

CONCURRENT SESSION

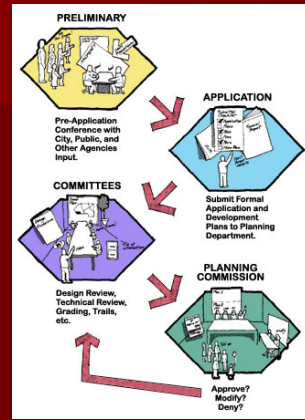
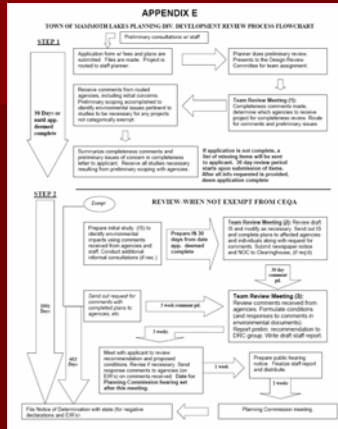
Can't We All Get Along? The Development Process as a Means to Achieving Outstanding Results

10:00–11:10 a.m.
Friday, April 22, 2005
Sturm College of Law

Moderator: James van Hemert, AICP
Executive Director
The Rocky Mountain Land Use Institute
Denver, Colorado

Panelists: Tim Belinski
Vice President
Obermeyer Redevelopment Company
Aspen, Colorado

Martha Brown
Deputy City Development Commissioner
Milwaukee, Wisconsin



- Real terms used...
 - "good luck"
 - "unsure"
 - "incomplete"
 - "modify?"
 - "applicant strongly encouraged to complete this voluntary step"

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Two languages

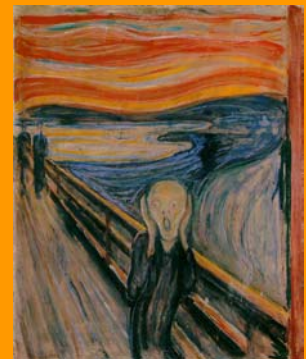
- *Plannerese*—"Bureaucratic Obfuscation"
 - Pre-application review
 - Neighborhood Compatibility
 - Certified silhouette
 - Completeness determination
 - Comprehensive plan conformance
- *Developerese*—"Free Market Hype"
 - Highest and best use
 - Entitlement
 - "Lonely Pines at Lansdowne Crossing"
 - Concept renderings

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- Makes you just want to scream...



All too common results

- *Excessive time spent*
- *Uniformity*
- *Mediocrity*
- *Higher costs*
- *Stakeholders don't get their say*
- *Quality development and economic growth flee to places with friendlier regulations*

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- We have met the enemy
and he
is us.

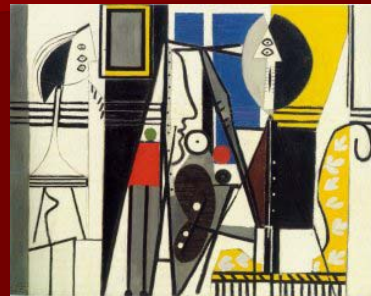
-- Pogo

Perplexing to
ponder why
we are still
here after all
these years...



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Juxtaposition of Function and Culture



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Critical Organizational Cultural Characteristics: Going BEYOND yes



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Big picture framework

- Recognize the reality of multiple publics
- Understand the role of a "pragmatic facilitator of public interests."

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Service

- Rules serve the mission
- Go above and beyond the call of duty
- Adopt a client-centered approach
- Present a consistent message
- Establish a solution-oriented business relationship
- Fair and ethical treatment
- Know when to be flexible
- Good customer service is not about saying "yes" but about all of the above

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Human resources

- Train and hire for "facilitator" competency
- Empower staff to make decisions appropriate to their responsibilities and point in the process
- Establish a team approach at all levels
- Reward exceptional behavior and results—staff, customers, citizens

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What applicants want

- Predictability
- Fair treatment
- Accurate and accessible information
- Timely processing
- Reasonable and fair costs
- Competent staff
- Elegant Regulations

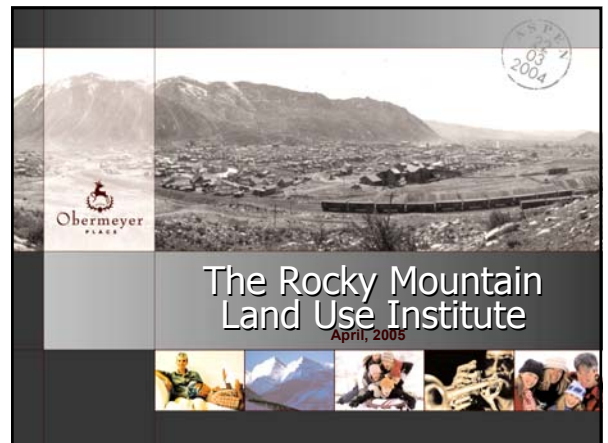
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Contributors

- *Milwaukee*
 - Martha Brown, Deputy City Development Commissioner * Bob Greenstreet, City Planning Director * John Hyslop, Assistant Planning Director * Dave LaHay, Staff photographer * Paul Jakubovich, Historic Preservation * Bob Monnat, Chief Operating Officer, Mandell Group Inc.
- *Irvine*
 - Mike Haack, Manager of Development Services * Bill Jacobs, Principal Planner * Jeff Davis, Vice President of Entitlement, The Irvine Company
- *Aspen*
 - Joyce Algaier, Deputy Planning Director
 - Tim Belinski, Vice President, Obermeyer Group
- *Other*
 - Peter Park, City of Denver, Director of Planning
 - Chris Fellows, President, The Fellows Companies, Denver
 - Don Elliott, Partner, Clarion Associates, Denver

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Overview

- Development Concepts
- Program
- Timeline/Key Dates
- Key Features/Physical Overview
- Financing Overview
- Marketing & Sales Process



The Team

- Public - City of Aspen, COWOP Group
- Landowners - Klaus Obermeyer, Neighboring Parcels, City of Aspen
- Developer - Obermeyer Redevelopment Company
- Development Management Concepts – Symanski Development Partners, Lamont Planning Services, LLC
- Architect - Cottle, Carr & Yaw
- General Contractor – R.A. Nelson
- Lenders - LaSalle Bank, Alpine Bank, Community Banks



Development Concepts

- “Win-win-win” & quality management themes
- Run down, functional properties
- Public/private partnership opportunity
- “Affordable commercial” concept
- “Resort town” economics vs. “downvalley migration” of local businesses
- Redevelopment & infill
- Integrated neighborhood with extensions to park, river & recycle center
- Balance of height vs. density
- Complexities & risk




Program

- Mixed Use Project on 2.5 acres within downtown Aspen
- Five Buildings: 265,000sf
- Parking Garage: 165 parking spaces on two levels plus 30 spaces on grade, providing excess capacity
- Free Market Residential: 22 units, 58,000sf
- Deed Restricted Residential: 22 units, 16,000sf
- Commercial Space: 40,000sf, located throughout



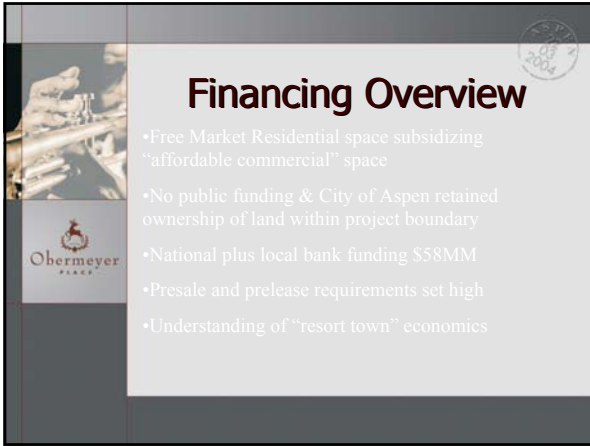
Timeline/Key Dates

Nov 2001	-Acquire parcels of adjacent residential building
Feb 2002	-Land use application submitted to Aspen City Council
Mar 02 - Feb 03	-COWOP task force meetings (15 in total) -Program / Schematic / Design development -Land assemblage continuation / site expansion
Apr 2003	-City Council grants unanimous approval of development plan
Nov 2003	-Sales program kick off
Mar 2004	-Sales of FM units --- 100% complete!
Apr 2004	-Tenant relocation -Financing plan secured
Jun 2004	-Project construction underway
Jul 2006	-Construction complete / tenant re-relocation




Key Features/Physical Overview

- Facade primarily brick & stone to reflect Aspen character
- Emphasis on pedestrian connections
- Common areas & adjacencies carefully designed
- Higher impact commercial uses located inside parking garage, allowing business operations to coexist with high-end residential
- Interface with existing park, river & recycle center
- Deadline driven by delivery of free market units
- Construction complexities



Financing Overview

- Free Market Residential space subsidizing “affordable commercial” space
- No public funding & City of Aspen retained ownership of land within project boundary
- National plus local bank funding \$58MM
- Presale and prelease requirements set high
- Understanding of “resort town” economics




Marketing & Sales Process

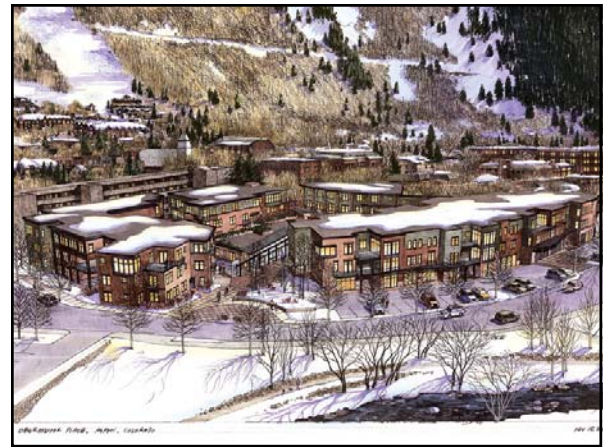
- Marketing and sales presented the highest risk for entire project
- Positioned as “new product” befitting “historic, charming Aspen”
- Integration of Free Market Units into neighborhood which includes commercial and Employee Housing Units
- Enlisted support of local real estate brokers through a preferred reservation selection process; non-contingent contracts
- Over-riding philosophy – treat customers as you wish to be treated, integrity, fairness & transparency of system critical
- Pricing achieved \$1,000/sf (average), limited availability




Contacts

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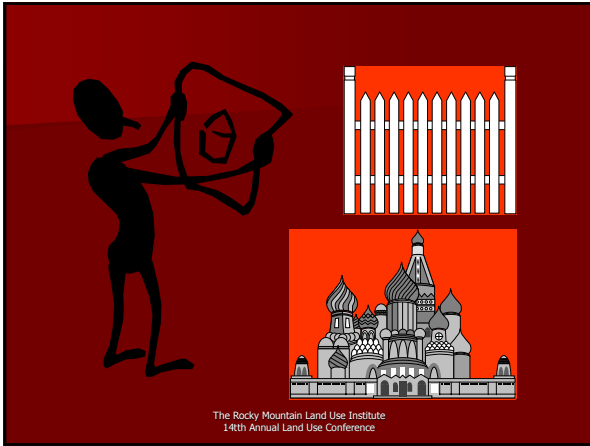




Q & A





Guiding projects from plan to permit



What's a perm

City of Milwaukee
Development Center

Customer: It's OK to start building

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What's a perm

City of Milwaukee
Development Center

City: Project complies with all rules.

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The rules

City of Milwaukee
Development Center

- State building code
- City building code
- Special district regulations
- Public way regulations
- Environmental regulations
- City zoning ordinance

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The quest begins

City of Milwaukee
Development Center

- Building inspector
- Public works
- Planning/zoning
- Waterworks
- City engineer
- Stormwater
- Zoning appeals

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The customer's

City of Milwaukee
Development Center

- Slow
- Expensive
- Arbitrary
- Unpredictable
- Roadblocks to investment

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And there's more



- 1920 zoning ordinance
- Dissonance
 - What the code says
 - Actual development patterns
- High volume of appeals

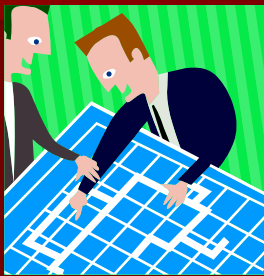
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The mayor's challenge



- Efficient
- Consistent
- Understandable
- User-friendly
- Welcome investment

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- Regulations
 - Zoning
- Processes
 - Board of Zoning Appeals
 - Plan review
 - Development permits

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The solutions



- Board of Zoning Appeals overhaul
- Milwaukee Development Center
- Technology improvements
- Customer information
- New zoning ordinance

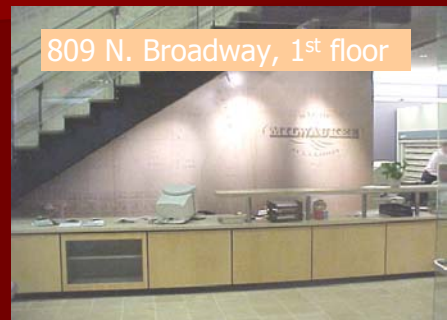
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BOZA overhaul

- New staff
- New chairperson
- Electronic systems

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Development Center



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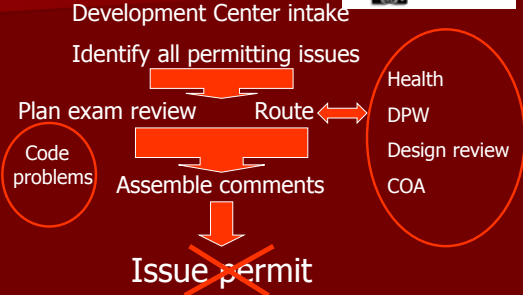
Development C



- Single point of contact
- Staff reassignment
 - Building inspection
 - City engineer
 - Waterworks
 - City development

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Plan review pro



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Case management



- Complex code, design, and infrastructure issues
- Development roundtable
 - Schematic plans
 - Development team
 - City staff



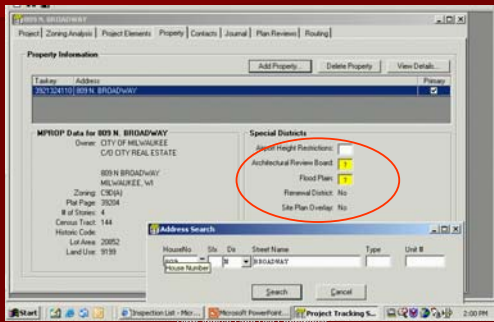
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Project tracking sy



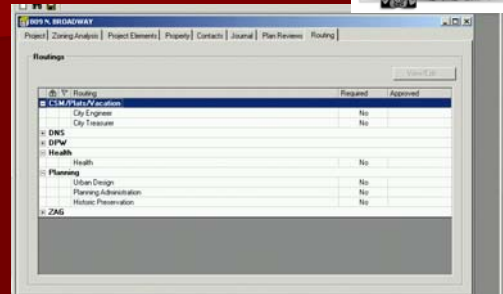
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Property informa



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Routing for rev



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Plan submittal re



Project type: New Commercial Building or Addition Residential Group R-2 Same day

Project name: **Applicant:** **Project ID:**

Address: **Site:** **Sub:**

Company type: Multi-family Family or greater **Phone:** **Zoning:**

Reviewed by: **and:** **Date:**

Please submit the following items to complete the file for this project. Completion of the plan review and release of the building permit will be delayed until these items have been submitted. When you submit documents, please label them with the Development Center's Project ID# found at the top of this form. The plan reviewer will provide this project's telephone number or mail you a plan reviewer letter when the plan review is complete.

- All utility location drawings for 22-foot utility lines.
- If you need to block the street or sidewalk during construction and a temporary driveway during construction, permits are required. Contact Milwaukee Development Center at (414) 226-6208 for information and application.
- Walksheet - determination of number of lanes above grade.
- Walksheet - exterior wall openings.
- Walksheet - fire apparatus access and fire lane.
- Project includes a lot 160.0m or less. Apply at the Milwaukee Development Center at least 3 weeks before you wish to occupy the space.
- Walksheet - light load building systems and connections (8 pages)
- 4 sets construction details.

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Customer info sh



City of Milwaukee Development Center
Customer Information
800 N. Broadway, P.O. Box 324 Milwaukee, WI 53201-0324-414-226-8211

New Commercial Buildings and Additions

The City of Milwaukee is a Wisconsin certified first class municipality. This means that City government has assumed the responsibility of reviewing plans for all commercial construction projects. The Milwaukee Development Center's plan examiners review plans for compliance with the International Building Code as well as municipal building and zoning codes. Once the plans have been reviewed and approved, the construction permit will be prepared and issued.

Scheduling plans for review
Plan submittal is done on an appointment basis, to provide the personal attention that your project requires. To set up an appointment with a plan examiner for plan submittal, call (414) 226-8210.

Submittal requirements

- One (1) copy of structural calculations stamped and signed by the design professional who prepared them.
- Energy worksheets from Chapter COMM 6.3 of the state building code for the building envelope.
- Before permits can be issued for new buildings, additions of slab on grade construction, or footing and foundation work, planning plans must be submitted to the planning plan reviewers in the Development Center. These plans need not be approved prior to the release of the building permit, but they must be submitted.
- Four (4) sets of landscape drawings are required for projects involving (1) industrial

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Zoning revisio



- New code adopted 2002
 - Reflects existing urban development patterns
 - Citywide remapping
- Limited use standards
- CZO (computerized zoning ordinance)

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Zoning online



- www.mkedcd.org/czo

City of Milwaukee Zoning Code Department of City Development

- Milwaukee Zoning Code
 - Preface
 - Subchapter 1. Introduction
 - Subchapter 2. Definitions and Rules of Measurement
 - Subchapter 3. Administration, Enforcement and Appeals
 - Subchapter 4. General Provisions
 - Subchapter 5. Residential Districts
 - Subchapter 6. Commercial Districts
 - Subchapter 7. Openness Districts
 - Subchapter 8. Industrial Districts
 - Subchapter 9. Special Districts
 - Subchapter 10. Overlay Zones

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Zoning online



- www.mkedcd.org/czo

	NS1	NS2	LB1	LB2	RB1	RB2	CS
Generals' Services, Uses							
Personal Service	Y	Y	Y	Y	Y	Y	Y
Business Service	Y	Y	Y	Y	Y	Y	Y
Building Maintenance Service	N	N	3	3	Y	Y	Y
Catering Service	Y	Y	Y	Y	Y	Y	Y
Funeral Home	Y	Y	Y	Y	Y	Y	Y
Laundromat	Y	Y	Y	Y	Y	Y	Y
Dry Cleaning Establishment	Y	Y	Y	Y	Y	Y	Y
Furniture and Appliance Rental and Leasing	S	C	V	V	V	V	V
Household Maintenance and Repair Services	Y	Y	Y	Y	Y	Y	Y
Tool/Equipment Rental Facility	Y	Y	Y	Y	Y	Y	Y

district

use

status

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Zoning online



- www.mkedcd.org/checkzoning

Zoning Check

Use this page to find the zoning for properties in the City of Milwaukee.

Please enter an address.

HouseNo	St	Dir	Street Name	Type	Unit #
935	N		31ST		

Search

2 results were found for '935 N 31':

Address	Lot Area	Zoning District
935 N 31ST ST	0	CS2
935 A N 31ST ST	0	CS2

Click on the Zoning District to connect to Milwaukee's Computerized Zoning Code and learn more about permitted uses and design requirements.

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Online resources



- Milwaukee Development Center
www.mkedcd.org/build
 - Customer information and applications
 - Umbrella site
- Zoning on line www.mkedcd.org/czo
- Check zoning
www.mkedcd.org/checkzoning
- Board of Zoning Appeals database
www.mkedcd.org/boza

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New Milwaukee



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Beerline



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Beerline



650 housing units
\$130 million investment



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Riverfront



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Riverfront



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Coming attracti



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