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July 6, 1996

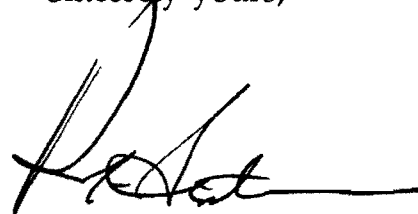
Kenneth P. Collard, P. E.
Director of Public Services
City of Kalamazoo
415 Stock bridge Avenue
Kalamazoo, Michigan 49001-2898

Dear Mr. Collard:

Enclosed is a slightly edited hard copy of the Schippers Development and the Quality of Life material prepared in our meetings at your office on June 14, 1996. The material is substantially the same as was distributed at the meetings held on that date.

Also enclosed is a copy. Good luck on the projects

Sincerely yours,

A handwritten signature in black ink, appearing to read 'R. Stephenson', with a long horizontal flourish extending to the right.

Ralph J. Stephenson, P.E.

enclosure: disk
notes
network

Schippers Crossing notes - d502

1. **Location of meeting - DPS conference room - Stockbridge Avenue**
2. **Date of meeting - June 14, 1996**
3. **Those attending**
 1. **Rohel Amundson - Management Analyst - DPS**
 2. **Ken Collard - Managing Director Department of Public Services**
 3. **Steve Deisler - Planning and Development Project Coordinator**
 4. **Chad Howell - Redevelopment Coordinator**
 5. **Barbara Gordon - Managing Director Development Services**
 6. **Bruce Minsley - Deputy Director - DPS**
 7. **Carolyn Rutland - Environmental Engineer - DPS**
 8. **Ralph J. Stephenson - Consultant**
4. **Agenda**
 1. **Define all sites involved in the master planning**
 2. **Prepare a plan of action**
 1. **Prepare a laundry list of actions**
 2. **Define remediation steps necessary to make the site buildable**
 3. **Define the process of controlling the use of the site (and contiguous sites) at given milestones on the job**
 1. **See laundry list**
 4. **Funding sources and systems**
 5. **Marketing the project**
 6. **Methods of conveyance to the ultimate owners**
 3. **Define terms as they are used**
 4. **Define the public utility role in the project**
 1. **Financing**
 2. **Property acquisition**
 3. **Easements**
 4. **Engineering**
 5. **Remediation**
 - 6.
 5. **Costs**
 6. **Planning continuity**
 7. **Define interrelations that exist and are desired on project**
 8. **Make selection of use of site**
 9. **Planning for compatibility of contiguous sites**
 10. **Development plan of action**
 11. **Site improvement and infrastructure**
 12. **How to obtain an in-depth market analysis that will insure funding viability**
 13. **Discuss return on investment**
5. **Characteristics of project**
 1. **What are the characteristics of the product as anticipated in the study by Howard Kohn of the Chesapeake Group. That:**
 1. **Housing**

1. housing, light industrial, commercial, and support recreational seems to be the favored land uses
2. 180 to 200 units are marketable for the Schipper's site
3. site contamination has been remedied and is no longer a constraint on development.
 1. totally
 2. in part
4. all three junk yards have been zapped.
5. the quarry and its present uses is closed out suitable for residential use by the year 2000.
6. passive recreational and infrastructure features be included in the wetlands area on the north end of the site.
7. a full scale marketing strategy be developed and implemented for the project
8. home office operations be encouraged particularly in the corporate structure of nearby industrial activity
9. controlled access is an integral part of the project residential design
10. the price of the homes would range from just under \$100,000 to \$175,000
2. Light industrial and commercial
3. Recreational
2. **Areas that may influence development success**
 1. City-owned Schipper's parcel - 227 acres
 2. Private property
 1. Township - approximately 200 acres
 1. Gravel pit - mined out - presently being used for yard, concrete recycling facility, and production of concrete block
 2. East Side Bar
 3. Morris Rose junk yard
 4. Eagle junk yard
 5. Anonymous junk yard
 6. Lincoln Avenue property
 7. East side neighborhood
 8. Georgia Pacific Paper Company
3. **Sites involved in the macro planning of the area**
4. **Topography**
5. **Existing infrastructure**
6. **Wetlands**
7. **Natural features**
8. **Environmental issues**
9. **Surrounding land**
10. **Platting**
11. **Zoning - present is light industrial - 2**
12. **Ownership issues**
6. **Descriptions of activities contained in the network model**
 1. **1-AT THIS POINT A POTENTIALLY MARKETABLE ASSET COMES TO COK'S ATTENTION**
 2. **2-ROUGH CHECK VALIDITY OF SOURCES & OF INFORMATION - 97**
 1. Done by the Chesapeake Group

2. End product - A report
3. **3-IDENTIFY POSSIBLE USES FOR RAW DEVELOP ASSETS AVAILABLE - 97**
 1. Done by the Chesapeake Group
 2. End product - a report
4. **4-DETERMINE ROUGH COSTS & INCOME FOR DEVELOPED ASSETS BASED ON CG REPORT -**
 1. Identify who
 1. is responsible
 2. has authority
 3. does
 4. is liable
 5. is accountable
 2. Make preliminary estimates of varying levels of quality in the housing product.
 3. Obtain appraisals of properties being considered.
 4. Determine soft costs.
 5. Determine environmental remediation costs - if any.
 6. Determine infrastructure costs.
 7. Prepare development time table.
 8. Determine expected income and expenses.
 9. Determine rate of return required by investors.
 10. End product - a report
5. **5-COMP PREPARE PRELIM LAND USE PLANS TO FIT ROUGH FINANCIAL FIGURES & SATISFIES CRITERIA**
 1. Identify who
 1. is responsible
 2. has authority
 3. does
 4. is liable
 5. is accountable
 2. End product - sketches
6. **6-DETERMINE AND EVALUATE NON FINANCIAL BENEFITS OF PROJECT TO COMMUNITY**
 1. Establish what "right" means.
 2. Determine categories of benefits
 1. Quality of life
 2. Jobs created
 3. Development opportunities created
 4. Establish future development model
 5. Moderate visual blight
 6. Elevate highest and best use of land
 7. Fulfillment of environmental responsibilities
 3. End product - A report.
7. **7-DETERMINE INFORMAL MARKET LVL-OF-INTEREST IN DEVELOPED ASSET**
 1. End product - inventory and data base of survey results

8. **8-SIMULATE FINANCIAL PERFORMANCE SENARIOS BY PRO FORMA ANALYSES (HOW MANY?)**
 1. Need to consider the development of controlled properties and uncontrolled, but desired properties throughout the build-out period of 8 to 10 years.
 2. How is project to be funded. Need to develop alternative funding sources and systems.
 3. Need to establish development priorities within the build-out period.
 4. End product - Set of proforma analyses and development priorities.
9. **9-IF OPPORTUNITY APPEARS VALID OBTAIN EARLY LAND OR BUILDING CONTROL - OPTIONS, FIRST REFUSAL, ETC**
 1. Included in this activity is the acquisition of all approvals and sign offs required by the administration.
 2. Should determine all the various alternative control methods
 3. End product - legal documents effectuating control
10. **10-DECIDE ON PROJECT DELIVERY SYSTEM ALTERNATIVES & SELECT SYSTEM**
 1. End product - Description of project delivery system recommended.
11. **11-VALIDATE PROJ WITH CITY MANAGER & DECIDE TO GO OR NOT TO GO TO STAGE B**
 1. End product - Manager's decision and instructions in writing to move into stage B
12. **12 - IF VALIDITY PROVEN APPOINT COK PROJECT DIRECTOR**
 1. City manager to determine extent of needed dialogue with City Commission and City Staff.
 2. End product - Line of communication, responsibility, and authority defining interrelationships among project team.
7. **General notes**
 1. **cok wants to be good owner and steward of the site and its ultimate use.**
 2. **Want to do the development right (what does right mean?)**
8. **Glossary of terms**
 1. **Close out**

The completion of all work related legally, ethically, and morally to transferring in full the ownership of the project to the ultimate user or an intermediary that will dispose of the project to the ultimate user.
 2. **Coordination**
 3. **Laundry list**

A list of items, usually at random, that are to be dassified, rearranged and used to build specifically sequenced tabulations, network models, narrative schedules or other systems of which the items in the laundry list are a component.
 4. **Level of interest**
 5. **Network model**
 6. **Plan of action**
 7. **Planning continuity**
 8. **Project delivery system**
 9. **Project director**
 10. **Project management**

11. Right
12. Zapped
9. Laundry lists
 1. over the next 6 months
 1. DEFINE PROJECT TEAM & ITS AUTHORITY, RESPONSIBILITY AND ROLE
 2. COLLECT DATA
 1. TRAFFIC
 2. ECONOMIC
 3. PHYSICAL
 4. DEMOGRAPHIC
 5. POLITICAL
 3. DEFINE THE NATURE OF THE MARKET FOR THE USES OF THE LAND.
10. Those involved
11. Factors contributing to success or failure
12. How to develop the site
13. Value analysis

Quality of Life notes - disk 502

1. **Date of meeting - June 14, 1996**
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 1. Rohel Amundson - Management Analyst - DPS
 2. Ken Collard - Managing Director Department of Public Services
 3. Bruce Minsley - Deputy Director - DPS
 4. Frank Szopo - City Engineer - DPS
4. **Our job is to determine the status quo, define the mechanism, and predict what the improvement in the quality of life will be.**
5. **Glossary of terms**
 1. **Status quo**
The existing state of affairs.
 2. **Mechanisms**
A process by which something is done or comes into being:
A habitual manner of acting to achieve some end.
A conscious mental and emotional pattern that dominates behavior.
 3. **Goals - each general fund receives a liquid income, or its equivalent, of \$8 - \$10 million per year**
What outcome would essentially satisfy the expressed concerns about redressing a perceived imbalance in what is received from and what is provided to the Kalamazoo region.
 4. **Quality of life**
The essential character of something.
An inherent or distinguishing characteristic, property.
Degree or grade of excellence .
6. **Objective statements**
 1. **Statement 1 of the objective of the qol project**
To revise the existing state of affairs through use of a conscious mental and emotional framework to produce an outcome that satisfies the perceived imbalance of \$8 to \$10 million what the City of Kalamazoo receives from the Kalamazoo region and what it provides to the Kalamazoo region
 2. **Statement 2 of the objective of the qol project**
To revise the existing state of affairs through use of a conscious pattern of behavior that adequately addresses achievement of an outcome correcting the perceived imbalance, between what the City of Kalamazoo receives from and what it provides to the Kalamazoo region.

Kalamazoo's needs are currently estimated to be between \$8 and \$10 million annually to adequately enhance the quality of life for its residents.

3. Statement 3 of the objective of the qol project

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4. Statement 4 of the objective of the qol project

To revise the existing state of affairs through use of a conscious pattern of behavior that produces an outcome that remedies the perceived imbalance between what the City of Kalamazoo receives from and what it provides to the Kalamazoo region.

This remedy is intended to enhance the quality of life for its residents.

Kalamazoo's remedial needs are currently estimated to be \$8 and \$10 million annually.

7. What are some of the mechanisms?

1. The number in front of the mechanism is a measure of desirability as expressed by the DPS.

1. Non binding resolution - alternative dispute resolution
 1. Prevention
 1. Proper risk allocation
 2. Incentives, disincentives
 3. Partnering
 2. Internal negotiation
 1. Step negotiations
 2. Direct negotiations
 3. Informal exterior neutral
 1. Dispute resolution board
 2. Independent advisory opinion
 4. Formal exterior neutral
 1. Mediation
 2. Mini trial
 3. Advisory opinion
 4. Advisory arbitration
2. Binding resolution - rights based resolution
 1. Outside courtroom
 1. Binding arbitration
 2. Private judge
 2. Inside courtroom
 1. Bench trial

Kalamazoo Management
Kalamazoo, Michigan

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2. Jury trial
3. Legislation - preventive implementation through regulation
2. **The number in front of the mechanism is a measure of the probability of success as expressed by the DPS.**

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Kalamazoo's needs are currently estimated to be between \$8 and \$10 million annually to adequately enhance the quality of life for its residents.

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To revise the existing state of affairs through use of a conscious pattern of behavior that produces an outcome that remedies the perceived imbalance between what the City of Kalamazoo receives from and what it provides to the Kalamazoo region.

This remedy is intended to enhance the quality of life for its residents. Kalamazoo's remedial needs are currently estimated to be \$8 and \$10 million annually.

7. What are some of the mechanisms?

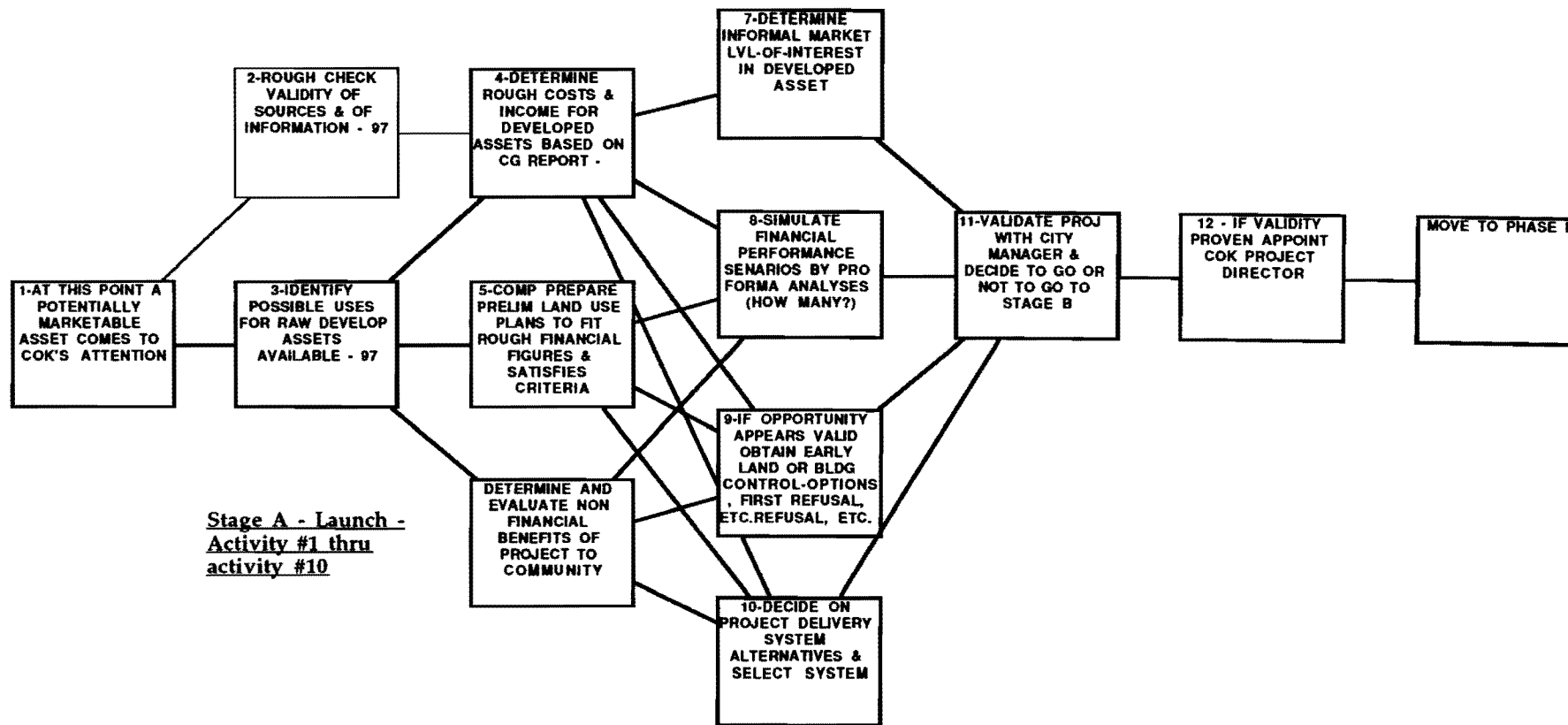
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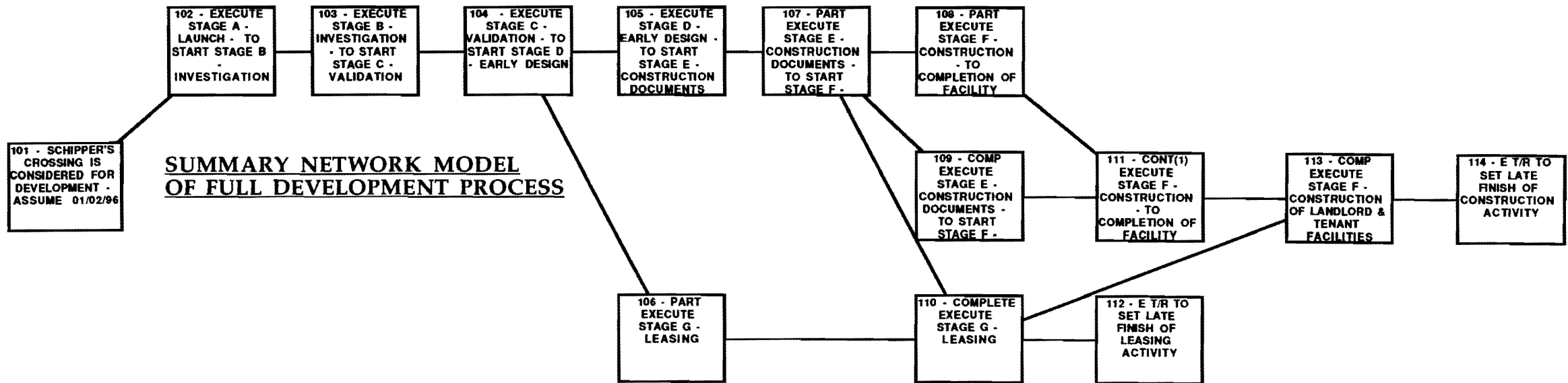
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 1. Mediation
 2. Mini trial
 3. Advisory opinion
 4. Advisory arbitration
2. Binding resolution - rights based resolution
 1. Outside courtroom
 1. Binding arbitration
 2. Private judge
 2. Inside courtroom
 1. Bench trial

Kalamazoo Management
Kalamazoo, Michigan

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2. Jury trial
3. Legislation - preventive implementation through regulation
- 2. The number in front of the mechanism is a measure of the probability of success as expressed by the DPS.**





DEVELOPMENT PROCESS FLOW CHART

RESERVED ACTIVITY NUMBERS

41 46
 42 47
 43 48
 44 49
 45 50

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 il drc kalamazoo
 disk 502 - sw 60%

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