

September 3, 1962

Kalamazoo Planning Program

Activity Summary., August 30, 1962

(1)

On Thursday August 30, 1962 I met with various key persons concerned with the current urban renewal and downtown Kalamazoo planning activities. This conference was for the purpose of initiating my consultant work as outlined in my letter of July 1, 1962 to Mr. G. Van Haften.

Conference Summary

In the morning met with Bill Ripatte to completely review progress to date on the current Feasibility Study for the urban renewal program. Two of the three consultants, Lloyd Reid and Jones, Henry and Williams, have completed their written reports, while the third, Larry Smith, will submit his in the very near future. These reports will be studied and analyzed after which the findings will be consolidated and used to select project areas and prepare project applications.

A meeting with the Michigan State Highway Commissioner is to be scheduled as soon as possible to discuss the findings of the Highway Feasibility Study and bring to his attention the features of the program that affect the highway net.

The reports are also to be used so far as possible to assist in the preparation of a master time table for planning and scheduling the entire renewal program.

In the early afternoon met with Elton Ham for discussions of organizational arrangements and goals of the various private and public groups concerned with the renewal efforts.

Activity Summary August 30, 1962

In the late afternoon met with Bill Ripatte and Edward Sawyer to discuss the processing of the project application. Also obtained Mr. Sawyer's thoughts on the time table preparation. Both he and Bill Ripatte will prepare a preliminary outline of the tasks to be performed for implementation of the renewal program. I will also prepare such a list and these will be the basis for the first draft of the time table.

Action to be Taken

The next meeting has been scheduled in Kalamazoo for Friday September 7, 1962.

Items to be covered with Bill Ripatte and Ed Sawyer include:

1. Discussion of the Feasibility Study material including the preliminary economic study.
2. Review of plan elements required for proper preparation of project application.
3. Preparation of first draft summary time table of urban renewal activities.

Items to be covered with Elton Ham include:

1. Meeting with other consultants in program to discuss coordination of activities.
2. Discussion with Elton and his staff, of projects they have completed or in work that are of significance to the urban renewal program.


Ralph J. Stephenson

RJS:rs

M.

September 12, 1962

(2)

Kalamazoo Planning Program

Activity Summary..Friday Sept. 7, 1962

Conference Summary

In the morning met with Bill Ripette and later with Ed Sawyer and Bob Vanfreese. Set next meeting time for Friday Sept. 14th and subsequent conferences for Wednesdays. Bill and I then reviewed each available consultant's report.

First was the highway study by Lloyd Reid. Details discussed included:

- Elevation of east leg of ring road
- Existing commercial and industrial facilities at the ring road interchanges and along the west leg
- Connector route between Kalamazoo Ave. and W. Michigan
- Timetable of highway and street improvements

Conclusion was that the highway report and the recommendations presented by Mr. Reid were very favorable to the implementation of the Kalamazoo central business district plan .

The next major step to be taken is to arrange a planning meeting with the Michigan State Highway Commissioner as soon as possible. Mr. Reid is now attempting to do this.

The second report reviewed was the utility study by Jones, Henry and Williams. This study appears to represent enough sound thinking to prepare the project application. The only utility subject yet to be reviewed concerns public transportation. This matter is to be handled by the Kalamazoo Planning Department for the project application. *It is suggested that subsequent phases of the highway consultants work might include*

assistance in this matter.

Other details discussed were:

- Runoff characteristics as projected for the study areas
- Lighting levels proposed for malls and parking areas
- Allocation of utility improvement costs
- Timetable of utility improvements

Conclusion was that, like the highway report, the utility report was very favorable to continued development and improvement of the entire urban renewal area and the surrounding drainage basin in accordance with the established long range plans.

However cost allocation data should be evaluated very carefully and statements concerning it properly phrased to avoid misunderstandings and misinterpretation. It should also be recognized that this portion of the renewal program is one which will bring particular benefits to the entire community in terms of better utility service, alleviation of flooding and improvement of the tax base by consolidation of rail facilities thus freeing land for more productive use.

Next, reviewed with Bill Ripatte and Ed Sawyer the check list of information to be submitted with the project application. It appears that a large part of the necessary substantiating data has already been collected and now requires consolidation with the findings of the feasibility studies.

Bob VanTrecek joined us and we discussed in full the use of Critical Path Method for programming and preparing a timetable of the entire urban renewal project. We decided to proceed as quickly as possible using this technique. This represents, to the best of our knowledge, the first application of CPM to comprehensive land planning and could well be a pioneer effort just as the entire Kalamazoo plan has been. The method will also allow easy dissemination of important timetable information to all concerned parties, and will improve communications, especially to the public.

For the time being we decided to work in the five renewal areas only. The primary division of the schedule will be by project area, with the secondary division by operational classification. At this conference we first established the preliminary major operational

groups. At subsequent meetings detailed activities in each of these groups will be tabulated, their place in the plan designated, and time duration assigned.

Once the program has been set up, some computer time might be necessary. Requirements will not be extensive and perhaps some interested business group might be able to help out in this matter.

Listed below are the preliminary operational classifications established as first draft considerations at the meeting:

Highways and Streets

Federal (Interstate)

State

County

Local

Utilities

Railroads

Water

Storm sewage

Sanitary sewage

Electric

Gas

Steam

Telephone

Public transportation

Economics

Cost analysis of highway and street systems

Cost analysis of utility systems

Cost analysis of other clearances or acquisitions

Definition of trade area

Marketability and reuse of land areas

Relocation

Financing

Long range land use

Impact of new projects

Legal

Railroad relocation

Conversions to pedestrian areas

Project applications

Property acquisitions

Public utility improvements

Bonding procedures

Contract review

Zoning changes

Ordinance revisions

Planning

Land use

Community facilities

Neighborhood analysis

Planning (cont.)

Recertification
Thoroughfare plan
Parks and recreational areas
Public improvements
Subdivision improvements
Project application preparation
Private project consultation
Parking facilities
Zoning ordinance revisions
Reports
Public presentations and notices
House numbering
Model preparation
Site planning
Urban renewal activities
Architectural evaluation

Private Groups

Public relations
Liaison
Private developments
Land acquisition
Special projects

Financing

Federal funds administration
State funds administration
Local funds administration
Donations
Bond issues
Private funds
Public improvement programming

Urban Renewal

Project application
HHFA liaison
HFA liaison
Acquisition and appraisals
Demolition and site clearance
Rehabilitation and conservation
Disposition and retention
Reports
Architectural evaluation

Building

Building codes
Code enforcement
Inspection of properties

Action to be Taken

The next working meeting has been scheduled in Kalamazoo for Friday, September 14th.

Items to be covered with the planning department include:

1. Discussion of highway costs and their allocation
2. Review of economic feasibility study and recommended project areas
3. Continuation of work on urban renewal project timetable

Due to extended conferences at the planning department on September 7th the proposed agenda with Elton Ham was not covered. Therefore I would like to go over these items at the September 14th conference:

1. Meeting with other consultants in program to discuss coordination of efforts.
2. Discussion with Elton and his staff, of projects they have completed or in work that are of significance to the urban renewal program

Ralph J. Stephenson

RJS:rs

October 1, 1968

3

Kalamazoo Planning Program

Activity Summary .. Friday Sept. 14, 1968

Conference Summary

The early part of the meeting was concerned with a review of the highway feasibility study and its pending review with the State Highway Department. The immediate objective is to receive Highway Department comments on connector between Kalamazoo Avenue and West Michigan.

Discussed the concept of one way pairings of block-apart streets compared to providing a boulevarded two way thoroughfare for ring road circulation and distribution to the central business district. In the Kalamazoo plan one way pairing has several implications which should be inspected carefully:

1. Tends to isolate a one block wide land strip from major adjacent uses - thus losing some of the benefits of complementary land use.
2. Tends to increase the number of turning movements, and funnels traffic through interior of block.
3. Not consistent with the projected long range planning.
4. Makes penetration of the ring circulation system difficult.
5. Tends to visually isolate the outer road from the central business district.

There are other considerations, but the above are among the more important.

The remainder of the morning was spent formulating the project timetable.

Had lunch with several members of the DKA. Presented a brief summary of activities to date on the downtown planning program.

Remainder of day occupied plan of work necessary up to the submission of a project application for the first downtown urban renewal project.

Ralph J. Stephenson

RJS:rs

M.

October 2, 1962

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Kalamazoo Planning Program

Activity Summary .. Wednesday Sept. 19, 1962

Conference Summary

Subsequent to last Friday's meeting in Kalamazoo I met with Lloyd Reid to discuss preliminary cost estimates for the proposed highway program, and to review the coming meeting with the Michigan State Highway Department.

I also completed the preliminary timetable as planned by the critical path method, of the work necessary from now through the first project application submission to HHPA.

At the Wednesday meeting I reviewed each of the above items with Bill Ripatte. Then, Tom Sawyer and Bob Van Treese joined us and we began assigning time values to each operation in the plan of work.

At lunch met with C.H. Mullen to discuss our plans for Friday's meeting at the State Highway Department.

After lunch continued work on the timetable completing it late that evening. This plan analysis provides us key target figures to shoot for, and will allow a realistic scheduling of all efforts which are a part of this program. I recommend that we give serious consideration to planning other pertinent municipal programs in the same fashion. The technique facilitates implementation of a project particularly where there are definitive relationships.

Ralph J. Stephenson

RJS:rs

MP.
October 2, 1962

5
Kalamazoo Planning Program

Activity Summary .. Friday Sept. 21, 1962

Conference Summary

Attended conference with Kalamazoo city officials and members of the Michigan State Highway Department in Lansing. Present from the city were C.H. Mallon, Bill Ripatto, and Bob Carroll. Representing the Highway Department were Howard Hill, a staff aide, Robert Boatman and Edward Bollenbaum. Lloyd Reid also attended.

Richard
Lilley

The discussion centered around the scheduled highway and street improvements for the Kalamazoo urban area now and in the future, along with what joint efforts could be exerted to bring the Kalamazoo program into being.

Lloyd Reid presented presented the highway portion of his recent feasibility study and several copies were taken by the highway staff for further study. The general ideas presented in this study are not new to the highway department since city officials have been keeping the department well informed for many years regarding Kalamazoo's long range plans.

Some discussion next occurred on the availability of Federal funds to finance the construction of the business loop of I-94 and U.S. 131. 75-25 monies are presently available, and 90-10 financing might be available if increases in mileage allocations can be obtained for Michigan from the Congress in coming years. Now is not too early to begin planning what steps must be taken to insure that these additional mileage allocations are made available, and to make certain that the Kalamazoo business loops are made a specific part of the state's program.

The latter part of the discussion dealt with the connector to be built between Kalamazoo Avenue and West Michigan. The Highway Department is presently planning to make this connection one way, and three lanes wide. Mr. Reid's

Conference Summary .. September 21, 1962

study indicates it should be capable of ultimately taking high volumes of traffic in two directions on a limited access basis. Mr. Hill said he would rather not remove the project from the present program for the acquisition of additional right of way required for the two way traffic system. However the highway staff made it clear, that in their opinion there would be little difficulty obtaining the additional right of way and expanding the facility from the present design if future developments warranted this construction.

Ralph J. Stephenson

RJS:rs

M.

October 2, 1962

Kalamazoo Planning Program

Activity Summary .. Wednesday Sept 26, 1962
Thursday Sept, 27, 1962



Conference Summary

Met with Elton Ham to review generally the status of the work on the various elements of the downtown plan. The program is now at a point where proper dissemination of information is important to the success of some of the early phases. We should strive to initiate our public relations campaign if it appears feasible to set the bond election for sometime late next spring. We must also see that the Community Improvement Advisory Committee is formed and activated at the earliest possible time. This step is a requirement for recertification under the workable program, and the recertification application is due in Chicago on November 1, 1962. Recertification is essential to HHFA approvals of an urban renewal program.

Met with Bill Ripatte and Tom Sawyer for general review of work progress and scheduling of immediate activities within the next few weeks.

So far as the bond issue is concerned it now appears that we can plan the election for late spring, provided there is no objection from HHFA in regards to the timing relative to their approvals. By late spring we should be well into the detailed study phase for the first project area, and have established fairly accurate cost estimates of the work. In fact, having the bond issue approval in hand when the first project area goes to HHFA for approval, could well speed up the approval.

Most of the necessary data for the consolidation of the feasibility study material and the preparation of the feasibility report by the City Planning Department is in, or due in, within a few days. Tentative plans call for this report to be completed by the middle of October, after which it will be submitted to the City Commission for review, and then HHFA for a preliminary discussion. If favorably received at HHFA, preparation of the formal application for survey and planning funds for the selected project area will be completed post haste.

Activity Summary for Sept. 26 & 27, 1962

It appears from inquiries that interest by private parties in the anticipated first project area is running high. We should strive to maintain this level of interest, and encourage as many individuals and groups as possible to begin thinking of their future development plans in detail.

On Thursday I made a physical reconnaissance of the easterly half of the central business district. Development and increasing use of the near in parking lot just South of Water Street is an impressive move in the right downtown merchandising approach. However it is only one of several important steps to be taken. Most important now is not to stop to rest on any laurels, either real or imaginary - but to continue improvements on a progressive basis toward the ultimate plan.

Action to be Taken

1. To hold a meeting with interested parties to review a public relations program; to discuss the formation of the Community Improvement Advisory Committee; to become familiar with the timetable of work; and to discuss the bond issue election and details.
2. The Kalamazoo Planning Department is proceeding to consolidate the consultant's reports into a feasibility study from which recommendations will be made as to the initial project area to be selected.

RJS:rs

Ralph J. Stephenson

October 13, 1962

Kalamazoo Planning Program

Activity Summary .. Thursday Oct. 4, 1962
Friday Oct. 5, 1962

Conference Summary

Met with Bill Ripatte and Tom Sawyer in the morning. Completely reviewed the timetable and brought color coding up to date. Consolidation of feasibility studies is now underway along with preparation of maps to accompany survey and planning application to MHFA for first project.

In the afternoon discussed the mechanics of issuing bonds for the first project. Bill will collect more data on this matter in discussions with Elton Ham and the city attorney. The timing of the bond issue election is very important, and the public relations program should be started soon enough to provide about eight months of lead time. It appears at present that the election could be held in the spring. General discussion with the planning group indicates that June might be the most desirable time. However the actual setting of a date should be discussed at some length among all interested parties.

We also went over what immediate steps could be taken to extend the CBD pedestrian areas laterally. Involved in the conference were Bob Van Treese, Bill Ripatte, Tom Sawyer and Bob Carroll. After talking over the matter we made a physical inspection of the area under discussion. Consensus was we should seriously consider connecting Burdick Mall across South Street, extending the Mall along South Street from Burdick to the alleys and service areas on the west and east.

In the evening had informal meeting with Elton Ham and others. Discussion concerned progress on the downtown revitalization planning to date, along with a review of the steps to be taken in the coming months to bring about a successful development implementation.

It was suggested that the City Commissioners be brought up to date in a luncheon discussion soon. A tentative date was set as next Wednesday at noon lasting until 2:00 P.M.

On Friday completed taking photos of southerly CBD area for project file. Also had brief meeting with Bill Ripatte and Bob Van Treese at which we discussed further some immediate steps which could be taken to extend the CBD pedestrian areas.

Ralph J. Stephenson

177

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October 15, 1962

Kalamazoo Planning Program

Activity Summary .. Monday Oct. 8, 1962

Attended meeting at the Chicago regional office of the HHFA. Present were Bill Ripatte, Tom Sawyer, Ed Schaffnit of Larry Smith's office, and various staff members of the HHFA.

The early part of the meeting was devoted to an explanation by Ken Wilson, in charge of planning for HHFA, of the need for thorough justification of all statements in the survey and planning application and the project application. He pointed out that this need was especially great at the present time in regards to physical evaluation of residential properties.

Throughout all discussions Bill, Tom, Ed and I provided whatever information we felt was valuable in demonstrating to HHFA our seriousness about this entire downtown program.

The matter of the Community Improvement Advisory Committee was mentioned by HHFA several times and we assured the HHFA staff that its formation was now in work and that it could be expected to start functioning on a regular basis in the very near future. We should keep after this.

HHFA was interested in the method we used to program our studies by critical path. It was of particular significance since target dates could be set accurately thus allowing their staff, which is heavily overworked, to make definite commitments regarding on-site inspections and periodic reviews of the survey and planning application.

In the afternoon went over the relocation problems with Mr. Duane Ramsey of HHFA. Although a lot of time was spent on this subject, everyone appears to feel that relocation is not the serious problem in Kalamazoo that it is in most other cities seeking urban renewal assistance.

Went over tentative timing of bond issue election with Nick Trkla of the HHFA planning group. He felt the plan was in order and urged once again that we keep in constant touch with the Chicago office to avoid delays in processing our application.

The entire meeting was quite favorable and the program as has been established met with HHFA general approval.

Ralph J. Stephenson

RJS:rs

M-

9

October 15, 1962

Kalamazoo Planning Program

Activity Summary .. Wednesday Oct. 10, 1962

Attended luncheon meeting of the Kalamazoo City Commission. The get together was for the purpose of bringing the Commissioners up to date on the planning program now in work for the downtown area, the urban renewal areas and other related portions of the city. Present from the press were Dan Ryan and Roger Kullenberg of the Gazette.

Elton Ham, Bill Ripette and I each presented a brief discussion of the planning now projected for the central city area.

Generally, the meeting served a very useful purpose and I recommend we have them at regular intervals but of shorter duration than the initial meeting, so as to maintain close communication with the Commission.

Ralph J. Stephenson

RJS:rs

M.

10

October 22, 1962

Kalamazoo Planning Program

Activity Summary..Thursday Oct. 18, 1962
Friday Oct. 19, 1962

Conference Summary

Reviewed entire program with Bill Ripatte and Tom Sawyer. Economic study has been completed by Larry Smith's office and mailed. Much of the graphic material for the feasibility report is done and the planning staff is outlining and preparing rough drafts of the final report.

Work load for the Kalamazoo Planning Department is very heavy now and delays might be encountered in some aspects of the downtown planning program. However these do not appear to be too serious.

In afternoon conferred with Upjohn staff regarding assistance on computer time for future timetable updating.

In the evening attended the annual DKA banquet.

On Friday morning assisted Upjohn people to make initial computer run on timetable.

Action to be Taken

My next meeting in Kalamazoo is scheduled for Wednesday, October 31st. At this time several items should be discussed including:

1. Plan for the public relations campaign *William John Upjohn Assoc.*
2. Selection of date for bond issue election *June, July or Aug.*
3. Public opinion survey *Market Research Analysts - Ray Ouderslyse*
4. Community Improvement Advisory Committee *Dwight Stecker Chmn.*

I would like to meet with the key people responsible

Wed. lunch

177
Kalamazoo Planning Program

October 22, 1962

Action to be Taken (cont.)

for each of the above activities so as to tie in
the work that must be done on the project timetable.

Ralph J. Stephenson

RJS:RS

M.

#11

November 2, 1962

Kalamazoo Planning Program

Activity Summary .. Wednesday Oct. 31, 1962

Conference Summary

The economic report is now being reviewed in detail by the Planning Department and the initial project area being selected from the combined results of the consultant's feasibility studies.

Private groups continue to show strong interest in the South area and it appears possible that the individual developments contemplated might allow some sections now designated as clearance areas to be removed from the list of to-be-acquired properties if this section is selected as the first project area.

I reviewed the rough draft of the highway portion of the final report and suggested some modifications, primarily in emphasis. We particularly want to stress, as has been recommended, that a divided, moderate speed, controlled access road be constructed for the south and west legs of the ring road.

Had brief discussion with Elton Ham. Elton said that Mr. Dwight Stecker had accepted the chairmanship of the Community Improvement Advisory Committee. A meeting will be arranged with Mr. Stecker in the near future to go over the entire renewal program. It should be kept in mind that an effective public relations program and a successful downtown renewal effort will be heavily dependent upon community wide support.

The Planning Department is very busy now, and several other projects need attention. I talked over some of these with Bill Ripatte and Bob Van Tressk so as to find some way they can be accomplished without losing the steam behind the present downtown effort, and the initial urban renewal project.

Elton reported that the date for the bond issue election is now set for either June, July, or August of 1963. The later date appears to be the best for public relations and

political reasons.

In the afternoon called John Upjohn's office to arrange a meeting but he was tied up in a conference. Meanwhile I shall establish contact with the market survey people in Detroit to generally acquaint them with the project.

Action to be Taken

1. A meeting of the steering committee is set for noon November 9th. I shall plan to attend.
2. I shall make an initial contact with the public relations and market survey firms. These organizations have not been officially retained as yet, but contact should be established so as to give their work a running start when the authorization is given.
3. I should meet with Dwight Stecker as soon as possible. Shall leave timing and arrangements in Elton's hands.
4. The planning department is being asked to fill the Commissioners in on the planning efforts, particularly urban renewal, on a regularly scheduled basis. We should make certain that this good communication is maintained since several important Commission actions will be required throughout the entire downtown planning and implementation program.
5. On Tuesday, November 15th the HHFA regional office is sending a field inspection team of three people to look at the areas under consideration. I shall plan to be in Kalamazoo and if appropriate, shall accompany the planning group on the inspection trip.

Ralph J. Stephenson

RJS:rs

M.

#12

November 23, 1962

Kalamazoo Planning Program

Activity Summary .. Friday, Nov. 9, 1962

Conference Summary

Met with Bill Ripatte in the morning and reviewed progress to date. Discussed the press meeting held the evening before by representatives of the Gazette. General impressions were that the Gazette would put their support solidly behind the program for Central Business District redevelopment, but that certain areas of the program should be attended to carefully. The most important of these were the public relations effort and the selling of the average citizen in Kalamazoo on the soundness and the need for the program. Costs of the entire program were apparently discussed in detail and, from the results, I would recommend, because of the need for accurate reporting in this matter, that better control of the dissemination of cost figures be maintained. This will insure it being made perfectly clear at all times what costs and what scope of work are under discussion. The summary feeling was that the press meeting was a good one from a progress standpoint.

In the afternoon attended luncheon meeting of the DKA steering committee. Items reviewed included release of feasibility study, detail of referendum on bond issue, review of Thursday press meeting, sales brochure for raising funds for the public relations program and opinion surveys, the integration of other issues requiring a public vote with the urban renewal bond issue, and the extension of pedestrian areas prior to the referendum. On the last item it appeared to be generally agreed that the pedestrian extensions should be held in abeyance for the time being.

In regard to the brochure for fund raising, Elton Ham will work on this with Bill Ripatte and I will assist in reviewing the copy. The brochure will be made available as soon as possible so the public relations and survey work may be contracted for.

Activity Summary for November 9, 1962

Action to be Taken

1. Elton and Bill Ripatte are to prepare, and I am to review, a small descriptive pamphlet, for describing the redevelopment program and the public relations program and survey effort to be contracted for during the next few months. This material will be ready for the steering committee at its next meeting.

Ralph J. Stephenson

RJS:gs

MM.

#13

November 23, 1962

Kalamazoo Planning Program

Activity Summary .. Tuesday, Nov. 13, 1962

Conference Summary

Four staff representatives from the Chicago HHFA office and two staff representatives from the Western Michigan PHA office visited Kalamazoo to make a field inspection of the proposed project areas for urban renewal. Area selected for inspection was area number III which seems at present to be most likely choice for the first effort.

After the survey trip, in which I participated, we conferred in the planning office. General feeling of Mr. Nick Terkla, who acted as spokesman for the group, was that we do have a project here that qualifies for urban renewal assistance. The area under consideration appears to be more eligible for clearance than rehabilitation and there is a sentiment toward revising the project boundaries to exclude from the first project the area bounded by Park, Burdick, Walnut, and Vine. This matter is now under study by the planning department and will be decided very shortly.

The staff also encouraged the obtaining of some financial commitment from the community prior to entering the survey and planning period. This would allow earlier approvals of the survey and planning grant. We discussed our referendum plans and then considered the possibility, because of the timing, of issuing rehab bonds to bridge the gap and allow the program to move ahead without delay. These bonds only require the vote and approval of the Commission and are acceptable to HHFA as a financial guarantee of the community's good intentions. A discussion of this matter should be put on the agenda of the next conference.

Other minor points came up for discussion but mainly concerned administrative details. In summary the field trip and subsequent conference were very encouraging and HHFA appears to look with favor upon the work done to date.

Ralph J. Stephenson

RJS:go

m.

December 3, 1962

Kalamazoo Planning Program

Activity Summary Number 14
Wednesday, November 28, 1962

Conference Summary

Met with Bill Ripatte and reviewed general progress. Downtown program moving along well with most phases of the survey and planning application for project #1 on schedule. However the pressure of other planning work in the city may cause some delays in the near future. At present it doesn't appear that these delays will seriously interfere with the processing of the application.

Went over preliminary costs of program. The Planning Department has submitted preliminary estimates derived from the feasibility study, to the City Commission. A careful study of them is now underway since they will probably be instrumental in establishing an amount for the bond issue. I would like to urge that all persons concerned with this program be careful and accurate when discussing the figures. Elton Ham has a copy of the Commission report and will use the data contained to prepare the DKA pamphlet for educational use.

The preliminary drafts of the feasibility study were given to me for my review. I shall check these and get them back to Bill Ripatte early next week. All graphic material for the final report is being reproduced and the study will be ready for distribution soon.

The public relations program should be put into work as soon as possible. There is now available enough factual data so the pr work could be planned in detail.

Recertification studies necessary under federal requirements are well along in the planning groups. The Community Improvement Advisory Committee should be planning their early activities so as to strengthen the recertification application when submitted to Chicago.

December 3, 1962

We discussed the physical implementation of the first renewal project and I am to begin planning the steps to be taken once the grant is allowed and the full scale program is put into the field. Specific information on this point will be of help during the educational period leading up to the referendum.

Actions to be Taken

1. I shall review and check the rough drafts of the remaining portions of the final feasibility report.
2. Elton and Bill Ripatte will prepare the descriptive pamphlet for the DKA. If desired I shall review the draft copy.
3. I shall begin preparation of a preliminary plan for the physical implementation of work in project area number one.
4. The next conference is tentatively scheduled for Tuesday, December 11th in place of Wednesday, December 12th.

Ralph J. Stephenson

RJS:rs

December 20, 1962

Kalamazoo Planning Program

Activity Summary Number 15
Tuesday, December 18, 1962

Conference Summary

In the morning met with Elton Ham, Bill Ripatte, and Tom Sawyer to prepare preliminary cost breakdown and establish a bond issue range for the urban renewal program. Costs were determined for the city share of ring road construction, the major part of the land acquisition and demolition for the entire area inside the ring road, and essential storm and sanitary sewer improvements applicable to the ring road right of way and surrounding area in the the first project.

The material was presented to the DKPC in the afternoon and Elton was asked to incorporate the data in a small leaflet for fund raising purposes.

The full economic survey is now finished and the Planning Department is preparing their dummy on the complete feasibility study. Meanwhile the boundaries of the first project area are being firmed up and the application for the survey and planning grant is being prepared. A summary meeting with HHFA is scheduled in the immediate future for final discussions on the study.

Actions to be Taken

1. Elton will have the fund raising brochure prepared.
2. I will continue to work on the implementation schedule for the actual construction phase, and also make preliminary contacts with the opinion survey group.
3. Next conference date is Thursday, December 27, 1962.

Merry Christmas to all!

Ralph J. Stephenson

RJS:rs

177
January 8, 1963

Kalamazoo Planning Program

Activity Summary Number 18
Thursday, December 27, 1962

Conference Summary

Reviewed the status of the final feasibility study with Bill Ripatte and his staff. Report ready for final typing and preliminary discussions with HHFA. I shall plan to attend the review conferences in Chicago with Bill Ripatte.

A decision should be made soon as to whether the dog leg to the north is to be included in the first project area. If it is definitely of advantage to the cultural center program then some commitment should be made as to area boundaries and facilities to be constructed.

The State Highway Department is now ready to discuss some of the details of the highway proposals made in the highway report. We have scheduled a meeting on January 18th at Lansing to start these conferences. I shall plan to attend the meetings, whenever I can be of assistance, along with Lloyd Reid and the Kalamazoo planning staff members.

I would like to strongly urge that the Citizens Advisory Committee be activated as soon as possible. Recertification time is approaching and Kalamazoo citizen participation will be looked at very carefully by HHFA.

Bill Ripatte and I next reviewed the actual planning and survey work to be done when our grant is approved. This phase of work will require careful programming since it appears that the planning department will be somewhat understaffed at the time the study gets underway. We are now breaking out the various tasks that form the overall planning of the first project area, and making preliminary estimates of study times and monies that will be required for this portion of the work.

On Wednesday, January 2, met with Mr. Richard W. Oudersluys of Market-Opinion Research Company, who will be doing the public opinion survey work. We discussed general aspects of the Kalamazoo program to orient and bring Mr. O. up to date. Mr. Oudersluys said that his work should be coordinated closely with that of the public relations firm, and should be started soon to be most effective.

Ralph J. Stephenson

January 22, 1965

Balance Planning Program

Activity Summary Number 17

Tuesday, January 15, 1965

Conference Summary

Discussed with Bill Ripatte how the inclusion of the dog leg to the north would affect the survey and planning application. At present it appears that the dog leg can be included without making the project area intelligible. However a definite decision on the inclusion should be made and communicated to the Planning Department so that proper information can be included in the application for survey and planning funds.

Later I talked to Elton on this matter as well as reviewing progress on the descriptive brochure. This booklet is almost complete and should be ready for use soon. Elton and I also discussed the possibility of my spending additional time on the program during the next four or five months. The object of this would be to get the public relations program moving ahead and to help the Planning Department accomplish their work while they are somewhat short on manpower. Later in the week I talked over with Bill Ripatte how I could best do the latter and as a result of my discussions I will prepare an outline of recommendations to go over with Elton on my next trip. The date of this next trip is being held until the Commission selects a time for a major review conference to discuss progress on the project.

Bob Carrigan, Don Sweeps, and Tom Sawyer came in late in the morning to discuss the upcoming meeting with the State Highway Department on Friday. This is to be the first in a regularly scheduled series to integrate the State's highway program with ours.

Ralph J. Stephenson

RJS:rs

January 22, 1963

Kalamazoo Planning Program

Activity Summary Number 18
Friday, January 18, 1963

Conference Summary

Met with representatives of the Michigan State Highway Department in Lansing to discuss the design and construction of the highway system into and around the Kalamazoo downtown. Attending from Kalamazoo were Bill Ripatte, Don Swets, Bob Carroll, and Tom Sawyer. Lloyd Reid and I were there as consultants, and present from the Highway Department was Tarik Ataman, Bob Boatman, Dick Lilly, and three staff members.

We described the general status of the program and then discussed how we would like to work with the Highway Department. The result was that the Highway personnel decided to immediately initiate a preliminary thorefare planning study, and to conduct futher discussions with us in 60 days.

We impressed the people attending with the seriousness and urgency of our work, explaining that by the end of this year we hoped to have the first part of our project in working shape. We further pointed out that we would have to make every effort to construct the ring road as a continuous project and therefore needed as much data as they could furnish us on their plans for the urban penetrators I-94 and US-131.

The Highway people discussed among themselves for a short while, how they could best upgrade their present Kalamazoo origin-destination data. It was decided to use a new forecasting technique for the preliminary work rather than waiting for a new full count to be made.

Mr. Boatman mentioned that the Highway Department will soon be flying a new series of aerial runs for photo coverage of the entire Kalamazoo urban area. These pictures will be available to the community.

In summary we made excellent progress at this meeting and if the impetus give the highway work by the conference is maintained we should get an impressive start on the thorefare work this year.

Ralph J. Stephenson

RJS:rs

January 26, 1963

Kalamazoo Planning Program

Activity Summary Number 19
Friday, January 25, 1963

Conference Summary

Met with Bill Ripatte who reviewed the previous day's meeting with Nick Trkla and Tom Lavin of the Chicago HHFA office. They were in Kalamazoo to discuss project progress with Bill.

General attitude was that project is still looked upon with high favor by HHFA. However, Mr. Trkla cautioned that the added dog-leg to the north of the first project area should be included only if we were certain it would not affect eligibility requirements. He would like to talk about this further in our Chicago review meeting.

HHFA also suggested that the south boundary of the first project area should be along a street. Apparently this does not affect the percentage allocation of funds as had been first thought.

Other miscellaneous matters covered by HHFA were the Lincoln project which is due to be closed out February 15 and the Citizen's Advisory Committee. Mr. Trkla said that we will have no program unless we can certify that this citizen's group is actively at work by the time our project application is submitted.

It has been suggested that the road systems be given the names of East-West Parkway, North-South Parkway, and Central Parkway. The first two refer to I-94 and US-131 respectively. Central Parkway refers to the peripheral or ring surface road.

At luncheon and in the afternoon, Bill, Elton, and I outlined the meeting to be held next Tuesday with the Commission. We also discussed how I might spend additional time on the project during the next few months to assist the Planning Department in completing its work.


Ralph J. Stephenson

RJS:gac

March 20, 1963

Kalamazoo Planning Program

**Activity Summary Number 20
Tuesday, January 29, 1963**

Conference Summary

Worked in the Planning Department office with the Planning Staff to prepare a presentation to the City Commission regarding the findings of the Feasibility Study.

Program was designed to center around a group of large plates which described the steps that have been taken, and the steps that must still be taken, in the implementation of the first project.

In the evening attended a special meeting of the City Commission, and in conjunction with Bill Ripatte, Elton Ham, and Don Swets, made a presentation of the long and short term programs ahead for Kalamazoo. Meeting was well received.

Ralph J. Stephensen

RJS:rs

177.
March 20, 1963

Kalamazoo Planning Program

Activity Summary Number 21
Friday, March 8, 1963

Conference Summary

Attended meeting at the Michigan State Highway Department in Lansing. Present from Kalamazoo were Bill Ripatte, Bob Carroll, and Don Swets. The meeting was primarily to determine the thoughts of the Highway Department on the proposed routings of the North/South, East/West, and Central Parkways.

The conference was very good, although the suggestions of the Highway Department are completely unofficial, and not for general distribution. Much more study must precede definite commitments by them.

The general feeling is that the locations of the road net as we have proposed is OK. The Highway Department would like us to consider the implications of dropping the East/West Parkway (BR 194) into the block between Kalamazoo Avenue and Eleanor, with the service road being the north leg of the Central Parkway. We shall study this suggestion in great detail before giving an answer either way. Other portions of the highway plan in the project area and directly adjacent appear much as we have recommended.

An important point to remember is that the Highway Department plans are based on a railroad relocation. We should begin working on this very important part of the overall planning program as soon as it is possible.

Ralph J. Stephenson

RJS:rs

- M
- LAND PLANNING
 - PLANT LOCATION
 - TECHNICAL WRITING
 - CRITICAL PATH PLANNING

RALPH J. STEPHENSON
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT 23, MICHIGAN
PHONE 273-5026

March 26, 1963

Kalamazoo Planning Program

Activity Summary Number 22
Friday, March 22, 1963

Conference Summary

Attended meeting with the Michigan State Highway Department in Lansing with Bill Ripatte. This was the second of a series of progress conferences to help insure proper integration of local and State thorefare programs in the downtown planning effort.

The Highway Department feels we can go ahead with the present location of the south leg of the Central Parkway. There is no conflict with the proposed major thorefare pattern, and the south leg fits with the pattern.

The Highway staff pointed out that programming of the improvements is very important since those portions of the Central Parkway that are State roads might be eligible for additional non cash grants in aid benefits under urban renewal. However, since State and Federal highway monies are not now presently available, the staging and timing of the construction to take advantage of a shared cost must be done carefully, and in the near future.

The Highway Department recommended that the City of Kalamazoo try to refine their road net design as soon as possible. This will allow the State to incorporate the thinking of the City into their future planning program now.

The next progress meeting is scheduled for April 19th. I shall plan to attend.

After the meeting, Bill Ripatte and I briefly reviewed the Community Facilities Report which must be submitted as part of the recertification program

Actions to be Taken

1. Further study and scheduling of the project thorefare plan should be started and encouraged now.

Actions to be Taken

2. Railroad relocation was again stressed by the Highway Department as essential to the construction of the North/South Parkway and the East/West Parkway in their proposed locations.

Efforts should start, perhaps through the Citizen's Advisory Committee, to initiate action on this matter.

Ralph J. Stephenson

RJS:RS

- M*
- LAND PLANNING
 - PLANT LOCATION
 - TECHNICAL WRITING
 - CRITICAL PATH PLANNING

RALPH J. STEPHENSON

CONSULTING ENGINEER

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April 1, 1963

Kalamazoo Planning Program

Activity Summary Number 23

Thursday, March 26, 1963

Conference Summary

Met with Bill Ripatte to discuss afternoon presentation to the Kalamazoo Board of Realtors. Also gave Bill edited copy of the Community Facilities Report.

The application for survey and planning funds was approved at the Commission meeting Monday, and now the application can be submitted to HHFA along with the recertification material.

Had brief discussion with Elton Ham, who said that the fund raising campaign had started. Will be getting into the details of the public relations program and the market opinion survey in the very near future. I shall plan to meet with the public relations people next week.

In the afternoon Bill Ripatte and I gave a talk to the Kalamazoo Board of Realtors. The meeting was excellent, and there appears a possibility we can get some active official support from this group. We should encourage this support, and also get some of the realtor members on the Citizen's Advisory Committee.

Ralph J. Stephenson

RJS:es

m.
April 23, 1963

Kalamazoo Planning Program

Activity Summary Number 24
Wednesday, April 3, 1963

Conference Summary

Met with Bill Ripatte for a general review of the planning progress. The Community Facilities report is now in rough typing, and will be ready for first submission to HHFA in the very near future.

One of the discussion points with Bill was the method to be used in making assignments to the Citizen's Advisory Committee. I would recommend that the Kalamazoo City Commission prepare a definitive procedure to be adopted for the assigning and reporting of the Citizen's Committee.

Went over the progress on the Highway Department's work on the road net. Our next regular meeting with the Highway Department is on April 19th. Lloyd Reid will attend this conference.

In the afternoon met briefly with Joe Bregger of the public relations firm of William John Upjohn. We went over the planning program to give Mr. Bregger a summary glance of the public relations job to be done before the bond issue.

Sincerely yours,

Ralph J. Stephenson

RJS:es

M.

April 23, 1969

Kalamazoo Planning Program

Activity Summary Number 25
Wednesday, April 10, 1969

Conference Summary

Visited the William John Upjohn agency with Mr. Oudersluys, the president of Market Opinion. We met briefly with John Upjohn and Joe Bregger. They introduced us to Mr. Russ Watson, who is to handle the public relations program for the bond issue.

At noon met with Paul Morrison, G.H. Hullen, and Elton Ham for lunch. Joe Bregger, Russ Watson, and Dick Oudersluys were also present. Went over the entire project in detail, and after lunch reworked the public opinion survey form. Mr. Oudersluys will redo the questionnaire and submit it to Elton for approval. It was decided that all communications to the Greater Kalamazoo Planning Committee would be sent to Elton Ham, and that any correspondence between Upjohn, Market Opinion, and me, would be sent in copy to Elton. This is to avoid confusion and wasted effort.

Took Russ Watson and Dick Oudersluys to the Planning Department offices to meet with Bill Ripatte. Bill and I went over the urban renewal portion of the bond issue with Mr. W. and Mr. C.

Ralph J. Stephenson

RJS:rs

mm

Activity Report
File

- LAND PLANNING
- PLANT LOCATION
- TECHNICAL WRITING
- CRITICAL PATH PLANNING

RALPH J. STEPHENSON
CONSULTING ENGINEER

15084 WARWICK ROAD
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PHONE 273-5028

April 29, 1963

Kalamazoo Planning Program

Activity Summary Number 26
Friday, April 19, 1963

Conference Summary

Attended meeting with the State Highway Department in Lansing. This was the third regularly scheduled conference on the State and Federal highway work for Kalamazoo.

We first reviewed general progress to date on the urban renewal program so as to bring the highway staff up to date. Ben Swets then described the projected local street improvement plan with particular emphasis on those routes which would affect or be affected by, State Highway planning and construction. Much of the conversation dealt with how Kalamazoo might proceed with certain State assisted projects even though the Highway Department does not have specific funds for the projects allocated at present. Of major importance to the central city program is the initiation of further planning on the Central Parkway. Lloyd Reid will prepare a suggested program of planning action and review it with Bill Ripatte.

I strongly suggest that the Mayor's Citizen's committee be given some current assignments dealing specifically with aspects of the long range highway planning and construction. Included might be the railroad relocation, along with encouraging allocation of additional interstate highway funds for Michigan under the bureau of Public Roads federal program. Another project which could be started is the study of the financing methods to be used for construction of the proposed local street improvements.

- LAND PLANNING
- PLANT LOCATION
- TECHNICAL WRITING
- CRITICAL PATH PLANNING

RALPH J. STEPHENSON
CONSULTING ENGINEER

15084 WARWICK ROAD
DETROIT 23, MICHIGAN
PHONE 273-5026

Page 2

April 29, 1963

The next regular meeting with the Highway Department is tentatively set for June 14th. I shall plan to attend.

Ralph J. Stephenson

RJS:gs

M

RALPH J. STEPHENSON
CONSULTING ENGINEER

April 30, 1963

Kalamazoo Planning Program

Activity Summary Number 27
Tuesday, April 23, 1963

Conference Summary

Met with Dr. Miller, Mrs. Gaurlich, Mr. Doubleday, Eileen Ham, C.H. Kullien, Paul Morrison, and Russ Watson to plan the Thursday meeting of the Mayor's Citizen's Community Advisory Committee. The conference specifically concerned the mechanics of project assignment, and the method by which members would be informed of their roles on the many projects which need their attention.

A list of suggested sub committees was prepared by Eileen Ham and submitted to Dr. Miller for his review. It was decided that this list, with a brief description of each sub committee function, would be distributed to the full committee at their Thursday meeting.

I suggested that the Citizen's Committee concern itself with providing direction on specific community problem areas, setting guide lines of action for the various programs the community has initiated, and assisting actively in the implementation of those programs which are supported by the Committee.

In line with this approach the Committee might wish to work through, not only sub committees, but through task force groups established for unique projects.

Dr. Miller suggested that for Thursday evening we review the projects now in work, and then discuss the organizational structure to be adopted for the Citizen's Committee.

RJS:rs

Ralph J. Stephenson

MR.
RALPH J. STEPHENSON

CONSULTING ENGINEER

April 30, 1963

Kalamazoo Planning Program

Activity Summary Number 28
Thursday, April 25, 1963
Friday, April 26, 1963

Work Summary

Made presentation Thursday evening to the Mayor's Citizen's Community Advisory Committee on the specifics of the first central city urban renewal project. Although some discussion of the broad scope of this Committee's work occurred later in the program, the meeting was oriented toward the central city planning. I would suggest that subsequent general multi person presentations strike a better community balance.

On Friday evening presented a program to the League of Women Voters on the urban renewal project. The questions following the meeting indicated good support for the program, although we still must provide comprehensive answers regarding the amount of the tax increase, and the proposed relocation program.

Ralph J. Stephenson

RJS:rs

177

K. Arthur's File

May 10, 1963

Kalamazoo Planning Program

Activity Summary Number 29
Monday, May 6, 1963

Work Summary

Made presentation of the community improvement program with Paul Morrison to the Ministerial Council of Kalamazoo. The meeting was favorable and the questions indicated strong interest in the planning.

In the afternoon worked with Russ Watson of W. J. Upjohn Co. for a series of presentations to be given by various people on the Kalamazoo community improvement program. I stressed, with Mr. Watson, that several talk outlines should be prepared since each audience is interested in certain aspects of the planning. Most groups and individuals have heard of the program, and many are familiar with the details in general. Therefore to retain interest at a high level we should be able to discuss and present those features which are of special interest.

Have been asked to give a program to the Kalamazoo Home Builder's Association on Tuesday, May 14, 1963. Have accepted, and will plan to spend the day in Kalamazoo.

Ralph J. Stephenson

RJS:gs

May 20, 1963

Kalamazoo Planning Program

Activity Summary Number 30
Tuesday, May 14, 1963

Work Summary

Discussed program presentation with Bill Ripatte, and then prepared outline for specifically oriented toward the evenings audience. This approach is now needed due to the relatively wide exposure the improvement program is getting to all groups throughout the city. Also worked on rewriting the addenda to the Kalamazoo CBD Profile brochure.

In the afternoon met with Russ Watson of Upjohn Associates and reviewed in detail the programming of the public relations work and the educational program. I feel this portion of the work is very important now and should be as well defined as possible, as soon as possible. We set down the major classes of groups, media, method, functions, and personnel needed to effectively carry out the program.

In the evening made presentation with Bill Ripatte, to the Kalamazoo Home Builders Association. Meeting resulted in the Home Builders giving the entire program a resolution of complete support. There was mention of this support being tied into some of the upcoming radio spot publicity of the Association.

On Wednesday morning, met again with Russ Watson to report on the previous evening program.

I shall plan to be in Kalamazoo again next Wednesday, May 22, 1963. At this time I should like to review the educational program with Elton and Russ to see where I can most effectively direct my efforts during the coming weeks.

Ralph J. Stephenson

RJS:es

Bill Activity
Summary

May 25, 1963

Kalamazoo Planning Program

Activity Summary Number 31

Wednesday, May 22, 1963

Work Summary

Reviewed the progress of the work with Bill Ripatte. The entire survey and planning application is now in review at HHFA in Chicago, and to date only minor questions have been asked of the Planning Department by the HHFA. Apparently the general application has been properly submitted.

At 10:00 a.m. attended a conference held by the Mayor, the Vice Mayor, and the Manager with the Citizen's Advisory Committee resource group. Basic questions discussed regarded the mechanics of operation, and the conduct of the proposed educational program to be carried out by a speaker's and writer's resource bureau. A proposal was made that the resource group attend Executive Committee meetings of the Citizen's Committee. This matter will be taken under advisement.

It was stressed during the meeting that the Citizen's Committee was a continuing long range program, and I suggested that a few needed long range planning projects be immediately assigned to the Committee to help demonstrate to the general public that the group is not just a temporary expedient to accomplish only short term programs. There was general agreement to this.

Had lunch with Elton Ham and Russ Watson. Discussed the administrative operation of the Citizen's Committee. This matter was to be discussed and the organizational pattern settled upon at a Thursday morning meeting with the administrative directors of the Committee.

May 25, 1963

In the afternoon worked on the addenda to the Kalamazoo CBD Profile brochure for Bill Ripatte. Also had discussion with Bill in regard to how planning efforts could be expended now to allow us to move into the Survey and Planning period as soon as possible after the bond issue and the approval by KHFA.

Planning considerations that could be under present study include physical design of the redevelopment area, controls necessary to carry out the redevelopment properly, the administration of the program from the standpoint of the municipal departments involved, and the preparation of a campaign to interest private developers and investors in the redevelopment area.

Although all parts of the above program are important, perhaps the most critical is the immediate preparation of the preliminary road design around the first redevelopment area. We are now conducting regular meetings with the State Highway Department, and if we do not begin some actual design work on the local Central Parkway road pattern these meetings will very soon be discontinued for lack of subject matter. Lloyd Reid has submitted a proposal for continuing work on the road system, and I recommend we do everything possible to get him started on this most important work.

There are several other matters which could be put into work during this period provided the manpower was available to do them. The City is involved in an intensive search for additional planning staff members, and it is anticipated that they will add a new man in the near future. Since additional staff will also be needed during the Survey and Planning period, the organization of this additional staff is now being planned, and recruitment will begin immediately upon approval of the bond issue and the Survey and Planning Application.

On Thursday, May 23, 1963, Russ Watson came to Detroit, and we met at my office to review the preparation of the master talk presentation. It was decided to use flip charts in conjunction with

Page 3

May 25, 1963

several outline patterns for special events and presentations. The flip charts will be photographed so they can also be used in a slide presentation if desired.

I have been asked to present a talk to the Percolator Club on Thursday, June 13th, and shall plan to come to Kalamazoo sometime Wednesday and spend Thursday there.

Ralph J. Stephenson

RJS:es

W

June 9, 1963

Kalamazoo Planning Program

Activity Summary Number 32
Wednesday, June 5, 1963

Vert Summary

Met with Bill Ripetto in the early morning. First reviewed the known status of the survey and planning application at HNYA in Chicago. All indications are that the application is proceeding through the various departmental reviews without difficulty. The Kalamazoo Planning Department has been asked by HNYA to move the easterly boundary of the first project, Central Parkway South, so that it follows Vine Street for its full width. This is now being done.

Had a comprehensive discussion with Bill regarding controls to be exerted in the first project. These consist of architectural, aesthetic, planning, and administrative. I shall continue my study of these control elements, and contact as many persons in responsible urban renewal positions to determine the best techniques found by experience to apply these controls.

We also discussed the possibility of having Lloyd Reid begin his preliminary geometric design on the central parkway so that as much start as possible is gained on the first project. The funds available from the city are not adequate for Mr. Reid to carry out his full proposal, so we shall explore the possibility of reducing his scope of work for the immediate future, or of having the State Highway Department possibly share a portion of the cost. I must emphasize again how important this highway study is to the continuation of meaningful conferences with the Highway Department.

Several people on the Clatson's Advisory Committee have been asking about the election date, and about the source of local funds to carry out the immediate improvement program. It is very apparent that these two questions should be decided in the very near future. The City Commission hopes to set them by next Monday night.

Met with Russ Watson and assisted him to incorporate the various comments received by him into his draft of the master presentation talk. It has been decided to proceed to base the talk on a slide presentation, and the graphic

Activity Summary 32

June 9, 1963

department of the Upjohn agency was to start on the art work that afternoon. I urge that our neighborhood public education program start immediately, and that we make maximum use of every resource available to give talks to neighborhood groups at the voter level.

In the afternoon attended a staff meeting of the resource group. The emphasis was on the need to furnish all possible assistance to the chairmen of the various sub committees so they can put under active study the various problems within their province. I would like to recommend that, although we encourage as much action as appropriate on the part of the sub committees, we do not push them to the point where it becomes difficult for the group to absorb and recommend intelligently and knowingly. If too much pushing is done a panic feeling or other undesirable effects may result. This is not the need of the group or the public now and we must do everything possible to retain the strong feeling of confidence and support the program enjoys now.

We are at a point where serious attention should be paid to interesting developers in the properties that will become available. I should like to discuss this matter with Elton Ham in the near future.

I will be in Kalamazoo next Wednesday early afternoon, and plan to stay over Thursday to give a talk to the Parcelator Club, Thursday morning.

Ralph J. Stephenson

RJS:rs

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June 26, 1963

Kalamazoo Planning Program

**Activity Summary Number 33
Wednesday and Thursday
June 12 & 13, 1963**

Work Summary

Met with Bill Ripatte Wednesday afternoon and discussed several topics. The survey and planning application has been revised to include an additional area on the south edge, and the revision submitted to HHFA. HHFA has notified the City that their review of the workable program is proceeding and will be complete in a short time. Approval of the recertification will probably be given in about a month. Still no major questions or objections from HHFA on our S & P application.

Met with Russ Watson to discuss public relations efforts and to review Thursday's talk.

On Thursday gave morning talk to the Percolator Club. Stressed the benefits of the community improvement program to the average citizen. Russ said later that two other groups had asked to have a similar presentation in July.

Worked at the planning office on the makeup of the Convention Center. This element is a very important part of the downtown improvement program, and I shall continue to develop ideas for its relation to the long range plan.

In the afternoon attended a staff meeting of the technical resource group. The conference centered around a clarification to all resource personnel, of the cost estimates and scope of work for this first stage of the program.

I shall be in Kalamazoo, on Tuesday, July 2nd to give an

Activity Summary 33

June 26, 1963

evening presentation to the Junior Chamber of Commerce. During the day I would like to review the efforts which should be made in getting private development groups aware and interested in the first redevelopment area properties. This matter will become pressing once we move into the actual project design phase, and plans should be laid now for efforts in that regard.

Ralph J. Stephenson

RJS:gs

177.

Kayo Activity File

July 5, 1963

Kalamazoo Planning Program

Activity Summary Number 34
Tuesday, July 2, 1963

Work Summary

Met with Russ Watson and John Osthaus for lunch to discuss general progress on the public relations program. The basic talk is now available for use and Russ is presently tying it in to a slide presentation, using material prepared by the Upjohn agency. I am tentatively scheduled to speak on July 8 at the Rotary, July 9 on a panel at the Harris Hotel for the DKA, and on July 17 for the Optimist Club, and plan to use this talk as a guide.

In the afternoon attended a conference of the technical staff of the City during which the street improvement program was reviewed. This meeting was to define for the Citizen's Committee the specific program proposed for the August 13 Referendum.

Spoke to Russ Watson and Elton Ham briefly about next Tuesday's DKA panel. We agreed to meet on Monday, July 8, at 2 p.m. to coordinate our program remarks.

HRFA has indicated by letter that our urban renewal program has an excellent chance of going ahead. Assuming the bond issue will pass, we should be prepared to move into the next phase of work immediately. I plan to discuss this matter with Elton next Monday if time allows.

Ralph J. Stephenson

RJS:gae
cc: 0/3

July 13, 1963

Kalamazoo Planning Program

Activity Summary Number 35

Monday, July 8, and Tuesday, July 9, 1963

Work Summary

On Monday, gave talk before the Rotary Club at the Harris Hotel.

After program, met with panel members on Tuesday evening's dinner meeting with the DKA. Reviewed in general terms the progress of the public relations program and discussed the areas which require emphasis and reinforcement. Justifiable pride appears to be a major reason why people support the community improvement project, and efforts should be made to amplify upon this area.

On Tuesday, participated in a panel discussion at the annual DKA meeting with Eiten Ham, C. H. Mullen, and Bill Ripatte. Program went well and audience was very receptive. Questions indicated some lack of knowledge of the specifics. However, the new information pass out prepared by Russ Watson should help to explain these specifics to the groups with whom we talk.

I plan to be in Kalamazoo on Wednesday, July 17, to appear before the Optimist Club.

Ralph J. Stephenson ←

RJS:go

Activity
Summary

July 18, 1963

Kalamazoo Planning Program

Activity Summary Number 36
Monday and Wednesday
July 15 & 17, 1963

Work Summary

On Monday evening attended City Commission meeting to provide resource information as needed. Meeting was devoted primarily to other matters and no major discussion arose concerning the improvement program.

On Wednesday gave a luncheon talk for Optimist Club at the Columbia Hotel. Oriented remarks toward the need to provide young people in Kalamazoo a challenging and exciting environment in which to build their careers. Meeting turned out quite well.

In the afternoon discussed general progress of the program with Elton Ham. We are now approaching the time when a comprehensive outline is needed to guide activities for attraction of private development in the project areas. Elton asked that I prepare this outline.

Later in afternoon discussed the program to date with Bill Ripatte. Bill said the chances of approval for survey and planning funds being granted look very good.

Ralph J. Stephenson

RJS:go

July 27, 1963

Kalamazoo Planning Program

Activity Summary Number 37
Friday, July 19, 1963

Work Summary

Gave talk to Kalamazoo Motor Carrier's Association. Emphasized the importance of the community improvement program to transport businesses in the City. At the close of the meeting, formal support of the improvement program was voted by those attending. The group was very interested in the financial impact of the long range program upon the overall economy of Kalamazoo.

During the question and answer period, a good discussion was encouraged about how the program, to date, has improved the local economy.

Ralph J. Stephenson

RJS:go

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Activity
Summary

July 27, 1963

Kalamazoo Planning Program

Activity Summary Number 38
Monday and Tuesday
July 22 and 23, 1963

Work Summary

On Monday evening attended City Commission meeting to provide resource information as needed. However, discussion of the program was, in general, quite favorable. The letter of approval from the Motor Carrier's Association was read.

Tuesday morning discussed the forthcoming referendum with Bill Ripatte. Most of the conference concerned the methods of procedure when approval is given to them to go ahead. It appears at present that HHFA will approve the survey and planning application if the vote is favorable. Bill asked that I outline a prospectus defining the scope of work for each of the activities to be engaged in upon approval by the citizens of Kalamazoo.

Later in the week I discussed the program with Dick Oudersluys, who asked about the need for a summary reevaluation of the original survey. I suggested to Dick that he review this matter with Elton Ham and Russ Watson. If possible, I would suggest that such a reevaluation be made prior to the intensive program which will be accomplished within the two weeks before the referendum.

I shall plan to be in Kalamazoo Monday evening and Tuesday morning, July 29 and 30.

Ralph J. Stephenson

RJS:gc

Activity
Summary

August 1, 1963

Kalamazoo Planning Program

Activity Summary Number 39
Monday and Tuesday
July 29 and 30, 1963

Work Summary

Attended Commission meeting on Monday evening. Only isolated remarks about the program. It appears to me that the continued education of each person at the neighborhood level is still our most important job. Getting out the vote for the program is also essential. Perhaps some organized telephone election day campaign can be arranged.

Tuesday morning met with Bill Ripatte. Discussed procedure once approval of the program is gained. Selection of a man to head the urban renewal effort is very important. We should discuss this at some convenient time.

Ralph J. Stephenson

RJS:go

*Activity
Summary*

August 11, 1963

Kalamazoo Planning Program

Activity Summary Number 40
Thursday, August 8, 1963

Work Summary

In the morning discussed survey and planning procedures with members of the Planning Department. We reviewed the network diagram for the Central Parkway South project and made minor revisions. It is important that this document be brought up to date so that upon approval the work can be started without delay.

The Planning Department has received a request from the Amos Carter Museum of Fort Worth for graphic material which they can display in a city planning exhibition. It appears that they are trying to get their CBD program under way and would like to exhibit those things that other cities are engaged in. I have suggested to the Planning Department, Russ Watson, and Elton Ham that every effort be made to assist the Fort Wayne people since it is certainly a compliment for Kalamazoo to receive such a request.

Later discussed general progress on the referendum planning with Elton.

I will plan to be in Kalamazoo early Monday afternoon and stay over for the Commission Meeting that evening and the election on Tuesday. I will keep my time open so that I can be of help wherever my efforts would be most effective.

Ralph J. Stephenson

RJS:gs

W.P.

Activity
Summary
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August 15, 1963

Kalamazoo Planning Program

Activity Summary Number 41
Monday and Tuesday
August 12 and 13, 1963

Work Summary

Worked with planning staff on Monday afternoon and attended City Commission meeting in the evening. On Tuesday reviewed proposed survey and planning procedure in detail with planning staff. Monday afternoon and Tuesday kept available for assistance, as needed, to answer questions or assist where needed. Tuesday evening listened to election results on radio. Disappointing results!

However, I want to add an optimistic note that in the proposed long range "1980 Plan" we hoped for, but did not count on, state and federal assistance in the implementation of the program. There is no doubt that the voter statement through the referendum rejected outside assistance. Therefore I sincerely believe that the people of Kalamazoo who are interested in seeing the long range plan implemented should now explore local methods by which these plans can be implemented. Although progress in the immediate future may be slow we should by no means give up the objectives of the Community Improvement Program. I consider it extremely important that a positive, constructive attitude be maintained, particularly at this crucial time, among all those interested in community progress.

I am planning to take a vacation the last two weeks of August, but would like to request that upon my return we get together to discuss possible courses of action. My feeling right at this minute is one of extreme disappointment that the people of Kalamazoo have seen fit not to move ahead with the plan at an accelerated pace. Nevertheless, I am in no way discouraged about the potential of the program regardless of how it is implemented.

A positive course of action now is needed to maintain our excellent relations with the State Highway Department and the HHFA who, as you know, administers not only urban renewal but many other programs, some of which are now in operation in Kalamazoo. It would be a serious error to indicate to either of these two organizations that any diminished interest by responsible community leaders has resulted from the "no" vote on the referendum.

I want to commend highly the dedication, energy, and objectiveness which the Greater Kalamazoo Committee and the Citizen's Advisory Committee have exhibited during this strenuous program. I find it impossible to believe that the tremendous amount of effort put into this really worthwhile community benefit program can go either unrewarded or unnoticed by the citizens of Kalamazoo. In short, Tuesday's referendum has sharpened, not eliminated, the challenge faced by the City.

Ralph J. Stephenson

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