

In our morning's discussion several topics were reviewed. These are discussed below at random.

- There is increasing interest in a coordinated and well knit interim traffic plan for all major programs being carried out in the study area over the next two to five years. Presently active traffic discussions are being conducted between the DPW, the Corps of Engineers, the State Highway Department, the City of Flint Traffic Department and the Department of Community Development. These efforts are expected to result in an interim plan from the Traffic Department within two weeks which can be submitted to the Corps of Engineers. The plan will define basic traffic requirements for the city relative to and during construction of the RB 1 program.

**Monitoring Report #4
City of Flint Downtown
Improvement Program
Page three**

**RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER**

Mr. Jones emphasized during our meeting that the Corps would like bridge closings and restrictions spelled out in a sequential relationship to each other and to other street elements. This will allow him to write the special specifications section in such manner that contractors will be given explicit instructions regarding limitations on bridge closings. Also, the Corps feels it will be important to maintain access to the Stevens Street Bridge along Water Street between Saginaw and the Stevens Street Bridge. Considerable discussion of this construction route was held and it appears there should be no difficulty with the city or the University of Michigan in maintaining Water as a construction access route.

At present the traffic plan is partially formulated and Mr. Baehr later in the afternoon confirmed they are working on it and will continue to give it top priority attention.

- Working drawings for the project being prepared by Harza Engineering are reported in excellent shape and presently being brought to completion as final information is available. One difficulty appears to be that there is a limited distribution of these drawings presently. This situation, Mr. Jones said, would be corrected as soon as they get a full set to print.
- Quantity and cost estimates by Halprin & Associates have been completed and are apparently in the mail. The Corps of Engineers has not yet received these. They will need them to complete the plans and specs. Mr. Jones requested backup sheets for the cost estimates. He pointed out these would not delay submittal of drawings for Corps of Engineers review.

**Monitoring Report #4
City of Flint Downtown
Improvement Program
Page four**

- Originally it was thought that a three day job shutdown should be specified for the Bi-Centennial celebration next year. However, this requirement has been eliminated by the city and presently there will be no specified shutdown for the celebration since it will probably be held in a location which will not interfere with construction work.
- Some difficulties have been encountered in completing collection of utility needs at bridge crossings. However, during the day some additional information required by the Corps of Engineers was received by the DPW from Consumers Power and it will be forwarded to the Corps. Additional data is still needed for the Harrison Street Bridge but this should be available in the very near future.
- Disposal area definition is still a problem. Mr. Wilkins and Mr. Jones went over survey information for the disposal area in detail and it was tentatively decided that additional elevations and boundary line definition were necessary. This matter will be resolved by Mr. Jones and Mr. Wilkins through their mutual efforts. Additional site plans of the area were provided to Mr. Jones.
- Utility modifications were discussed briefly and it was decided that Mr. Wilkins will write a letter to Mr. Jones defining the requirements and responsibilities for such work modification items.
- Improvement to the Flint River will create a need in about 2 years for removing some 15,000 cubic yards of silt from behind the Hamilton Dam each year after. This is a maintenance problem for the City of Flint. Therefore, design of facilities to expedite removal of this silt is considered to be an important part of the project. It has been considered that a once per year dredging operation would be used to remove silt but this poses problems of access and disruption to surrounding facilities. An alternate location for the silting deposit is under consideration.

- In conjunction with discussions regarding the traffic circulation pattern on Water Street, it was agreed with Mr. Wilson who joined this meeting briefly that the Stevens Street Bridge would remain accessible during the construction period even though it is the present intent to close off Stevens Street between the river and Kearsley sometime in mid-summer 1976.
- No hold will be placed on the plans to await selection of a sculptor for the RB 1 special project. An area will be reserved for this piece of sculpture and it will be designed to conform to the space available.
- In addition to relocation and removal of utilities that are to be abandoned upon construction of the flood control program, it will be necessary for the city to plan removal of required billboards. This matter will be taken care of by Mr. Ursuy and Mr. Wilkins.
- Apparently the bearing of the line between control points on the Saginaw Street Bridge should be rechecked to insure its accuracy. This line will be the base coordinate line from which all points on the river beautification project will be set. Therefore, its accurate location and identification are important. Mr. Wilkins will handle this with Mr. Jones.
- A detailed review of the various real estate elements was made. It is still the concensus that with the current level of attention, most critical real estate matters can be cleared by the target date of December 10, 1975 (working day 241). There are some difficult areas but these are presently being focused on by Mr. Ursuy and Mr. Hungerford. An important element is permanent relocation of the C & O track. This item is expected to be resolved by the end of October.

Some problems are being experienced in resolving railroad service to one of the major customers of the railroad who has a facility at a difficult access point.

**Monitoring Report #4
City of Flint Downtown
Improvement Program
Page six**

**RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER**

This situation is being followed closely by Mr. Hungerford.

- Demolition of the traffic building is still not underway and will have to be given prompt attention. The Corps feels it is a must that this building be removed for construction to proceed. Mr. Ursuy will follow this.
- Removal of the existing Water Street Bridge will probably have to be let to an outside contractor because of union complaints. This matter is presently under study.
- Mr. Jones made a good suggestion that the various utility companies set their line relocation procedures now. He feels that working drawings and specifications will be explicit enough so that rather than having to plan and do the removal or relocation upon request of the constructing group that plans can be made for this work at an earlier date, thus, minimizing surprises, disruptions or delays. This is an excellent idea and should be pursued further.
- A haul route should be set now for contractors excavating the flood control program.
- Mr. Ursuy asked if an exception could be made in the event that all tenants were not able to leave the area during the award period. There may be some special difficulties at one or two of the properties under acquisition and it could be necessary to advertise without having all buildings cleared. These exceptions will be looked at as they appear.
- It will be important because of the complicated interfaces that the Corps of Engineers require their contractors to provide a definitive plan of work operations. This would best be done through a network plan, and I have suggested to Mr. Ursuy that the City of Flint write a formal letter to the Corps of Engineers requesting that preparation of a network diagram be required of the contractors selected.

It is not necessary for this network plan to have costs assigned to it as is normally the case with Corps work. However, the network should clearly spell out the sequencing and the expected early and late starts and finishes. The reason a network is critical to this project is because of the number of interfacing programs that depend upon activities within the RB 1 area.

U of M Flint Campus

Attending this meeting were Mr. Robert Wilson of the University of Michigan Flint Campus, Mr. Joe Figa, Mr. George Ursuy, Mr. Ed Wilkins and Mr. Doug Baehr. Points covered are listed at random below.

- Presently the classroom/office and theater complex is under construction at the campus. It is expected this project will continue in construction on through next summer, being completed in late summer. There does not appear to be any major conflict between its construction and work on the RB 1 program. However, upon completion, there will be an increase in the population of the area due to students utilizing the facility. This may affect construction traffic patterns in the immediate building vicinity.
- We discussed in detail the other buildings expected to be built by the University on the downtown campus. These include:
 - a classroom/lab building
 - a library
 - a central heating and cooling building
 - later a physical ed building
- The University Center is the next project and is currently in design development. It is hoped drawings can be released for proposal sometime in mid-summer 1976. There does not appear at present to be any major conflicts between construction of RB 1 and construction of the University Center.

**Monitoring Report #4
City of Flint Downtown
Improvement Program
Page eight**

**RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER**

- The other projects discussed are considerably on down the line but will be reviewed in detail at each monitoring session to insure an evaluation is made of the ongoing progress of each.
- Further discussion maintaining the Stevens Street Bridge and its access open along the river during construction of the RB 1 indicates no major difficulties should be incurred in keeping this traffic route free and clear.
- A brief review was made of overall parking requirements for the U of M Flint Campus and other downtown programs.
- Mr. Baehr, with the rest of the group, discussed in detail at this point the interim traffic plan, particularly as it relates to the University of Michigan Flint Campus. Some assumptions were made for traffic planning. These were reviewed verbally and are not at this point appropriate for final statements. It was emphasized by me that all traffic sequencing which includes abandonment of thoroughfares, opening of new streets, closing and opening of bridges, utility relocation programs, bridge construction and other such items must be planned in such manner that a detailed network diagram can be prepared for implementing the entire traffic program. I shall discuss this matter in more detail with Mr. Jack Wilson and Mr. Doug Baehr at a future meeting.

Mr. Baehr also reviewed the current intent of the Highway Department in construction of their bridges, utilities, and surface roads. This work is due to begin in spring 1976 and will focus first on the Second, Third and eastbound Longway Boulevard Bridges. Upon completion of these, the Kearsley Street and westbound Longway Boulevard improvements will be made.

St. John Project

Mr. McKenzie, Mr. Baehr and I reviewed the history and background of the St. John project. Basically this is an industrial development program and is just now entering the major design stage. Points reviewed are listed at random below.

- It is expected that some utility improvement work may be able to start on the site by spring of 1976. I pointed out to Mr. McKenzie that this is an extremely tight date, given the present project status and that if the intent is actually to begin work in early 1976, heavy efforts will have to be made now on the project planning.
- A market analysis will be prepared concurrently with early site design. Major internal street patterns are already set within the area and those connected with the design effort should clearly understand that commitments have already been made to the local street design pattern by the State Highway Department.
- The school located within the site is to be abandoned with demolition scheduled for next year.
- Additional parcels of land must be acquired to completely clear the I-475 right-of-way. This work is currently in progress.

* * * * *

I shall be in touch with Mr. Nester and Mr. Ursuy regarding our next planning meeting.

Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Andrew Nester, P.E.
City Engineer, Flint, Michigan

Direct copy to: Mr. George Ursuy
(This copy is being sent to Mr. Ursuy because of
urgent actions required.)

November 17, 1975

Subject: Monitoring Report #5

City of Flint Downtown Improvement Program

Flint, Michigan

Date of Monitoring: November 13, 1975 (working day 223)

Project: 75:56

Actions taken:

- Reviewed current status of working drawings and specifications for river beautification project (Corps of Engineers contract C2)
- Reviewed corridor concept
- Prepared corridor network for river beautification project
- Prepared summary phase one network for Doyle project
- Reviewed river front center project concepts

River Beautification Project (RB-1)

On November 13, 1975 (working day 223) the morning conference was devoted to a complete review of the current status of real estate negotiations and working drawings and specifications for the Flint River flood control project and river beautification program.

Current real estate negotiations are in reasonably good condition as reported by Mr. Hungerford. However, there are four special problems that require extra attention. One of the more serious of these is the need to demolish the traffic building. This is a task still not acted upon and it is becoming increasingly critical since the target goal for completing all real estate work is presently December 10, 1975 (working day 241). Demolition was estimated to require about 30 working days from go-ahead. This then means that the late start date on this activity is now past and the item has become very critical.

The traffic building is located in a key position relative to the flood control program and it is essential that an immediate decision be made in this matter. It could hold up the advertising for bids on the Flint River work.

The second difficult area is that posed by the need to acquire title to the FFOE property and relocate the present Flint Business Machine operation so the building can be demolished. Mr. Hungerford reports that on November 24, 1975 (working day 230) a court judgment will specify a time of occupancy for the city. It will be important to move the present tenant out of the existing building at an early date since this, too, is an essential element in getting the license for construction and the attorney's certificate. An extensive discussion was held with the city staff and the Corps of Engineer representative as to how this program could be resolved if an unexpected delay to building occupancy is encountered. No answer was forthcoming. The matter should be given top-flight attention.

The third real estate problem is posed by the need to consummate an agreement with the C & O Railroad on their real estate. The offer is still being reviewed by the C & O headquarters office in Baltimore and there is no word presently when this negotiation will be concluded. Since the action is critical to obtaining a construction license and the attorney's certificate, it was suggested the city attorney might assure himself that the negotiations are valid and then by letter convey this assurance in writing to the Corps of Engineers prior to December 10, 1975 (working day 241).

The fourth problem is one not quite so serious as the previous three and deals with the need to obtain an easement agreement with the C & O for a track crossing. This matter is presently in work and should cause no major delays.

After the real estate review, a detailed discussion of the current status of working drawings and specifications was concluded with Mr. Robert Jones of the Corps of Engineers. He reported that most work is complete on the working drawings and that they are presently in the hands of the Chicago office of the Corps of Engineers for final review. Drawings were sent there on October 31, 1975 (working day 214) and are expected back on December 1, 1975 (working day 234) for final processing in Detroit. Thus, it becomes critical that the review team for the City of Flint complete their final review and comments on these drawings no later than December 1, 1975 (working day 234).

There still remain a few matters of concern on the program and these are discussed below at random:

- A strong need exists to establish a direct and easy line of communication between the Corps of Engineers and the City of Flint during November and December to insure that information regarding changes and revisions to the working drawings and specs are conveyed and received easily, quickly and accurately.
- The bearing of the base line at Saginaw Street has changed slightly and the impact of this upon working drawings must be checked immediately.
- The City of Flint is still asking the Corps of Engineers to assist them in obtaining additional data on spoil removal. It is hoped that additional settling capacity can be built elsewhere along the river but presently there does not appear to be any work being done on the study. Mr. Jones and Mr. Nester of the Corps of Engineers and the City of Flint respectively, will discuss this matter in greater detail.
- Full sets of working drawings and specs have been sent to the City of Flint and to the utility company - this to expedite the review and revision process in November. Presently the Corps of Engineers expects to spend the entire month of December up to the point of issue making required corrections to working drawings and specifications.
- All comments on the working drawings and specs have been requested to be in the Corps of Engineers' hands by December 1, 1975 (working day 234).
- The Corps of Engineers has asked the City of Flint to forward a letter outlining any problem areas that would delay the provision of a license for construction and an attorney certificate. The license for construction and attorney certificate are required presently to advertise for bids.

If there are any delay potentials, the Corps has asked that these be outlined to them in full. This matter is currently being taken care of by the City of Flint staff.

Monitoring Report #5
City of Flint Downtown
Improvement Program
Page four

- Presently we are assuming that working drawings and specs will be advertised, issued and bid in such manner that we can expect a contract letting by March 1, 1976 (working day 297) with a start of construction by March 31, 1976 (working day 319).

Corridor Concept

As an integral part of our morning evaluation, we began a review of the corridor approach to summary diagramming of the entire project area for the downtown improvement program.

In any major planning effort it is soon found that the plan area is criss-crossed by numerous channels or corridors that convey power, ideas, materials, vehicles, people, services and a multitude of other elements all critical to proper plan implementation for the area. We assumed that a corridor could be the physical location and elements of a carrier for the following items: (this list is not complete and will be added to as additional items are identified)

- roads
- sidewalks
- bike paths
- easements
- rights-of-way
- sewers
- domestic water lines
- gas lines
- electrical lines
- Western Union lines
- steam distribution lines
- fire protection lines
- cable TV lines
- telephone cable lines
- public transportation lines
- people mover lines
- fire vehicles
- urban track systems
- underground distribution tunnels for goods and utilities
- solid waste transport
- ambulance service
- police service
- traffic cable
- and many others

Monitoring Report #5
City of Flint Downtown
Improvement Program
Page five

This complex of lines, systems and devices makes up what we call the corridor matrix. If we begin by defining the needs of the major elements in this corridor matrix such as the road system, it may be that the problem of planning around this corridor skeleton could be simplified to a considerable extent.

Therefore, with the river beautification project, we established a corridor matrix or skeleton consisting of four corridor stages relative to the traffic and utility matrix. The results of this analysis are shown on sheet 3, Issue #1, dated November 13, 1975. In this sheet 3 preliminary summary model, we identified four stages of the corridor matrix for the river beautification project. We then tied in the known elements of the river beautification program to either the beginning or the end of these corridor elements.

The technique worked reasonably well in defining traffic conditions, particularly as they surrounded the river beautification program and as a result, Mr. Jones was able to prepare a preliminary traffic specification for the river beautification project. This was based upon the Traffic Department's memo outlining traffic requirements throughout the downtown improvement program. The specification will be reviewed by the Traffic Department staff and comments provided to the Corps of Engineers immediately. Sepias of the diagram have been prepared and will be distributed to all parties concerned by Mr. Nester.

Doyle Project

In the afternoon I met with the Doyle project staff and we prepared a summary network model for the Doyle project, phase one. The network indicates construction can be expected to get underway for phase one (about 130 housing units) sometime between October 13, 1976 (working day 456) and December 23, 1976 (working day 506). The critical element is advertising for, and selection of, developers and award of contracts to them. This will prove to be a pivot point in the work and planning for how this is to be accomplished expeditiously should be put into work immediately. The network diagram was discussed with all parties present and further elaboration on it at this time is not necessary. We will monitor the job over the coming weeks in relation to this Issue #1 network diagram. Sepias of the diagram have been prepared and will be distributed to all parties concerned by Mr. Nester.

Monitoring Report #5
City of Flint Downtown
Improvement Program
Page six

Presently on Doyle, it is expected the aerial topo and other surveys will be prepared as soon as contracts can be negotiated and weather permits. Meanwhile, the design team is preparing their conceptual site plans for review by the Michigan State Housing Development Authority (MSHDA) and the City of Flint. Heavy attention is being given twelve points which have been presented as desirable requirements by MSHDA for the City of Flint to accomplish. These points are to be reviewed in the near future to determine which ones are most critical.

As we accomplish the preliminary planning for implementation of the Doyle project, it was noted there does not appear to be any major traffic corridor elements to be integrated with the plan at present. There is a need to consider early construction of the river crossing at the south end of the project, two one-way pairing arrangements of the streets and location of the commercial facility at the by-pass from north to Saginaw. However, these do not appear to be critical to start of construction of Doyle phase one. They do, however, relate to corridor demands of the I475 expressway extension. These will be considered at our next meeting.

River Front Center

We began a detailed discussion of the river front center and its concept at this session. A site planner has just been retained and overall site planning work is currently in progress.

Next Planning Session

It has been agreed our next meeting will be held at 10 AM in the Community Development Department Conference Room on Monday, December 1, 1975. The session from 10 AM to 12 noon and 1:30 PM to 3:00 PM will revolve around the river beautification, I475 and University of Michigan downtown campus programs. From 3:00 PM to 5:30 PM meetings will focus on the Doyle and St. Johns projects. I have prepared and forwarded an agenda to Mr. Nester and Mr. Ursuy for their use and distribution.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.
City Engineer, Flint, Michigan

November 17, 1975

Memo to:

Mr. Andrew W. Nester, P.E.

Copies: Mr. Jerry Hungerford
Mr. George Ursuy

Re: River Beautification Real Estate Problems

As noted in our monitoring meeting of November 13, 1975, there are four critical real estate problems that should be given immediate attention. Also, these four problems should be outlined in writing to the Corps of Engineers so appropriate consideration can be given by the Corps as to their disposition. The four, as discussed in our monitoring session, include:

- 1) The need to immediately vacate the traffic building and demolish it. This is an essential action since the traffic building is in a critical location and will affect early work progress on the flood control program.
- 2) The Flint Business Machine relocation is currently being delayed by a need to wait for a court judgment on November 24, 1975 to specify a time of occupancy. This matter is apparently stalemated until then but we should develop an alternate strategy in the event that the building is not made available immediately.
- 3) Presently the C & O agreement on real estate is being reviewed by the Baltimore office. It would be desirable to have this agreement shaken loose for a clearcut arrangement to be made. However, it was suggested at the meeting that the arrangements be brought to a final point and at that time the City of Flint attorney might be able to assure the Corps of Engineers in writing that the deal was made and would be carried out in accordance with the terms agreed upon. I suggest the Corps be sounded out on this matter.
- 4) It will be necessary to obtain a C & O easement agreement for a track crossing. This should be a relatively straightforward matter to accomplish.

River Beautification Real Estate Problems
Page two

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

It was suggested these four points be brought to the immediate attention of the highest officials in both the Flint city government and the Corps of Engineers. I feel at this time that it would be most appropriate if the three of you, Mr. Nester, Mr. Hungerford and Mr. Ursuy, would jointly put these problems before your management with a request for as much aid as can be marshalled.

Meanwhile, I strongly recommend that you incorporate a discussion of these four elements in an immediate letter to the Corps of Engineers so that they are fully aware of the problems that you are encountering in this very critical phase of the work.

Ralph J. Stephenson, P.E.

RJS
m

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

November 17, 1975

Memo to:

Mr. Andrew W. Nester, P. E.
Mr. George Ursuy

Re: Next downtown Flint improvement conference

Dear Mr. Nester and Mr. Ursuy:

Below is a suggested agenda and the participants desired for our next meeting on Monday, December 1, 1975.

Time of Meeting: 10:00 AM - 12 Noon
1:30 PM - 5:30 PM

Place of Meeting: First floor conference room
Community Development Department

Those suggested to attend for full session:

Mr. George Ursuy
Mr. Andrew Nester
Mr. Joe Figa
Mr. Doug Baehr
Mr. Jack Wilson
Mr. Ed Upson

Agenda: 10:00 - 12 Noon & 1:30 PM - 3:00 PM

Discussion of river beautification, I-475 and U of M projects. Will include a monitoring of the programs and a continuation of summary diagramming for each as it relates to the traffic and utility corridors. Those suggested to attend in addition to all day participants include:

Mr. Robert Jones, Corps of Engineers
Mr. Robert Wilson, University of Michigan, Flint Campus
Mr. Jerry Hungerford

Memo to Mr. A. W. Nester and
Mr. George Ursuy
Page two

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

Agenda (continued)

12:00 Noon to 1:30 PM - Break for lunch

1:30 PM to 3:00 PM

Continuation of AM project discussion

3:00 PM - 5:30 PM

Review and continue summary diagramming for
Doyle and St. John projects. Those suggested to
attend in addition to the all day participants include:

Kathy Stoughton
Mary Schneider
Greg McKenzie
Greg Tolbert

I would appreciate it if this agenda could receive as wide distribution as possible so all parties participating can have adequate time to prepare properly. Thank you very much for your assistance.

Ralph J. Stephenson, P.E.

RJS
m

December 11, 1975

Subject: Monitoring Report #6
City of Flint Downtown Improvement Program
Flint, Michigan

Date of Monitoring: December 1, 1975 (working day 234)

Project: 75:56

Actions taken:

- Reviewed current status of working drawings and specifications for river beautification project (Corps of Engineers Contract C2)
- Reviewed current status of RB-1 real estate matters
- Prepared preliminary corridor staging network
- Monitored Doyle Project
- Prepared summary phase one network for St. John project

River Beautification Project (RB-1)

(Monitored from Issue P5 dated December 1, 1975)

Since monitoring #5 on November 13, 1975 (working day 223) heavy efforts have been made to resolve the real estate problems that impose potential restraints on advertising for the river beautification contract C2 work. Some progress has been made but there still are difficulties that may cause the advertising date to be delayed to as late as February 16, 1976 (working day 287). A brief review of these follow:

Traffic Building

A date for demolition of the traffic building still is not set. There was some informal discussion that due to the difficulty in moving operations from this facility it would be desirable if the Corps of Engineers could allow the building to remain until February 2, 1976 (working day 277). It was informally decided that this was the latest possible start for demolition and that removal of the building must now be complete no later than March 15, 1976 (working day 307). It is desirable to finish this work earlier.

Flint Business Machine Relocation

As of December 1, 1975 (working day 234) a vacation date had not been set for the Flint Business Machine building. As with the demolition of the traffic building, a date of February 2, 1976 (working day 277) has been informally discussed as the latest possible date beyond which resolution of this matter cannot be allowed to extend. This is one of the more difficult real estate problems.

C & O Agreement on Real Estate

C & O real estate matters are still being worked upon in Flint and in Baltimore, Maryland. They are not yet settled and alternate methods of resolving the agreement between the city and the railroad are presently being investigated intensively and in depth. Again, it is hoped that an expression of intent by the City of Flint, once it is feasible, may be sufficient to release the advertising for proposals.

C & O Track Crossing Easement

The track crossing easement, as with the other C & O real estate matters, is still being worked upon and has not, as of December 1, 1975 (working day 234) been resolved.

In summary, the real estate problems that are being presently encountered may require a delay in advertising for bids to as late as February 16, 1976 (working day 287). This is an unfortunate delay and if anything can be done to realign the advertising date closer to the original target of January 2, 1976 (working day 256), it would be of help to all concerned.

In detailed discussion with the Corps of Engineers it was also decided that an additional 11 working days must be provided for letting contracts due to their complexity. To review the present projected plan of operations: it is anticipated that advertising will be accomplished no later than February 16, 1976 (working day 287); advertising, letting contracts and mobilization and move on site require another 77 working days bringing the start of construction to approximately June 3, 1976 (working day 364). This is considerably later than had been hoped for and every effort is to be made by those involved to regain time on this later date to more nearly match a desired earlier time schedule.

So far as the Corps of Engineers work is concerned, their review of working drawings and specifications is proceeding well and it appears that any time the real estate matters are squared away the issuance of these drawings can proceed.

U of M Flint Campus Downtown Projects

Mr. Robert Wilson of U of M Flint attended this session and a discussion of the U of M projects for downtown Flint and their interfaces with the river beautification program and the I-475 expressway were reviewed in detail.

Presently the projects to be undertaken by the University of Michigan over the next few years include:

- Classroom and office building (presently under construction)
- University Center (planned for a construction start in September 1976)
- Central heating and cooling building (long lead time equipment contracts to be let in February 1976)
- Utility tunnel (construction to start in May 1976)
- Classroom lab building (Design is to start soon and will probably be in work for most of 1976)

These programs were analyzed in considerable depth relative to adjoining area impact, and a corridor staging network, (sheet 3 dated December 1, 1975) was prepared. In this corridor staging network each major action that influenced a staging of corridors as defined in Monitoring Report #5, page 4, was established and related to the appropriate construction program.

Once the preliminary corridor staging network was prepared and quantified, a bar chart was derived from it which showed the overlapping of corridor stages A, B, C1, D, E, F and G as defined on sheet 3, Issue #2 dated December 1, 1975. The bar chart translation shows the superimposition of corridor stages A through G upon each other and provides a good early look at traffic and other corridor conditions to be expected over the next three year period. Mr. Wilson of the Traffic Department participated in this discussion and will make a detailed review of corridor conditions for continued refinement of this particular study. Presently the concept of interrelating specific projects such as the river beautification, U of M and I-475 extension with the corridors they influence appears to be a viable technique and one that can be used for much of the total integrated planning effort. At our next session we will extend the corridor network to include the Doyle and St. John programs.

I-475 Expressway Extension

A representative of the Highway Department was not at our meeting but information was utilized gained from conversations the DPW staff has had with the department. It is understood that contracts for the Second, Third and Kearsley Street bridges, along with service roads, will be let by June 1,

1976 (working day 362). This will signal start of major I-475 construction south of the Flint River. The work, of course, will impact upon east/west access across streets where bridges are to be built. These conditions were imposed on our corridor network as stage F work. We will continue this analysis as additional information from the State Highway Department becomes available.

Doyle Project

As part of our afternoon work we monitored the Doyle project, phase 1 network, sheet 4, Issue #2 dated December 1, 1975. Presently it appears the major need now is to let contracts so that aerial topo surveys can be flown, the ground control surveys prepared and the boundary line surveys made. Completion of these elements releases schematic site planning. It appears that there is an excellent chance of maintaining our present schedule with right-of-way construction in the Doyle program tentatively set to start in July 1976. This date will be reviewed at our next monitoring.

Construction on private sites in the Doyle project is dependent greatly upon selection of a developer and award of contracts. Heavy efforts will be made once schematic site plans are available and approved to expedite obtaining of a developer for the project.

St. John Project

We completed a very rough phase 1 summary diagram for Doyle. Here again the preparation of survey material is very critical and needs to be released at an early date.

It is hoped to let site work construction contracts at St. John as early as mid-July 1976. The plan of work was put together with the available data and must be checked in more detail as conceptual site planning proceeds. It is intended at our next session to make a detailed review of the entire design process.

General Summary

Overall, downtown program progress has been fair over the past two months due to encountering some very difficult real estate areas. The river beautification, and University of Michigan Flint Downtown programs are still considered to be the bell-cow projects and the success of the entire downtown improvement will be heavily dependent upon the momentum gained from these early projects.

Because of the real estate difficulties, it is now expected that the river beautification program may be delayed in advertising from January 2, 1976 (working day 256) to February 16, 1976 (working day 287). Every effort will be made to reduce this lag but many of the delay factors are outside of the control of those involved in the project work.

Monitoring Report #6
City of Flint Downtown
Improvement Program
Page five

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

The University of Michigan program is moving along well and its first project - the classroom, office and theater building - is currently in construction and expected to be substantially complete by fall 1976. The I-475 bridge and service road construction south of the Flint River will start soon, probably in late spring or early summer and hopefully, the redevelopment construction for Doyle and St. John can begin in mid or late summer.

We will continually refine our plans and sharpen the interfaces and corridor restraints as more information becomes available from each of the projects.

The next meeting is set for Thursday, December 18, 1975 (working day 247). A detailed agenda of this meeting has been prepared and provided to Mr. Nester and Mr. Ursuy. The morning session will be devoted primarily to St. John and Doyle redevelopment, while the afternoon will concern a review and evaluation of the flood control project and river beautification programs. Work on the corridor matrix will be ongoing to determine each program's impact upon the various traffic and utility pattern during construction.

Ralph J. Stephenson, P.E.

RJS.
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To: Mr. Andrew Nester
City Engineer
Flint, Michigan

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

December 9, 1975

Memo to:

- Mr. Andrew W. Nester, P.E.
- Mr. George Ursuy

Re: Next downtown Flint improvement conference

Dear Mr. Nester and Mr. Ursuy:

Below is a suggested agenda for our next meeting on Thursday, December 18, 1975.

Time of Meeting: 8:30 AM - 12 Noon
1:30 PM - 5 PM

Place of Meeting: First floor conference room
Building Department

Agenda: 8:30 AM - 12 Noon
Meeting on St. John and Doyle Redevelopment programs. In attendance should be those directly responsible in a decision-making capacity on these projects. This meeting will also include a review of the projects with the design groups. They should be present.

Purpose: To review preliminary logic plans prepared for the Doyle and St. John projects and to refine these, if possible. Also to be considered is the impact of the I-475 expressway extension upon these two projects.

Agenda: 1:30 PM - 5 PM
Review and evaluation of the Flood Control project and river beautification programs. Those attending should be those involved in this program, including Mr. Hungerford, for a brief time, to review real

Memo to Mr. A. W. Nester and
Mr. George Urauy
Page two

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

Agenda: 1:30 PM - 5 PM (continued)
estate status. It would be helpful to have members
of the Corps of Engineers and the State Highway
Department present also.

Representatives of the City Traffic Department
should be at both morning and afternoon sessions.

Note: I shall leave the additional personnel to participate in the
morning and afternoon sessions up to the respective project
directors. It would be greatly appreciated if the morning
agenda would be planned in full detail by the respective
Doyle and St. Johns staff.

Ralph J. Stephenson, P.E.

RJS
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December 23, 1975

Subject: Monitoring Report #7

City of Flint Downtown Improvement Program

Flint, Michigan

Date of Monitoring: December 18, 1975 (working day 247)

Project: 75:56

Actions taken:

- Monitored Doyle Project, Phase 1
- Monitored St. John Project, Phase 1
- Reviewed current status of river front beautification project (Corps of Engineers Contract C2)
- Began preparation of I-475 corridor staging conditions

River Beautification Project (RB-1)

(Monitored from Issue P5 dated December 1, 1975)

The major discussions on the river beautification project revolved around resolution of current real estate difficulties. Mr. Hungerford has been working intently on these over the past 2-1/2 weeks and has succeeded in resolving some of the more difficult matters while bringing others to decision points. A major difficulty has been that many of the decision points required to expedite resolution of the real estate problems are to be made by agencies and groups beyond the direct influence of the City of Flint project teams and the Corps of Engineers.

However, progress has been made and a brief review of the current real estate status for RB-1 is given below.

Flint Business Machine Relocation

Presently it is expected that the court hearing date will be on January 15, 1976 (working day 265). At this time it is anticipated that a decision will be made by the court as to when Flint Business Machine must vacate the building they presently occupy.

Meanwhile additional activity on this matter is possible. The Flint Business Machine problem is tied closely to the traffic building demolition difficulties and a resolution of the two might be made if a relocation property for traffic engineering could be acquired promptly. This would allow movement of not only the traffic engineering yard facilities but also the traffic department administrative staff. Shifting the administrative staff will allow additional personnel moves that might provide a desirable relocation site for FBM. Of course, the new facility could be used to relocate the operation presently housed in the existing traffic building. Thus, if a relocation property could be acquired, within the next 2-1/2 weeks, a resolution of real estate difficulties, traffic engineering building demolition and FBM relocation could be accomplished.

Necessary to the process will be several difficult third party approvals which are presently being worked upon. The matter is a very complex, political, real estate, financial and technical difficulty with the urgency of the problem outweighed only by the complexity of the move.

In any event, it is absolutely imperative that this matter be resolved promptly if we are not to further delay advertising for proposals on Contract C2 work.

Implications of a delay in advertising proposals are many. One of the more important results, if advertising is delayed, is that good late spring and early summer construction weather might be lost which would be very serious to a project as exposed to weather as is the river beautification program. Another problem deals with maintaining momentum on all related area projects. The RB-1 program anticipates successive closure of Harrison and then Saginaw. This, as has been emphasized, will have wide felt impacts upon the street system and traffic movement. Thus, it is essential to make the RB-1 project as predictable a project as is absolutely possible. It is a forerunner program and one that, in conjunction with the University of Michigan Flint campus expansion, will set the pattern and tone for the entire downtown developmental program.

Therefore, this matter of FBM relocation and the traffic building demolition is a critical key that could unlock the whole implementation process.

Traffic Building

This matter has been discussed above briefly and if a relocation property can be acquired promptly, vacation of the traffic engineering building and demolition of it could be expedited. The Corps has tentatively agreed that demolition of that building will be crucial when the area it occupies is needed for contractor's work on the job. However, again, it would be most economical and desirable to have that full area free of any later-to-be-accomplished activities as is possible. Strong attention is presently being given at all management levels to this matter. Some action may be taken at the council meeting on Monday night if the agenda allows.

C & O Agreement on Real Estate

C & O real estate matters have been moving steadily toward resolution and presently it appears there will be adequate assurance that the lease agreement can be consummated in the near future. Concurrent with this lease negotiation, land appraisals will be made to bring the negotiations to a close. Mr. Hungerford is giving this matter careful attention.

C & O Track Crossing Easement

The track crossing easement has been resolved and is no longer a road block.

In summary, the real estate problems are well along toward being eliminated but the most critical of these, demolition of the traffic building and relocation of FBM still are difficult of execution and must be given careful, expert attention over the next three weeks particularly.

As part of our evaluation of the project, we discussed current design status and reviewed a possible design change to decrease construction costs. This design change concerns construction of the retaining wall at the Flint River channel. The Corps is presently studying alternatives to a full reinforced concrete wall design that may save considerable money. Mr. Jones made positive assurance that this design change, if reviewed and approved promptly, will not affect the current February 16, 1976 (working day 287) advertising target.

Monitoring Report #7
City of Flint Downtown
Improvement Program
Page four

In conclusion, it would be my recommendation that high levels of management for the City of Flint and the Corps of Engineers remain in close communication with each other and with their staffs to insure that maximum attention is given to launching this very important improvement to the downtown Flint area.

I-475 Expressway Extension

Mr. Ed Upson of the State Highway Department attended the conference and provided additional insight into present planning for the expressway extension from the downtown intersection through to Pierson Road. Presently targets for letting contracts are as follows:

	<u>Take Bids</u>	<u>Award Contract</u>
#1 - Pierson Road Interchange	Feb. 18, 1976 (W/D 289)	Mar. 19, 1976 (W/D 311)
#2 - Flint River Bridge	Mar. 17, 1976 (W/D 311)	April 19, 1976 (W/D 332)
#3 - Six bridges and accompanying service roads between Court and Kearsley Park Blvd.	April 21, 1976 (W/D 334)	May 21, 1976 (W/D 356)
#4 - Broadway and Stever Bridge	May 19, 1976 (W/D 354)	June 21, 1976 (W/D 376)

As part of our meeting we made strong efforts with the time available to prepare a corridor staging study for these four construction projects. However, due to informational difficulties and lack of time, it was decided to defer work until our next meeting when a full session will be spent identifying all corridor situations for predictable I-475 stages. These corridor conditions will affect Doyle, St. John and U of M projects most heavily. Mr. Upson will attend the meeting with his design engineer and, in conjunction with the DPW engineering and traffic staff, we intend to isolate and define the major corridor problems surrounding the I-475 expressway along with the anticipated Doyle and St. John traffic conditions.

We are still holding the start of work on the Second, Third and Kearsley Street bridges with their related service routes for a June 1, 1976 (working day(362) starting point.

Monitoring Report #7
City of Flint Downtown
Improvement Program
Page five

Doyle Project

In the morning we monitored the Doyle project, phase 1, sheet 4, Issue #2 dated December 1, 1975.

Aerial topo surveys have been flown and preparation of maps is currently in work. These are to be available on February 2, 1976 (working day 277). According to our Issue #2 network they were due to be completed no later than January 19, 1976 (working day 267). Thus, the present lag due to this activity is a projected ten working days.

Mr. Don Dommer of Lawrence Halprin Associates attended our morning session and we reviewed the anticipated plan of action to prepare schematic preliminary and working drawing site plans. This was the first opportunity Mr. Dommer has had to participate in these programs and he requested some revisions be made to our initial assigned durations to the various elements of the program. These are reflected in the revised Issue #3 dated December 18, 1976 for the Doyle project, phase 1, sheet 4. The end result of this review and re-analysis was to move the start of right-of-way construction on Doyle out to September 28, 1976 (working day 445). It was originally hoped we could begin work on Doyle in July 1976, however, because of the need to thoroughly complete each step prior to soliciting approvals, it has been felt necessary to extend the durations that originally were thought feasible.

Everyone at the meeting involved in implementing this work agreed that there should be strong effort made to compress the schedule. However, I recommend that currently we maintain the targets set since although they are not as early as would be desired, do represent reasonable goals in accordance with our recent discussions.

Major milestones for this work presently are as follows:

- MSHDA complete conceptual site plan review - January 9, 1976
(working day 261)
- Halprin begin preparation of schematic site plans - January 19, 1976
(working day 267)
- MSHDA and City of Flint complete review and modification of schematic site plans - April 19, 1976
(working day 332)
- MSHDA and City of Flint complete review of preliminary site plans and give final approvals - June 25, 1976
(working day 380)

Monitoring Report #7
City of Flint Downtown
Improvement Program
Page six

Working drawings go into preparation	-	June 25, 1976 (working day 380)
Advertise and request proposals on right-of-way site work	-	August 16, 1976 (working day 415)
Start right-of-way site work in field	-	September 28, 1976 (working day 445)

A major difficulty with this extended schedule is that it moves site work into a bad weather time of the year. Therefore, it would be well if any compression of time can possibly occur that it be given a high priority.

St. John Project

(Monitored from Issue #1 dated December 1, 1975)

Presently the target for completion of schematic drawings and start of preliminary drawings is March 19, 1976 (working day 311). It is hoped that working drawings can begin by June 4, 1976 (working day 365) with advertising for proposals on August 23, 1976 (working day 420). This will allow start of site work construction on or about October 7, 1976 (working day 452). These revised dates are reflected in Issue #2 dated December 18, 1975.

Again, as with Doyle, this puts the site work into a bad construction season. Here also every attention will be given in the oncoming weeks to see where compression of time and expediting of work can be accomplished. We will review the St. John project regularly at our monitoring session.

U of M Flint Campus Downtown Projects

A major discussion of these programs was not a part of this conference although the elements of the job were discussed as they interfaced with the other programs reviewed. It was emphasized by Mr. Ursuy that an immediate review should be made of the U of M construction program as it affects construction of utility tunnel work in Kearsley Street adjoining the campus and closing of Stevens Street through the campus area. He suggested a firm date be agreed upon relative to these two elements immediately. Apparently there is a present understanding that should be revised now that more information is available. Mr. Ursuy will follow this matter.

Reference was made during the meeting to the schedule of projects shown on page three of Monitoring Report #6 dated December 11, 1975.

Monitoring Report #7
City of Flint Downtown
Improvement Program
Page seven

General Summary

Downtown development progress is steady although there still are serious problems to be resolved in relation to traffic, flood control construction and design, and real estate. The traffic problems are ongoing and presently being analyzed by the use of the corridor definition. This corridor definition is currently critical for early parts of the project, particularly the RB-1 program, the University of Michigan improvement and the I-475 expressway construction for the next three years. We will continue our studies of this traffic problem during our next session.

The design problem relative to the Corps of Engineers is not overly serious provided agreement can be reached on the design change and detail revisions. This affects the retaining wall along the channel of the Flint River.

Of ongoing importance is continuing consideration of the settling basin location and servicing. Presently there is a settling area integral with the design. However, a request for consideration of settling basin facilities further upstream is in work, and now that the Doyle project is nearing implementation, settling basin considerations should be concentrated upon. Mr. Nester is discussing these with the Corps of Engineers and the Doyle project team.

Real estate matters have been covered in detail above and it still is imperative that traffic building demolition along with the Flint Business Machine relocation be given continuous high level attention. The problems with the C & O real estate have been generally worked out and do not appear to be a major obstacle to the program at present.

The Doyle and St. John projects are rapidly moving into full design and although there are some differences of opinion relative to design details, internally and externally to the sites, these matters are normal discussion situations and being handled in a professional and competent manner. It should be cautioned, however, that the points of difference relative to design of the programs that exist between the City of Flint, the design team and the Michigan State Housing Development Authority (MSHDA) will have to be resolved as design proceeds. All involved are well aware of this necessity.

St. John project design is also just getting underway and will lag the Doyle project by a few weeks.

Part of our discussion dealt with the buildup of manpower and staff required at the city departmental level. We were not able at this session to generate a manpower loading study but it presently appears that the City of Flint will

Monitoring Report #7
City of Flint Downtown
Improvement Program
Page eight

have to carefully allocate its resources and professional talent so as not to encourage an excessive buildup of manpower requirements during the design stages of the Doyle and St. John projects. We will give this matter further attention at subsequent meetings. However, it should be brought to everyone's attention now that there is some concurrency of action in the Doyle and St. John projects that will require a heavier than usual assignment of staff.

The U of M project is presently moving reasonably well and no major discussions were held at this conference regarding progress of the U of M Flint campus program.

The I-475 expressway bridge and service road construction are expected to start in early June 1976. This work is presently on schedule.

Our next session which is currently set for Monday, January 5, 1976 (working day 257) will be devoted entirely to statements of the various corridor conditions that surround the Doyle, St. John, I-475, U of M Flint, river beautification and river front development projects. Representatives of the DPW engineering and traffic staffs should be present and also, representatives of the State Highway Department. It is encouraged that all those interested in observing this corridor statement and who feel that they would like to attend to gain additional insight into impact of the corridors upon their programs should plan to attend as observers. I shall provide Mr. Nester with a proposed agenda for this meeting soon.

Ralph J. Stephenson, P. E.

RJS
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To: Mr. Andrew Nester, P. E.
City Engineer
Flint, Michigan

December 23, 1975

Memo to:

Mr. Andrew W. Nester, P.E.
Mr. George Ursuy

Re: Flint Downtown Development Conference Monday, January 5, 1976

Dear Mr. Nester and Mr. Ursuy:

Below is a suggested agenda for our next conference Monday, January 5, 1976.

Time of Meeting:

8:30 AM - 12 Noon

1:30 PM - 5 PM

Place of Meeting:

DPW Conference Room
(Note change in location of meeting
from previous session)

Purpose of Meeting:

To establish in detail the various corridor stagings (see Monitoring Report #5, pages 4 and 5 for definitions) that will be required during construction of the I-475 bridges and service routes. This discussion will consider the impact of total construction upon all of the programs presently anticipated for the downtown development including river beautification, U of M Flint campus, river front development, Doyle, St. John and I-475 construction programs.

Agenda:

Entire day will be devoted to accomplishing a portion of the purpose as stated above. Probably the morning session will focus on the St. John and Doyle projects while the afternoon portion will be concerned

Memo to Mr. A. W. Nester and
Mr. George Ursuy
Page two

Agenda (continued):

with the additional input required for the U of M Flint campus, river beautification and river front development jobs. It is suggested that those project managers and staff concerned with each of the projects attend as observers and limited participants the session that deals with their work.

It is presently not possible to define in detail the exact time where any particular project will be discussed. However, if staff members interested will check the day of the conference, it might be possible that a predictable timetable can be set up after it is mutually decided the order of proceeding with these projects.

Ralph J. Stephenson, P. E.

RJS
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