

HyettPalma

Wrangell Institute Master Plan

Wrangell, Alaska

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Wrangell Institute Master Plan

Wrangell, Alaska

HyettPalma

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February 24, 2000

Mayor Fern Neimeyer and
Wrangell Councilmembers
City of Wrangell
205 Brueger Street
Wrangell, Alaska 99929

Dear Mayor Neimeyer and Wrangell Councilmembers:

It is with great pleasure that we submit to you this **Wrangell Institute Master Plan**, designed to guide the future use of this valuable piece of property – the approximately 140 acre site of the former Wrangell Institute.

The master plan is based on your community's shared vision for the property and on the market-driven steps necessary to properly market and develop the site.

We salute your commitment to ensuring the highest and best use of this important part of Wrangell and offer our continued support of your efforts.

Sincerely,



Doyle G. Hyett
Chairman



Dolores P. Palma
President

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Introduction

I. INTRODUCTION

In 1994, the City of Wrangell obtained title to the approximately 140 acre former Wrangell Institute site from Cook Inlet Region, Incorporated. The site formerly housed a Bureau of Indian Affairs school, which was closed in 1972.

The property is located in the City of Wrangell, adjacent to the Zimovia Strait and Shoemaker Bay. A map showing the location of the property and a plat of the site is presented on the next page.

In order to ensure that the entire site is put to its highest and best use, and thereby ensure the community of the continued productive use of this highly valuable property, the City of Wrangell contracted with HyettPalma, Inc., in 1999 to prepare the ***Wrangell Institute Master Plan***.

The master plan is presented in the balance of this document.

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Project Overview

II. PROJECT OVERVIEW

The following process was used to prepare the *Wrangell Institute Master Plan*.

Starting the Assignment

To form our working partnership with the Client, at the outset HyettPalma asked for the formation of a local Process Committee. Process Committee members were:

- Keith Appleman;
- Lynn Lopez;
- Don McConachie;
- Chet Powell;
- Mutch Schmidt; and
- David Soulak.

The Process Committee served as the group which coordinated the collection of local information and ensured that all appropriate sessions were arranged to enable maximum local involvement in completing the master plan. Individuals who served on the Process Committee were determined through consultation between the City of Wrangell and HyettPalma. HyettPalma worked in partnership with the Process Committee throughout the assignment.

At the outset, HyettPalma conducted interviews with local business leaders, government officials, and others who are critical to the future development of the Wrangell Institute site. These interviews were held to determine:

- Local opinions and perceptions concerning the current and future state of the property;

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- Critical issues which must be addressed in order to ensure that the property reaches its full economic potential; and
- The future potentials for the site.

Development Vision and Issue Sessions

As part of the project, a Development Vision Session was conducted by HyettPalma. The purpose of this session was to:

- Make the planning effort open, inclusive, and democratic;
- Encourage collaboration among all critical constituents;
- Identify issues and topics on which consensus exists;
- Identify issues and topics on which consensus does not exist; and
- Involve key constituents in planning the development effort so that they will be more likely to participate in its implementation.

During the Development Vision Session, participants were asked to express their views of the following critical concerns:

- If the citizens, the business community, and the government were to work together over the next few years to make the Wrangell Institute site the very best it could be, what would you like to see **result** from that effort?
- What would the property be **used for**?
- What kinds of **activities** would we find on the site?

In addition to the Development Vision Session, HyettPalma also conducted issue sessions with local elected and appointed officials and staff. The purpose of the issue sessions was to:

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- Identify critical issues which are of concern to elected and appointed officials; and
- Seek their full participation in furthering the appropriate use of the site.

Assessment of Site and Community

A thorough analysis of the site and the community were conducted by HyettPalma. Specific attention was given to the current development patterns in the community – particularly in proximity to the site. All previous economic information compiled for the community was examined, in conjunction with HyettPalma's field analysis of the economic conditions in Wrangell and the completion of the comprehensive market analysis undertaken in association with a Downtown revitalization assignment, also completed by HyettPalma.

Master Plan

Based on the vision and the findings of the research, a specific range of uses are being recommended for the Wrangell Institute site. Recommendations are also presented for appropriate site zoning.

Implementation

HyettPalma is recommending a specific management plan for implementation of the master plan, including marketing of the property.

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***Status of
Site
Today***

III. STATUS OF THE SITE TODAY

Following is an overview of the current situation relative to the Wrangell Institute property, including a discussion of:

- Characteristics of the property;
- Development constraints;
- Desires/goals expressed by the community; and
- Uses discussed by the public.

Characteristics of the Property

The Wrangell Institute site is a beautiful parcel of property affording dramatic views of the Zimovia Strait and Shoemaker Bay. Most of the approximately 140 acre site remains in its natural state, with only approximately 12 acres previously used by the Institute having been cleared and currently ready for development.

The property is located on an extremely well developed and maintained paved roadway – Zimovia Highway – which will be the community's gateway to the new inter-island ferry system.

On-site amenities of note include Institute Creek, elevations which afford dynamic views of Zimovia Strain and Shoemaker Bay, and a large volume of virgin tree coverage.

Off-site amenities – in proximity to the site – include Shoemaker Harbor, Tongass National Forrest, and Rainbow Falls Trail.

The site is surrounded by property owned by the Mental Health Lands Trust. Mental Health's property has similar characteristics to the Institute property. The City of Wrangell and the Mental Health Lands Trust have a ***Memorandum of Understanding*** to work together to develop properties.

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The City of Wrangell has clear title to the property. The site is debt-free.

In 1998, the City of Wrangell extended both water and sewer services to the property, and the systems have the capacity to serve virtually any type of development which may be appropriate for the property in the future. The site is also served by electrical power and telephone service.

Current Zoning

The Institute property currently has two zoning designations. The developed portion of the site – the 12 acre front portion of the site which was previously occupied by the Institute buildings – is zoned **Holding**. The purpose of the Holding District is to maintain future development options by setting aside large areas (in excess of short-term needs) for major development projects.

The balance of the site is zoned **Multifamily Residential**. The purpose of the multifamily district is to provide additional areas suitable for duplexes, apartments, planned unit developments and other relatively high density residential uses. A full range of housing of all types is allowed in this district.

Development Constraints

The only known development constraints which may dictate the future use of the site are described below.

- **Slope** – The rear – extreme northern portion – of the site is steep, which may restrict the use of this part of the property.
- **Market Strength** – The overall market for goods and services in Wrangell is limited, due to the isolated location of the community. This situation could be improved with the institution of the new ferry system, an increase in tourism, opening of additional businesses on the island, and/or an increase in the number of retirees/second home owners moving to Wrangell.

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- **Impact on Downtown Development** – A concerted effort is being made to further enhance Downtown Wrangell. In conjunction with this initiative, every effort is being made to contain appropriate commercial development in Downtown, rather than creating additional centers of commercial development.
- **No Direct Access to Strait** – While the site affords direct views of Zimovia Strait and Shoemaker Bay, the site does not have access to the water – thus limiting its use for commercial marine purposes.

Desires/Goals Expressed by the Community

Based on the findings of the vision session, interviews and issue sessions conducted to determine local desires for the use of the Institute site, the community has several well defined desires/goals for the use of the property.

- **Generate Jobs and Taxes** – The development of the site should result in the creation of jobs within the community and generate the highest level of taxes possible.
- **Clear Delineation of Uses** – Future uses should be placed on the site in a manner which results in a clear delineation of different uses. For example, if the site includes commercial development and housing, the two uses should have a buffer between them in order to ensure that both uses are afforded a quality working/living environment. Smokestacks should not be placed next to housing, for example.
- **Quality Development** – All development on the site should be of the highest quality possible and enhance the overall quality-of-life on the island to the maximum degree possible.
- **Not Have a Negative Impact** – Development of the site should not have a negative impact on the area's natural amenities, particularly Institute Creek and Rainbow Falls Trail.

Uses Discussed by the Public

Specific uses for the site, as mentioned by the public, include:

- Single- and multi-family housing;
- Housing on both small and large lots;
- Retirement housing;
- Year-round lodging for business and leisure travellers, with a restaurant and entertainment offerings;
- An educational facility for environmental studies related to the environment and culture of Wrangell Island and Southeast Alaska;
- A school or junior college;
- Commercial uses, including light industrial, high tech firms, retail/service businesses for residents and highway travellers, restaurants with a view of Zimovia Strait and Shoemaker Bay; and
- Recreational vehicle parking sites with quality amenities.

Market Opportunities

The following market observations relate to the potential development of the site.

- **Housing** – Portions of the site – particularly the rear portions with higher elevations – appear best suited for housing development. If properly planned, the site could:
 - Enable the development of a planned subdivision providing an alternative type of housing development for existing local residents and new arrivals seeking more managed land use;

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- Provide housing development opportunities for new industrial employees and employers offered in conjunction with other industrial, port and business development; and
- Present a significant new housing opportunity for second home owners and retirees.
- **General Retail** – General retail uses would be more appropriate for Downtown Wrangell, not the Institute site.
- **Convenience Retail** – Some limited number of convenience retail uses – such as a convenience food store, laundry, etc. – to serve the immediate residential areas may be appropriate for the site.
- **Restaurants** – If market conditions supported the development of additional restaurants in Wrangell, the site would be appropriate for restaurants, particularly food service operations which take advantage of the water views and restaurants operated in conjunction with other appropriate uses, such as lodging facilities.
- **Lodging** – If market conditions allow, the site would be appropriate for a quality lodging facility
- **Institutional Development** – Since the site has a history of being an appropriate site for institutional development, other institutional uses – such as schools, museums, etc. – would be appropriate for the site.
- **Retirement Living** – The site would be appropriate for a retirement living facility, such as an independent living center or a managed care facility, if market conditions indicate demand.
- **Industrial Development** – The level portions of the site – near the Zimovia Highway – may be appropriate for industrial development. However, if heavy industry is located on the site, it is unlikely that the higher portions of the site will be attractive for other uses, such as housing.

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- **Office Development** – The site may be appropriate for some limited amount of office development. However, office development would most likely be undertaken as a support function of other uses on the site – such as office space for the management of a lodging facility or school or retirement home.
- **Marine Related Development** – Since the site does not have direct access to the water, the property is not likely to be considered an appropriate location for marine related development.

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Development Understandings

IV. DEVELOPMENT UNDERSTANDINGS

The Wrangell Institute property should be developed consistent with the following understandings.

It Will Take Time

Given the anticipated conservative market for growth in Wrangell, and based on similar development projects of this magnitude undertaken in other communities, the development of the site will likely take time. While the amount of time required to complete development of the site cannot be realistically predicted at this time, the community should understand that it will be essential to patiently pursue development of the property over what will likely be a considerable period of time.

Special Parcel of Property

The City of Wrangell should understand that the Wrangell Institute site is a very special parcel of property. And, as such, every effort should be made to ensure that the site is developed not only its highest and best assortment of uses, but also to ensure that all development on the site is of the highest quality possible and that the site retains the maximum degree of its natural environmental qualities, including natural site contours, view corridors, vegetation, and waterways.

Be Selective

It is essential for the community to undertake development consistent with the defined master development plan, rather than allowing piece-meal development of the site. The site should contain only those uses which are identified as appropriate in the master plan.

And, while some local thought has been given to allowing any use on the site which will create jobs and generate tax revenue – or perhaps even giving the site to a worthy cause – it is felt that the site has great value and that the community should not give the property away unless the use is exemplary or of such a nature that it will give the community a significant return of jobs, taxes and other benefits.

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Development Standards

All development on the site should be undertaken consistent with the following development standards in order to ensure the highest and best use of the entire site:

- Respect for the natural beauty of the site;
- Take maximum advantage of the vistas and on- and off-site amenities, including Institute Creek, elevations which afford dynamic views, large volume of natural tree coverage, Shoemaker Harbor, Tongass National Forrest, and Rainbow Falls Trail;
- Be of the highest quality possible;
- Not encroach on Rainbow Falls Trail and Institute Creek;
- Be well-planned; and
- Be coordinated with the development of the Mental Health Lands Trust property.

Caveats

The following caveats should be considered in conjunction with the development of the Wrangell Institute property.

- Development of the site will not automatically bring industry to the City of Wrangell. Development of the site must be coordinated with an overall effort to recruit appropriate industry to appropriate areas of the island – including planned industrial areas and the waterfront.
- The development of the Institute property should be viewed as one element of the City's overall economic development mission, not as a panacea or make/break initiative. Again, the effort should be coordinated with all other economic development efforts in the community.

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- The development of the Institute property should be undertaken to complement Downtown revitalization efforts. The uses which are placed on the site should not adversely compete with the commercial offerings of Downtown Wrangell. Uses which are appropriate for Downtown should be placed Downtown. And, uses which are appropriate for the Institute site should be placed on the Institute site.
- Uses which are appropriate for the industrial park should be placed in the industrial park. Uses which are appropriate for the waterfront should be placed in appropriate port or harbor areas. And, uses which are identified as appropriate for the Institute site should be placed on appropriate areas of the property.
- The City of Wrangell needs an updated comprehensive plan in order to ensure the designation of appropriate land uses for appropriate areas of the community so that each area of the community complements, and does not cannibalize, one another.

Development Directives

The following development directives should be considered in conjunction with the development of the Institute property.

- Consider the project as a long-term initiative, following the recommendations of the master plan.
- Undertake the project in phases, allowing the market to absorb the project over time.
- Give priority to:
 - Uses that would benefit from, and that could take advantage of, the views; and
 - Uses that would take advantage of the serenity and natural environment of the site.

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- Consider target marketing of the site to developers and users of the property, rather than random marketing of the site.
- Do not deviate from the master plan or undertake piece-meal development of the site.
- Understand that the market for the site will likely strengthen over time.
- Only deal with reputable, substantial developers or users who can follow the master plan, who have experience completing quality projects in Wrangell or elsewhere, and who have the financial resources to complete and operate a quality project on the Institute site.

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***Recommended
Uses for the
Wrangell
Institute
Site***

V. RECOMMENDED USES FOR THE WRANGELL INSTITUTE SITE

Following is the range of uses recommended for the Wrangell Institute site. It is felt that these are the highest and best uses for the property.

Two Development Areas

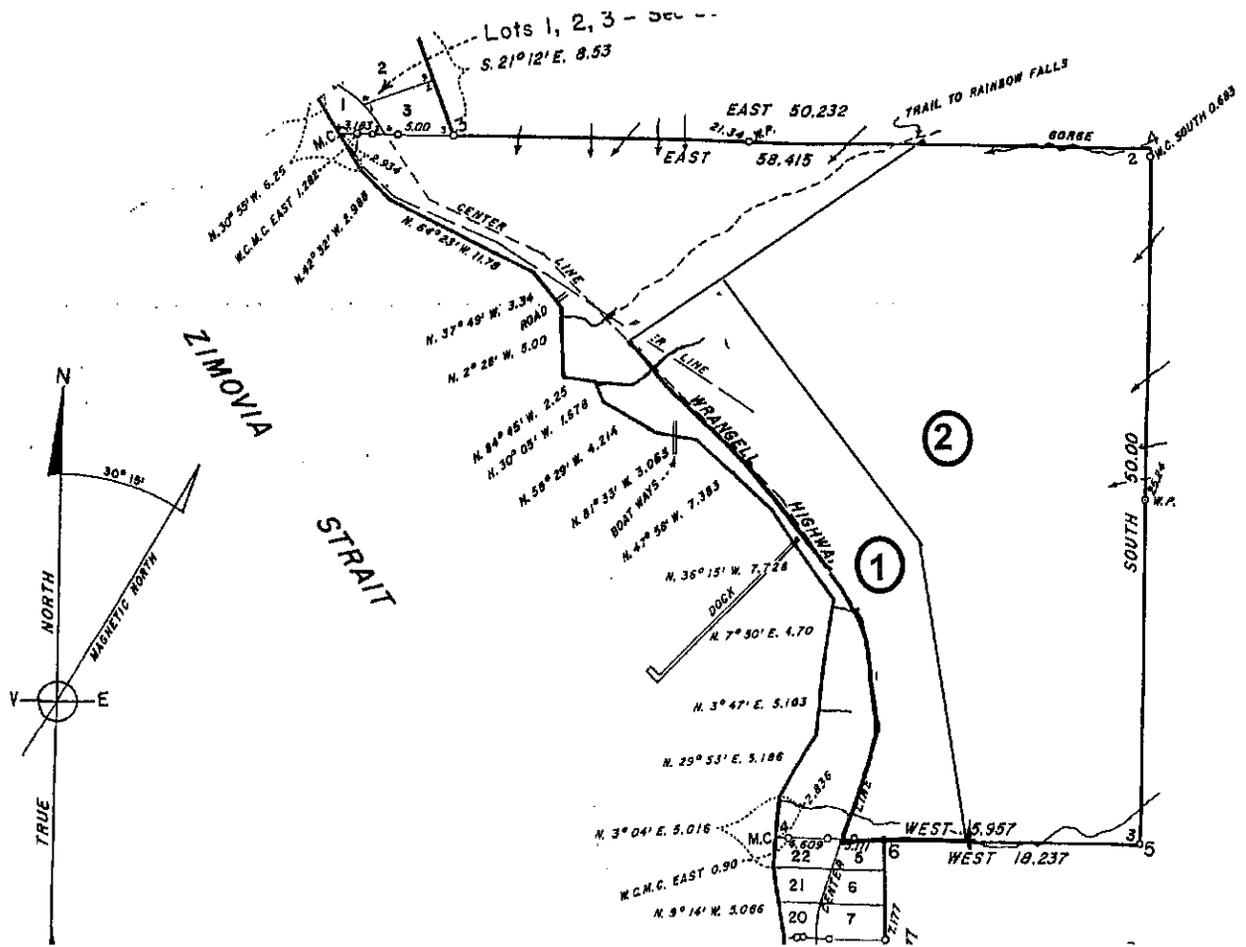
It is recommended that the property be developed to contain two distinct areas – Area 1 and Area 2, as show on the map presented on the next page. Area 1 is the area of the site which contains the property previously used by the Institute and an area of approximate equal depth – approximately 500' – extending to the southern property line of the site. Area 2 contains the balance of the site, which is the most elevated portion of the property.

Area 1 Use

It is recommended that Area 1 – which contains the Shoemaker Bay subdivision parcel and other property fronting Zimovia Highway – be reserved for mixed-use development which could consist of the following uses:

- Restaurants;
- Institutional uses;
- Lodging;
- Offices;
- Convenience retail;
- Medium density residential development (townhouse/condo/rental);
and
- Retirement housing.

Wrangell Institute Site Development Areas 1 & 2



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Priority should be given to Area 1 uses which can benefit from views, such as restaurants, lodging, residential uses, retirement housing, or educational institutions which concentrate on environmental study.

Area 2 Use

It is recommended that Area 2 be reserved for single-family housing development on lot sizes ranging from 1/2 acre to 3-5 acres – with size governed to some extent by slope.

Recommended Zoning

The following zoning classifications are recommended for the site.

- **Area 1** – This area should be zoned Mixed-Use, which allows for the placement of a mixture of commercial and residential uses, specifically including:
 - Restaurants;
 - Institutional uses;
 - Lodging;
 - Offices;
 - Convenience retail;
 - Medium density residential development (townhouse, condo, rental); and
 - Retirement housing.

The City of Wrangell does not have a mixed-use zoning classification. Therefore, a new zoning classification will be required.

- **Area 2** – This area should be zoned Single-Family Residential. However, only single-family homes should be allowed. The current zoning ordinance allows both single-family and two-family dwellings to be developed in the Single-Family District.

Recommended Development Standards

It is recommended that development which takes place on the Institute site be required to comply with the following minimum development standards.

- The Rainbow Falls Trail should continue to be protected, with no development taking place west of Institute Creek.
- Development should not take place in the wetlands area adjacent to Institute Creek.
- A green space buffer should be provided between the mixed-use and single-family development areas – between Area 1 and Area 2.
- Natural site contours should be maintained to the greatest extent possible.
- The maximum amount of natural site tree cover should be maintained.
- All public roadways throughout the development should be paved, curbed and guttered.
- No exterior storage of materials – other than operable vehicles – should be allowed within the development.
- All utilities should be placed underground.
- Design standards should be developed and enforced to govern site landscaping, building materials and signs.

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Implementation Actions

VI. IMPLEMENTATION ACTIONS

The following actions should be taken to implement the recommendations of the *Wrangell Institute Master Plan*.

Getting Ready for Development

The following steps should be taken to prepare the site for future development.

- **Site Cleanup** – The City should continue efforts to remove all buildings from the site and cleanup any remaining environmental problems. To the greatest extent possible, the site should be returned to a grassed state. The site should have the highest degree of "curb appeal" possible.
- **Topo/Soil Analysis** – A topographic map of the site should be prepared and an analysis of soil conditions should be completed to give prospective developers additional information concerning the condition of the site.
- **Appraisal** – The site should be appraised to determine a value – regardless of whether the City intends to sell the site or give the property to a qualified developer.
- **Define Buffer** – A green space buffer area should be defined and recorded between Area 1 and Area 2.
- **Rezone Site** – Area 1 should be rezoned to accommodate mixed-use development and Area 2 should be rezoned to allow single-family housing development, only.

Phased Development

The site should be marketed and developed in 2 phases. Area 1 should be marketed first. Area 2 should be marketed following substantial progress in developing Area 1.

Area 1 Development

The basic technique recommended for marketing Area 1 should be through the preparation of a Request for Proposals (RFP) – seeking a qualified developer or developers to undertake projects in Area 1 consistent with the recommendations of the master plan.

The following process should be followed to prepare the RFP and market the property.

- **Prepare RFP** – An RFP should be prepared consistent with the format presented in Appendix A of this document.
- **Package RFP** – The RFP should be packaged in an attractive folder and should be accompanied by other materials which describe Wrangell and Southeast Alaska – material which the community has already prepared and material which is used to promote the community within the broad economic development arena.
- **Advertise Project** – Following the completion of the RFP, developers should be sought through distribution of the RFP to developers via direct mail, through advertisements in areawide, regional and statewide newspapers, and via the Internet.

Names of specific developers should be obtained from:

- Names of qualified developers maintained by the City of Wrangell who have undertaken projects within the community before;
- Names of qualified developers obtained from a telephone survey of other communities throughout Southeast Alaska and other similar Alaska communities; and
- Names of qualified developers obtained from appropriate State of Alaska economic development organizations.

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The RFP should be advertised in larger newspapers in Southeast Alaska and major newspapers in:

- Anchorage;
- Seattle;
- Portland;
- Chicago; and
- New York.

The RFP should be displayed on the Internet and the address of the site should be noted in all advertisements for the project.

- **Receive Proposals and Interview Qualified Proposers** – Receive proposals, review proposals, invite and interview qualified proposers.
- **Select Developer and Implement** – If a qualified developer is identified through the RFP process, the deal should be finalized and the project should be completed at the earliest possible date.

IMPORTANT NOTE:

If a qualified developer or developers are not identified for the project after the first round of offering, the City should be prepared to offer the property again, and for as many times as are necessary until a qualified developer is identified. Multiple offerings are normal for projects of this nature.

Area 2 Development

The technique recommended for marketing Area 2 should be the same method which is used to market Area 1 – through the preparation of a Request for Proposals (RFP) seeking a qualified developer or developers to undertake projects in Area 2 consistent with the recommendations of the master plan.

The following process should be followed to prepare the RFP and market the Area 2 property.

- **Prepare RFP** – An RFP should be prepared consistent with the format presented in Appendix B of this document.
- **Package RFP** – The RFP should be packaged in an attractive folder and should be accompanied by other materials which describe Wrangell and Southeast Alaska – material which the community has already prepared and material which is used to promote the community within the broad economic development arena.
- **Advertise Project** – Following the completion of the RFP, developers should be sought through distribution of the RFP to developers via direct mail, through advertisements in areawide, regional and statewide newspapers, and via the Internet.

Names of specific developers should be obtained from:

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- Chicago; and
- New York.

The RFP should be displayed on the Internet and the address of the site should be noted in all advertisements for the project.

- **Receive Proposals and Interview Qualified Proposers** – Receive proposals, review proposals, invite and interview qualified proposers.
- **Select Developer and Implement** – If a qualified developer is identified through the RFP process, the deal should be finalized and the project should be completed at the earliest possible date.

IMPORTANT NOTE:

If a qualified developer or developers are not identified for the project after the first round of offering, the City should be prepared to offer the property, again, and for as many times as are necessary until a qualified developer is identified. Multiple offerings are normal for projects of this nature.

Area 2 Fallback

If the City is not successful in marketing the Area 2 to a qualified developer after a reasonable number of offerings, consideration should be given to undertaking the platting of lots, layout and construction of streets, installation of utilities by the City acting as master developer. Lots should then be marketed either by the City or through a marketing agreement with a qualified real estate agency.

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Appendices

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Appendix A

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REQUEST FOR PROPOSALS
Development of Area 1 of the
Wrangell Institute Site
Wrangell, Alaska

_____, 2000

REQUEST FOR PROPOSALS TO DEVELOP AREA 1 OF THE WRANGELL INSTITUTE PROPERTY

A. Statement of Purpose

The City of Wrangell, Alaska seeks proposals from qualified developers to develop Area 1 of the Wrangell Institute site. The property is located adjacent to the Zimovia Strait in the City of Wrangell, Alaska, as further identified on the attached Location Map and Plat.

B. Goals for Development of Area 1

Consistent with the directives of the Wrangell Institute Master Plan -- copy attached -- the City desires to develop the property as a mixed-use development which may consist of the following uses:

- Restaurants;
- Institutional uses;
- Lodging;
- Offices;
- Convenience retail;
- Medium density residential development (townhouse/condo/rental);
and
- Retirement housing.

Priority will be given to proposals for uses which will benefit from views, like restaurants, lodging, residential uses, retirement housing, or educational institutions which concentrate on environmental study.

Development which takes place on the site will be required to comply with the following minimum development standards.

- The Rainbow Falls Trail shall continue to be protected, with no development taking place west of Institute Creek.
- Development shall not take place in the wetlands area adjacent to Institute Creek.
- A green space buffer shall be provided between the mixed-use and single-family development areas -- between Area 1 and Area 2.

- Natural site contours shall be maintained to the greatest extent possible.
- The maximum amount of natural site tree cover shall be maintained.
- All public roadways throughout the development shall be paved, curbed and guttered.
- No exterior storage of materials -- other than vehicles -- shall be allowed within the development.
- All utilities shall be placed underground.
- Design standards shall be developed and enforced to govern site landscaping, building materials and signs.

C. Submission of Proposals

Proposals shall be submitted to _____ later than ___ pm on _____, 199_. Proposals should be addressed and delivered to:

_____ (__) copies of the proposal shall be submitted in writing prepared on standard letter-size reproducible paper. Proposals shall follow the headings and format presented in the next section of this Request for Proposals.

D. Submission Elements/Format of Proposals

Proposals shall address the following points and be written and presented in the following format, utilizing the headings presented below for the organization of responses. Respondents shall address all points and provide enough detailed information to enable an evaluation of proposals.

- **Developer** -- Indicate the name, address and telephone number of the proposed owner of the project. Provide the names of the person or persons who can speak for the owner.
- **Overview of Proposal** -- Present a statement which provides a clear description of the proposal and indicates a clear understanding of the desired results. Explain how the proposal meets the goals for the site. If the proposal does not address the goals, or exceeds the goals, explain how and why.

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- **Price -- Price to be paid for the property.**
- **Previous Experience and Qualifications -- Present a listing and photographs and/or drawings of at least three (3) projects previously completed by the owner which are similar to the project proposed. Provide the name and location of each project, and provide enough detail about each project to enable a comparison of the projects with the proposed project.**
- **Project and Financial References -- Provide the names, addresses, phone numbers and relevant positions of banking and project references for the three (3) or more above noted projects. Present a copy of the owner's most recently audited financial statement.**
- **Participants in Project -- Identify each participant in the project. Identify their roles and give an overview of their previous experience.**
- **Detailed Plan of Action -- Provide a detailed overview of how the proposal will be implemented. Include a step-by-step plan for all elements of the project. Include a time schedule for completion of each element and a cost estimate for each element. Present the material in both written and graphic form. The time schedule and cost estimate should be presented in a matrix format, as well as described in a narrative manner. Provide a site plan, typical elevations and floor plans for all proposed construction.**
- **Financing of Project -- Describe how the proposal will be financed. Identify the method, sources of funds and amounts from each source. Provide evidence of funding commitment, if available.**
- **Management Plan -- Present a detailed management plan for the project's implementation and the operation of the finished project. Identify the method of management to be employed and the identity of individuals and/or firms to be responsible for each element of the management plan.**
- **Promotion and Marketing -- Describe how the project will be promoted and marketed. Identify the individuals and/or firms to be responsible for promotion and marketing and their roles.**

E. Oral Interviews

The City of Wrangell will schedule oral interviews with all respondents who, in the opinion of the City, have sufficiently addressed the goals for the project and have the experience and financial resources to complete the project. Owners and individuals

who will actually be working on projects for owners will be expected to attend the interviews.

F. Right to Reject Proposals

The City of Wrangell reserves the right to reject proposals received or to negotiate in any manner necessary to serve the best interests of the Partnership.

Attachments:

1. The Wrangell Institute Master Plan
2. Location Map
3. Topographic Survey and Plat of Area 1
4. Soils Report
5. Appraisal

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Appendix B

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REQUEST FOR PROPOSALS
Development of Area 2 of the
Wrangell Institute Site
Wrangell, Alaska

_____, 200_

REQUEST FOR PROPOSALS TO DEVELOP AREA 2 OF THE WRANGELL INSTITUTE PROPERTY

A. Statement of Purpose

The City of Wrangell, Alaska seeks proposals from qualified developers to develop Area 2 of the Wrangell Institute site. The property is located adjacent to the Zimovia Strait in the City of Wrangell, Alaska, as further identified on the attached Location Map and Plat.

B. Goals for Development of Area 2

Consistent with the directives of the Wrangell Institute Master Plan -- copy attached -- the City desires to develop the property for single-family housing development on lot sizes ranging from 1/2 acre to 3-5 acres -- with size governed to some extent by slope.

Development which takes place on the site will be required to comply with the following minimum development standards.

- The Rainbow Falls Trail shall continue to be protected, with no development taking place west of Institute Creek.
- Development shall not take place in the wetlands area adjacent to Institute Creek.
- A green space buffer shall be provided between the mixed-use and single-family development areas -- between Area 1 and Area 2.
- Natural site contours shall be maintained to the greatest extent possible.
- The maximum amount of natural site tree cover shall be maintained.
- All public roadways throughout the development shall be paved, curbed and guttered.
- No exterior storage of materials -- other than vehicles -- shall be allowed within the development.
- All utilities shall be placed underground.

- Design standards shall be developed and enforced to govern site landscaping, building materials and signs.

C. Submission of Proposals

Proposals shall be submitted to _____ later than ___ pm on _____, 199_. Proposals should be addressed and delivered to:

_____ () copies of the proposal shall be submitted in writing prepared on standard letter-size reproducible paper. Proposals shall follow the headings and format presented in the next section of this Request for Proposals.

D. Submission Elements/Format of Proposals

Proposals shall address the following points and be written and presented in the following format, utilizing the headings presented below for the organization of responses. Respondents shall address all points and provide enough detailed information to enable an evaluation of proposals.

- **Developer** -- Indicate the name, address and telephone number of the proposed owner of the project. Provide the names of the person or persons who can speak for the owner.
- **Overview of Proposal** -- Present a statement which provides a clear description of the proposal and indicates a clear understanding of the desired results. Explain how the proposal meets the goals for the site. If the proposal does not address the goals, or exceeds the goals, explain how and why.
- **Price** -- Price to be paid for the property.
- **Previous Experience and Qualifications** -- Present a listing and photographs and/or drawings of at least three (3) projects previously completed by the owner which are similar to the project proposed. Provide the name and location of each project, and provide enough detail about each project to enable a comparison of the projects with the proposed project.
- **Project and Financial References** -- Provide the names, addresses, phone numbers and relevant positions of banking and project references for the three (3) or more above noted projects. Present a copy of the owner's most recently audited financial statement.

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- **Participants in Project** -- Identify each participant in the project. Identify their roles and give an overview of their previous experience.
- **Detailed Plan of Action** -- Provide a detailed overview of how the proposal will be implemented. Include a step-by-step plan for all elements of the project. Include a time schedule for completion of each element and a cost estimate for each element. Present the material in both written and graphic form. The time schedule and cost estimate should be presented in a matrix format, as well as described in a narrative manner. Provide a site plan, typical elevations and floor plans for all proposed construction.
- **Financing of Project** -- Describe how the proposal will be financed. Identify the method, sources of funds and amounts from each source. Provide evidence of funding commitment, if available.
- **Management Plan** -- Present a detailed management plan for the project's implementation and the operation of the finished project. Identify the method of management to be employed and the identity of individuals and/or firms to be responsible for each element of the management plan.
- **Promotion and Marketing** -- Describe how the project will be promoted and marketed. Identify the individuals and/or firms to be responsible for promotion and marketing and their roles.

E. Oral Interviews

The City of Wrangell will schedule oral interviews with all respondents who, in the opinion of the City, have sufficiently addressed the goals for the project and have the experience and financial resources to complete the project. Owners and individuals who will actually be working on projects for owners will be expected to attend the interviews.

F. Right to Reject Proposals

The City of Wrangell reserves the right to reject proposals received or to negotiate in any manner necessary to serve the best interests of the Partnership.

Attachments:

1. The Wrangell Institute Master Plan
2. Location Map
3. Topographic Survey and Plat of Area 2
4. Soils Report
5. Appraisal