

MINUTES
GRANT REVIEW BOARD
DECEMBER 19, 1969

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The City of Atlanta Grant Review Board met in the office of the Chief Administrative Officer at 9:00 AM on December 19, 1969. The following were in attendance:

Dan E. Sweat, Jr. - Chief Administrative Officer
Collier Gladin - Planning Department
George Berry - Deputy Chief Administrative Officer
Johnny Robinson - Community Development Coordinator
John Matthews - Planning Department
Linda Anderson - Finance Department

The Grant Review Board met to discuss a proposal of the City of Atlanta Planning Department for an Interim Assistance Program under the U. S. Department of Housing and Urban Development.

Mr. John Matthews, City Planner explained that the Interim Assistance Program was a new HUD Program developed in July, 1969, in order to provide for "holding action" in the areas of Human Renewal before Urban Renewal Programs are under taken in urban renewal neighborhoods.

Mr. Matthews presented a synopsis of the Interim Assistance Program, a copy of which is attached. He explained that because of the cutbacks by HUD in Atlanta's Neighborhood Development Program and HUD's policy that no new areas could be placed under NDP, Plunkettown had to be eliminated from the City's 1970 NDP Program.

Mr. Matthews submitted and explained a proposed Budget totaling \$67,250.45 with a 2/3 Federal Grant to be requested of \$45,057.80. He also submitted a list of tentative Interim Projects developed by the members of the Plunkettown Planning Committee. A copy of this schedule is attached.

Mr. Gladin suggested that the Budget be amended to include relocation assistance for those families who would be relocated from the Plunkettown Community during the Interim Assistance Project.

Mr. Sweat suggested that every effort should be made to relocate each family or individual who wished and could qualify into the new Gilbert Road Public Housing Project on a priority basis.

Discussion took place as to whom would administer the IAP on financing and on other matters.

The Grant Review Board strongly recommends the Interim Assistance Program be submitted to HUD with the following conditions.

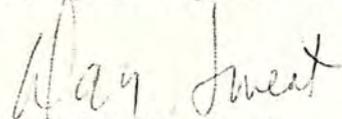
1. That 1963 Urban Renewal Bond funds be used to finance the City's local share.
2. That the Program be administered by the Atlanta Housing Authority with the understanding that the City Planning Department Staff will aid the Atlanta Housing Authority in the planning and evaluation of the project.
3. That the Budget be amended to contain money for relocation expenses.
4. That a definite attempt be made to relocate all eligible and willing residents into the Gilbert Road Public Housing Project as a top priority.

Project Intercept

The City of Atlanta with the support and backing of the Business Community and the Atlanta Transit System have been working with the Department of Transportation Center City Consultant's team in the development of a shuttle bus system known as Project Intercept. Due to the presence of the Christmas Holidays the decision was made to begin Project Intercept the day after Thanksgiving. The advantage to be gained by introducing the public during the shopping season to the park - shuttle service was thought to be significant. The business community has donated \$30,000 to underwrite the initial cost of this program. An additional \$30,000 is needed in the form of a demonstration grant to assist in the marketing effort. The Planning Department had prepared a Demonstration Grant application and requested the Grant Review Board's approval.

The Board moved to support the filing of this application and a joint resolution of Finance and Planning and Development Committees authorizing the filing of application.

Respectfully submitted,



Dan E. Sweat, Jr.
Chief Administrative Officer

DESJr:sm

*Law
File*



CENTRAL ATLANTA PROGRESS, INC.

2 PEACHTREE STREET, N.W., SUITE 2740
ATLANTA, GEORGIA 30303 TELEPHONE 577-3976

November 10, 1969

Mr. Dan E. Sweat, Jr.
Chief Administrative Officer
City of Atlanta
City Hall
Atlanta, Georgia 30303

Dear Dan:

Secretary of Transportation Volpe is coming to Atlanta on January 23rd to be speaker at our Annual Meeting at the Regency.

We have been asked to make the arrangements for a big day that would expose him to the broad Atlanta transportation picture and the local leadership to him and his programs.

I've gotten the O.K. from Lockheed for the C-5A flight and tour. The Highway Department likes the "workshop" proposal, and will work with us on it.

Since this brings together a good group of people on a subject of importance to all Atlantans, at an early date in the new Mayor's administration, we especially want him to be with us and to take an active part in this important occasion.

I just wanted to give you this advance information and to let you know that we'll need your help to make this a success.

Sincerely,

RWB/sr

ATTENDEES AT CONFERENCE

DEPARTMENT OF TRANSPORTATION NOVEMBER 17 & 18, 1969

ATLANTA

Sam Massell, jr. Mayor-elect

Daniel E. Sweat, jr. Director of Governmental Liaison, Office of the Mayor

Collier Gladdin, Director of Planning

William Maynard, President Atlanta, Transit System

Donald Ingram, Planning Director, Central Atlanta Progress

DALLAS

Erik Jonssen, Mayor

George Schrader, City Manager

James Schroeder, Planning Director

Rodney Kelly, Director of Technical Studies Program

DENVER

William H. McNichols, Mayor

Kenneth Dybevik, Federal Liaison Officer, Office of the Mayor

Robert E. Giltner, Director of Planning

Michael DiNunzio, Model Cities Director

Paul Wichman, Office of Planning

PITTSBURGH

Peter Flaherty, Mayor-elect

John Mauro, Director of City Planning

Edward Smuts, Deputy Director of Planning

Theodore C. Hardy, Senior Planner

John Dameron, Executive Director, Port Authority of Allegheny County

Harold Geissenheimer, Director of Planning, Port Authority

Carle Salley, jr. Operations Manager, Port Authority

SEATTLE

Wesley Uhlman, Mayor-elect

Ed Devine, Deputy Mayor

Bennett Feigenbaum, Transition Coordinator, Office of the Mayor

James D. Braman, jr. Director of Community Development

Secretary JOHN A. Volpe, U.S. Dept.
of Transportation, Washington DC.

Regret that pressing city business
will not permit me to attend Tuesday
conference on center city ~~program~~^{trans}. Atlanta
pledges its support to your fine efforts.

Copy to F.A.J.R.

Carlos C. Villarreal, Administrator
Urban Mass Transit Administrator
U.S. Dept. of Transportation

~~Urgent local~~

Urgent local business demands my
presence in Atlanta ~~Tuesday~~^{Tuesday}. I sincerely
regret I will not be able to
participate in CCT program. I look
forward to a cooperative effort in
the months to come.

Samuel Marshall.

URBAN MASS TRANSPORTATION ADMINISTRATION

Information 13-34573 (963-4573)
800 Independence Ave., S.W.

Organ/Routing Symbol		Code	Ext.
OFFICE OF THE ADMINISTRATOR			
UOA-1	Administrator Carlos C Villarreal rm 700W	13	28822
UOA-1	Secretary Beatrice R Kaplan rm 700W	13	28822
UOA-1	Secretary Jeanne W Smith rm 700W	13	27144
OFFICE OF ADMINISTRATION			
UAD-1	Assistant Administrator William Boswell rm 704	13	34573
	Secretary Deana J Brewster rm 704	13	34573
UAD-1	Special Assistant Alexander Abraham rm 704	13	34573
UAD-10	Division of Administrative Services Harriet Hawkins Director rm 704	13	34573
UAD-11	Program Assistant Mary Lou Gormous rm 704	13	37603
UAD-20	Division of Budget and Fiscal Operations Thomas E Hoadley	13	28361
OFFICE OF THE CHIEF COUNSEL			
UCC-1	Chief Counsel David J Speck (Acting) rm 815C	13	34385
UCC-1	Secretary Mary Murphy rm 815C	13	34385
UCC-10	Attorney Joseph A Blundon rm 814A	13	34385
UCC-10	Attorney Theodore Munter rm 814B	13	34385
OFFICE OF PUBLIC AFFAIRS			
UPA-1	Assistant Administrator (Vacant) rm 700W ... <i>CARROLL CARTER</i>	13	20231 27144
UPA-1	Secretary Joyce East	13	20231
UPA-10	Governmental Relations Ann W Smith Director rm 700W	13	27144
OFFICE OF PROGRAM OPERATIONS			
UPO-1	Assistant Administrator W B Hurd (Acting) rm 702	13	20821
UPO-1	Secretary Bernadine Siegel rm 702	13	20821
UPO-1	Control Officer Robert Abrams rm 702	13	20821
UPO-10	Division of Project Development	13	20821
	Transportation Representative Ronald L Luczak	13	28361
UPO-11	Transportation Representative William O Adams rm 702	13	28944
UPO-11	Transportation Representative Harvey Berlin rm 702	13	28361
UPO-11	Transportation Representative Franz Gimmler rm 702	13	28944 26882
UPO-11	Transportation Representative Peter Stowell rm 702	13	28944
UPO-12	Civil Engineer Eugene Jackson Jr rm 702	13	20821
UPO-20	Division of Project Management Wilbur Hare rm 702	13	28361
UPO-30	Division of Technical Studies Jerome C Premo rm 702	13	20821
UPO-31	Transportation Representative Deborah Warren rm 702	13	28361
OFFICE OF PROGRAM PLANNING			
UPP-1	Assistant Administrator Gordon M Murray rm 701	13	26294
UPP-1	Secretary Vera M Pegues rm 701	13	26294
UPP-10	Division of Policy Development Milton L Brooks rm 701	13	35214
UPP-11	Research Assistant Joanna Paxson rm 701	13	35214
UPP-20	Division of Program Evaluation rm 701	13	35214
UPP-30	Division of Planning Coordination Robert H McManus Director rm 701	13	35214
UPP-31	Architect-Planner John Rannells rm 701	13	35214
OFFICE OF RESEARCH			
URD-1	Assistant Administrator Harold W Merritt (Acting) rm 705	13	34206
URD-1	Secretary Mary E Beachley rm 705	13	34206
URD-2	Program Assistant David M Glancy rm 705	13	34206
URD-10	Division of Environmental Research Edmond L Kanwit Director (Acting) rm 705	13	34718
URD-20	Division of Technology		
URD-30	Division of Research Project Management Thomas H Floyd Director rm 705	13	34206
URD-31	Transportation Research Advisor Charles Stearns rm 705	13	34718
URD-32	Transportation Representative Richard J Andryshak rm 705A	13	24315
URD-32	Transportation Representative John Dupree rm 705A	13	24315
URD-32	Transportation Representative Maynard G Gleason rm 705A	13	24315
URD-33	Special Projects Dick G Lam rm 705	13	24315 26881

PRELIMINARY IDEAS FOR A "TRANSPORTATION DAY - ATLANTA", January 23, 1970Sponsorship:

Central Atlanta Progress, Inc.

Preliminary:

An advance series of news releases and other appropriate public relations efforts to build interest and inform the public of transportation-related activities in the Atlanta Area.

Mayor of Atlanta and Governor of Georgia to issue joint proclamation declaring January 23rd as "Transportation Day."

A Possible Itinerary:

7:30 AM Helicopter Tour of Atlanta - Mayor, Secretary Volpe, Newsmen

8:30 AM Breakfast for Transportation Agencies - Secretary Volpe to meet with local agency representatives involved in various elements of transportation activity at regional, State, and local level. (Local D.O.T. Regional representatives --- FHA, FAA, etc., State Highway Department, Metropolitan Atlanta Rapid Transit Authority, Atlanta Airport representatives, etc.)

9:30 AM Transportation Workshops - Hold a series of workshops on various transportation elements --- Airport Planning, Federal Highway Administration Programs, Urban Mass Transit, Highway Safety, Center City Consortium, Transportation Innovations to serve the Disadvantaged, etc.

These workshops would bring together representatives of various local agencies concerned with the above elements, in concert with visiting Department of Transportation representatives to discuss transportation problems of mutual concern.

(Secretary Volpe might make an appearance at the breakfast to say a few words and have the opportunity to meet some of the D.O.T. representatives in the Atlanta Area.)

9:30 AM Flight in World's Largest Airplane (The C-5A Galaxy)

Newsmen and Staff representatives would accompany the Secretary on a special flight aboard the Lockheed C-5A Galaxy, the world's largest airplane. This huge aircraft represents a major breakthrough in the air freight industry, which will call for new National policy considerations.

10:45 AM Press Conference

PRELIMINARY IDEAS FOR A "TRANSPORTATION DAY - ATLANTA" (continued)

11:30 AM Directors' Reception - a reception honoring Secretary Volpe, and including the Directors of Central Atlanta Progress, Inc., the Mayor, the Governor, and other top Atlanta leaders not otherwise included.

12:30 PM ANNUAL MEETING OF CENTRAL ATLANTA PROGRESS, INC.

Will be held in the main Ballroom of Atlanta's fabulous Regency Hotel, with some 600-800 of Atlanta's top business, civic, and political leaders attending.

Head table to include 50 top corporation presidents and governmental leaders.

Business matters will be limited to 5 minutes.

Secretary Volpe to be the guest speaker, possibly for a hard-hitting, fast-moving speech intended (1) to inspire Atlantans to get going on such critical transportation matters as Rapid Transit, Airport facilities, operational traffic improvements, and the necessary interim steps to serve unprecedented growth activity in the Area, and (2) to create interest in, and support for, vital transportation legislation, from a base of broad understanding of the critical issues involved.

Final plans will be developed in coordination with Mr. Volpe's Staff.

AGENDA

CENTER CITIES TRANSPORTATION PROJECT

FIVE-MAYORS CONFERENCE

* * * * *

NOVEMBER 17, 1969

UMTA/DOT staff with senior staff from the five CCTP cities meet in rooms 6A, B and C of the Department of Transportation Building.

- 9:00 Welcome - Honorable Carlos C. Villarreal, Administrator, Urban Mass Transportation Administration
- 9:10 Agenda - Franz K. Gimmler, Project Director, UMTA Center Cities Transportation Program
- 9:15 Atlanta Presentation and Discussion - Representatives of the City of Atlanta and Allan K. Sloan, City Team Leader.
- 9:55 Dallas Presentation and Discussion - Representatives of the City of Dallas and William Claggett, City Team Leader
- 10:35 Coffee Break
- 10:50 Denver Presentation and Discussion - Representatives of the City of Denver and Burton Goldberg, City Team Leader
- 11:30 Pittsburgh Presentation and Discussion - Representatives of the City of Pittsburgh and Joseph M. Leiper, City Team Leader
- 12:10 Seattle Presentation and Discussion - Representatives of the City of Seattle and George Van de Mark, City Team Leader
- 12:50 Break for lunch - bus to The Market Inn (Dutch Treat)
- 1:00 Lunch
- 2:30 Common Problems and Solutions - Edward W. Wood, Jr., Project Manager, Real Estate Research Corporation; Norman M. Klein, Project Manager, Skidmore, Owings and Merrill; Herbert S. Levinson, Project Manager, Wilbur Smith and Associates
- 3:15 Coffee Break
- 3:30 Project Selection Criteria - Herbert S. Levinson, Project Manager, Wilbur Smith and Associates
- 4:00 CCTP Phase II Program - H. William Merritt, Assistant Administrator, Office of Research, UMTA

NOVEMBER 18, 1969

Mayors from the five cities, Administrator Villarreal, and Secretary Volpe (for a portion of the day) meet in the FAA Administrator's Conference Room with their staffs in attendance.

- 9:00 Welcome - Honorable Carlos C. Villarreal, Administrator, UMTA
- 9:20 UMTA's Legislative Program - Gordon Murray, Assistant Administrator, Office of Program Planning, UMTA
- 9:50 UMTA's Capital Grant and Technical Studies Programs - Jerome C. Premo Director, Division of Technical Studies, UMTA
- 10:10 UMTA's Research, Development, and Demonstration Programs - H. William Merritt, Assistant Administrator, Office of Research, UMTA
- 10:30 UMTA's Equal Opportunity Program - Harold B. Williams, Director, Office for Civil Rights
- 10:40 Coffee Break
- 10:55 Synopsis of November 17th Staff Discussions - Franz K. Gimmler, Project Director, UMTA Center Cities Transportation Program
- 11:15 Discussion of Major Center City Transportation Issues - Secretary Volpe, Administrator Villarreal, and the five mayors
- 12:15 Lunch-Executive Dining Room
- 1:30 The Center City's Problems and Prospects - A Graphics Presentation narrated by Norman M. Klein, Project Manager, Skidmore, Owings and Merrill
- 1:45 Comprehensive Development Plans and the Center City: The Ponte-Travers Plan for Dallas - Vincent Ponte, Vincent Ponte Planning Consultants
- 2:15 A Joint Development Project's Impact on Center City Transportation: A Plan for the Joint Development Decking of a Portion of Interstate Highway #5 in Seattle - Ed Devine, Deputy Mayor, Seattle
- 2:55 Coffee Break
- 3:10 Present Technology Experiments Pave the Way Toward Advancing Technological Solutions: The Atlanta Shuttle Bus System (proposed) Tests the Market for a "People Mover" - William Maynard, President, Atlanta Transit System.
- 3:40 Concluding Remarks - Honorable Carlos C. Villarreal
- 4:00 End of the Conference.

Frank Sumner

Dan's Comments
Nov. 14, 1969

I. Transportation Situation in Atlanta

1. Glad to participate - we have been working with your CCT team to develop the program for Phase II and are glad to be a part of its presentation.
2. I would like to bring you up-to-date on the transportation situation as the background for the CCTP program. Then Collier Gladin will describe our overall transportation program, and will describe our growing Center City and our programs for it. Allan Sloan will tell you what we have planned for the CCT operation.
3. CCT came into town just at the time when we were adjusting our strategy and tactics after the transit referendum was not approved. As a result of this defeat, we have been mobilizing our forces to get the kind of public support needed to develop the system Atlanta will need.
4. First, we have been spending time to ^{getting} get our various agencies and governments in the region planning and working on one. Despite the problems, this is coming about. Leadership changes - Mayor - MARTA - refocusing. ~~Feds~~ ^{a common} ~~are refocusing~~ ^{system} - to - need some stability from Wash -
5. Second, we have been developing a more conscious program to get wide-spread public support and involvement throughout the various planning and implementation phases - Citizens Advisory Committee of AATS.
No steady plan, financing plan of 2000 as result we can't service our locals.
6. Third, we have been detailing our regional plan.
7. Fourth, developing new action projects.

We learned some valuable lessons most important is not to try to run anything down the throat of the voters.

PRAGMATIC COMBINATION OF PLANNING AND ACTION.

Collier will describe in more detail

525-0687

Room 538 Miss Johnson 962-6881

Budget meeting w/ Elrod legislative program

Sam Marshall Norma Day

521-1696

Friday after Christmas

MEMORANDUM
OF CALL

TO: Don Sweat

YOU WERE CALLED BY— YOU WERE VISITED BY—

George Berry

OF (Organization) Atlanta, Ga

PLEASE CALL → PHONE NO. 404/525-0686
CODE/EXT.

WILL CALL AGAIN IS WAITING TO SEE YOU

RETURNED YOUR CALL WISHES AN APPOINTMENT

MESSAGE

Dr Pierce Mahoney
522-4463, ext 326
thru Operator

RECEIVED BY	DATE	TIME
<u>Carole</u>	<u>11/17</u>	<u>2:13</u>



**California
Council on
Intergovernmental
Relations**

**INFORMATION
ON THE
COUNCIL ON INTERGOVERNMENTAL RELATIONS**

The Council on Intergovernmental Relations (CIR) is one of eight State agencies reporting to the Governor.

ORIGIN

Chapter 1908, Statutes of 1963, created the COORDINATING COUNCIL on URBAN POLICY as an advisory body in the office of the Governor. During 1966-1967 the Council was renamed as the INTERGOVERNMENTAL COUNCIL on URBAN GROWTH. With the reorganization of the Executive branch of California State Government in 1968, the present title of the CALIFORNIA COUNCIL on INTERGOVERNMENTAL RELATIONS came into being.

STRUCTURE

The COUNCIL is composed of 18 members who are appointed by the Governor for four year terms. Membership includes three city officers, three county officers, two school district officers, six State officers and four members from the public at large. The city, county and school district members are appointed from lists of names submitted by the League of California Cities, County Supervisors Association of California and the State Board of Education, respectively. The members from the public at large are citizens from the private sector who have evidenced interest in State and regional affairs and the act provides that the Governor appoint the chairman from among the private sector members. The COUNCIL structure is quite similar to that of the Federal Advisory Commission on Intergovernmental Relations (ACIR).



**California
Council on
Intergovernmental
Relations**

the CIR is a state agency for
Effective Local-State Action

the CIR was established to promote
Communication
Cooperation
Coordination
between governmental units

the CIR objectives are to
Strengthen Local Government
Encourage Regional Cooperation
Improve Local-State-Federal Coordination



**California
Council on
Intergovernmental
Relations**

the CIR provides planning advisory services to local government, and

the CIR coordinates the federal urban planning assistance programs to local government

the CIR provides field representation to maintain communication at the local level

the CIR aids local jurisdictions in achieving local objectives

the CIR publishes a directory of "State Services for Local Government"

the CIR searches for new ideas to improve intergovernmental relations

the CIR reports new ideas to governmental units by bulletin

the CIR examines the roles of governmental units and recommends changes where necessary

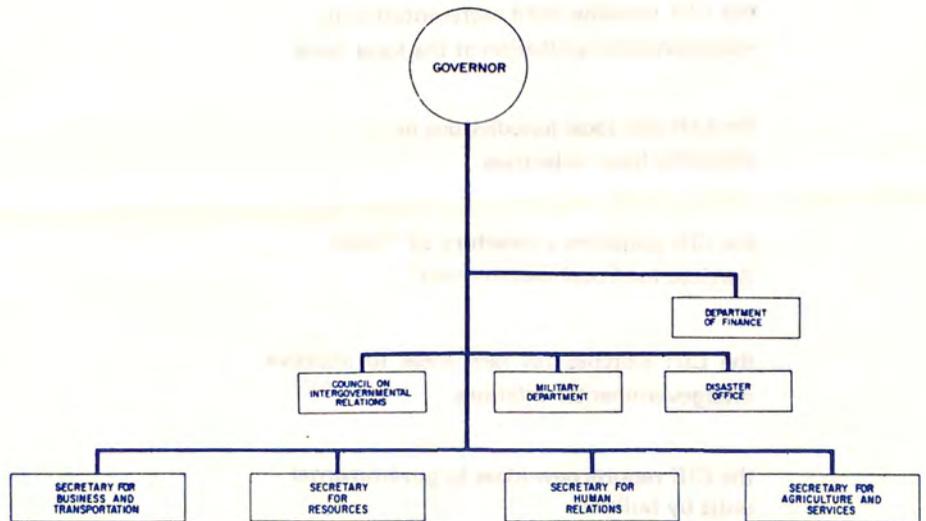
the CIR acts as a Governor's ombudsman for local government



**California
Council on
Intergovernmental
Relations**



CALIFORNIA EXECUTIVE ORGANIZATION



A STATE AGENCY FOR EFFECTIVE LOCAL/STATE ACTION—COMMUNICATION, COOPERATION, COORDINATION

Local Funds must be in cash.

Jerry Premo

Department of 13-C
U.S. Dept. of Housing & Urban Development

12 1/2% State Statute of Limitations

Planning Requirements

Bill Merritt

RD+D

2/3 - 1/3

\$ 18.5 FY69
\$ 30.0 FY70

* CCT *

- ATLANTA -
- DALLAS -
- DENVER -
- PITTSBURGH -
- SEATTLE -

Quick ACTION PROGRAMS

NLC/USCM

8 CASE STUDIES
URBAN AMERICA
21 cities
IPA



Harold Williams

Equal Opportunity

Don't Dent Human Growth

ST2F13C203

S OF INSENSITIVITY

^{presentations of yesterday.}
Reaffirmed my faith in
the city planners and
consultants.

did not succumb to temptations
to draw fancy airy-fairy
pictures of pie-in-the-sky people
moves:

They stuck to their
assignment and struck a
fair compromise of practical
reality and innovative concept.

UNEDITED
WORKING DOCUMENT

SUMMARY PROJECT REPORT

WORKING DRAFT

November 17, 1969

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I. SUMMARY

This portfolio describes the projects which both UMTA and the five cities should initiate in Phase II of the Center City Transportation Project (CCTP). It identifies the purpose and significance of each project, and its relevance to both the city and the Urban Mass Transportation Administration. Thus, the portfolio provides a basis for agreement and actions on specific Center City transportation projects.

PROJECT SELECTION

The projects which have been selected build upon the insights, experiences, and rapport gained during Phase I. They reflect extensive reconnaissance and dialogue in each city, and the cooperative working relationships which have been established with local officials.

These projects have been identified by the cities as meeting their Center City transportation needs. Each project has been reviewed and endorsed by the top professional staffs of all four firms in the group - Arthur D. Little, Inc.; Skidmore, Owings and Merrill; Real Estate Research Corporation; and Wilbur Smith and Associates - and by each city's technical staff.

The projects were selected by the cities and CCTP through an extensive screening of the many candidate improvements identified in Phase I. They reflect both city needs and national program requirements. Projects selected represent:

- A. Commonality of Solutions - relevance and transferability of methods and results to National transportation problems.

- B. Innovative and Imaginative Solutions - breakthroughs in technological approaches to transportation problems.
- C. Institutional Changes - new institutions to establish ways of relating public and private resources to transportation programs and projects.
- D. Solutions to Center City Problems - solutions that solve specific Center City transportation problems within a regional framework.
- E. Reflection of Planning Goals - projects which are consistent with Center City transportation planning principles.
- F. Application of Project Selection Criteria - projects which reflect specific National and local criteria.
- G. Relevance to National Guidelines - useful examples for National policy statements.

The 17 projects selected for action in Phase II of the Center City Transportation Project are described in Table 1. Six quick-action projects are to be implemented prior to June of 1970; eleven will be in some stage of construction by 1972.

TABLE 1

PROJECT DESCRIPTION AND INITIATION DATE

	<u>Anticipated Initiation Date</u>
<u>Atlanta</u>	
1. <u>Project Intercept: Stage A.</u> Shuttle bus circulation between open parking facilities at the stadium and the Civic Center via a downtown route.	1970
2. <u>Bus Circulation Improvements.</u> Improvement of bus operations and arterial street circulation.	1970- 1972
3. <u>Transitway Experience.</u> Development of a center city component of a proposed rapid transit system.	1972
4. <u>Project Intercept: Stage B.</u> Expansion of Stage A to, first, new forms of bus technology, and second, a "people-mover" coordinated with joint development opportunities.	1972- 1975
<u>Dallas</u>	
1. <u>Transportation Terminals.</u> Development of new ways of achieving effective interchange among the various modes of travel-bus, car, pedestrian, and people-mover - with focus on the Union Station Terminal and Joint Development opportunities.	1971
2. <u>Center City Circulation System.</u> Development of the Main Street Busway, related street closings, and adaptations to bus service and pedestrian movement.	1971
3. <u>Goods Distribution Network.</u> Means of improving goods distribution will be identified, including construction of the first segment of a truck tunnel system.	1973

TABLE 1 (Continued)

Denver

1. Shuttle Bus Loop. Implementation of a system for connecting major activity centers in the Central Business District including new bus technology. 1970
2. Mile-High Stadium - Center City Bus Service. Implementation of shuttle bus circulation between open parking facilities at the stadium and the downtown area. 1970
3. Terminal and Distribution Facilities. Identification of suitable locations for the development of peripheral multi-level parking garages, and construction on one site. Planning of a downtown pedestrian circulation system and construction of selected segments. Identification of potential bus streets and lanes. 1972

Pittsburgh

1. Shuttle Bus: Stadium - CBD - Arena, Implementation of shuttle bus circulation between open parking facilities at the Stadium and the Arena, connecting major activity centers. 1970
2. Center City - Hill District - Oakland Bus Service. Implementation of a demonstration project connecting the institutional center, the highest concentration of disadvantaged persons, and the downtown core. 1970
3. Transit and Street Improvements. Development of an action program for transit, pedestrian, automobile and truck circulation downtown with primary attention given to proposed PATways bus routings and distribution, and to improved pedestrian connections to the Arena. 1972
4. Center City Distribution. Development of private right-of-way east-to-north Center City distribution system for movement between downtown and peripheral parking areas. Design and evaluation of potentials for existing and new people-mover technologies related to adjacent Joint Development opportunities. 1972-1975

TABLE 1 (Continued)

Seattle

- | | | |
|----|--|---------------|
| 1. | <u>Mini-Bus Service (Center City Bus Shuttle).</u>
New Center City bus services to provide more effective east-west and north-south circulation. New technology will be explored, including turbine-powered buses. | 1970 |
| 2. | <u>East-West People-Mover.</u> Identification of locations, technology, usage, and Joint Development impacts for people-movers - along the east-west corridors between the Alaskan Way Viaduct, the waterfront and Interstate 5, with construction of the first segment. | 1972-
1973 |
| 3. | <u>Parking Terminals.</u> Development of a parking strategy and construction of the first peripheral parking garage as a terminal for the people-mover. | 1972-
1973 |

A. Commonality of Solutions

The projects have many elements in common in their approaches to solving existing and emerging Center City transportation needs. These - identified in Table 2 - reflect the basic strategy of the CCTP program which favors, where possible, National market aggregation. They include both quick-action and longer-term, more innovative solutions. Quick-action programs are envisioned as first-stage solutions to the introduction of longer-range, new technologies. The particular combination of quick-action projects and longer-range demonstrations for a given city is tailored to that city's political and institutional structure. This strategy:

- Reflects the auto orientation of the Center City and the need for efficient public and private transport services.
- Indicates the demand for efficient transfer of people between car, bus and street.
- Recognizes parking as a key element in Center City transportation.
- Emphasizes the importance of the pedestrian in the Center City.
- Creates an evolutionary approach toward new system development.

TABLE 2

PROJECTS CATEGORIZED BY COMMONALITY OF SOLUTIONS

	Quick-Action Projects			Longer Term Projects			
	Parking Shuttle Bus	New Bus Technology; Design and Information Systems	Street and Expressway Adaptation	Terminals	People-Movers, Walkway Systems	Goods Movement	Center City Rapid Transit Distribution
Atlanta							
Project Intercept: Stage A	X	X					
Project Intercept: Stage B	X	X			X		X
Bus Circulation Improvements		X	X				
Transitway Experiment		X	X				
Dallas							
Transportation Terminals		X		X	X		
Goods Distribution Network						X	
Center City Circulation System		X	X	X	X		X
Denver							
Shuttle Bus Loop		X	X				
Mile-High Stadium - Center City Bus Service	X						
Terminal and Distribution Facilities				X	X		
Pittsburgh							
Shuttle Bus: Stadium - CBD - Arena	X	X					
Center City - Hill District - Oakland Bus Service		X					
Transit and Street Improvements		X	X				
Center City Distribution				X	X		X
Seattle							
Mini-Bus Service	X	X	X				
East-West People-Mover					X		X
Parking Terminals				X	X		X

Quick-action The quick-action solutions recognize that in all five cities rubber-tired technology (buses) will remain the dominant line-haul mode for the next decade. Consequently, the Center City street system must be readjusted to more effectively accommodate bus flows.

The quick-action projects - involving parking-shuttle bus systems, new bus technology, and street and expressway adaptation - are concerned with this adjustment.

- (a) Shuttle-bus services - The use of shuttle-bus operations to provide access from peripheral parking areas to the office-commercial core, to improve circulation within the core, and to provide linkages between major activity centers.
- (b) Circulation improvements - The re-evaluation of the Center City circulation system, to identify potential opportunities to improve the flows of buses, automobiles, pedestrians, and trucks; to separate the various types of traffic; to develop street specialization or closure programs; and to promote desirable developmental patterns.
- (c) Information systems - The development and application of new types of graphic displays to permit transit riders to determine where they are and how best to reach their destinations.

The quick-action projects will be implemented with full recognition of the need for the introduction of new technological solutions, involving other than automobile or bus technologies. The longer term projects are intended to serve this need.

Longer term solutions: These solutions include the introduction of modified or new technologies, the development of new institutional

structures, and the introduction of new planning and development strategies. Opportunities exist for the introduction of people-movers, modal transfer points, and fringe parking developments, integrated with Joint Development whenever practical. The impacts of such improvements could produce more efficient land use patterns and create an improved Center City environment. Accordingly, longer term solutions emphasize the commonality of:

Multi-modal Transportation Terminals - Terminals which create integrated

downtown transportation centers for transfer between bus, rapid transit, auto, and pedestrian movement systems. Terminals which also afford excellent Joint Development opportunities.

People-Movers -

New Center City-scaled systems which move people, relate transportation terminals to downtown land uses and provide Joint Development opportunities.

Rapid transit -

Rapid transit, when introduced, is to form an integral part of transportation terminals and people-movers.

B. Innovative and Imaginative Solutions

The potential for innovation in quick-action projects is severely limited by the time constraints. There is a greater opportunity and need for such innovation in the longer-range time period, where the improvements can be developed as an integral and functional part of new commercial-office complexes. Such facilities as people-movers, pedestrian walkways, specialized malls, Joint Developments, terminal areas, and wide variety of complementary activities must be considered if a new and improved Center City environment is to emerge.

The projects selected allow for innovation and imagination in the application of both new and existing technologies. They reflect the following types of innovation:

Improved Bus Technology

- Upgraded services through the use of exclusive lanes and streets and improved routings
- More attractive and functional vehicle design.
- Low pollutant propulsion systems for buses.
- New information systems, signing techniques (graphic displays) and bus stop designs.

Pedestrian and People-Mover
Technologies

- New climate controlled walkway systems which separate pedestrian and vehicle traffic
- New Center City scaled movement systems which serve intermediate volume ranges.

Terminal Technology

- New designs for parking systems in relation to expressways, bus service, and Joint Development.

The multi-modal transportation terminal offers an opportunity to unite all of these technologies in one place in the Center City. By designing these terminals for all modes and relating them to Joint Development, it becomes possible to create a "structure for mobility" which will help to free the downtown for the pedestrian.

C. Institutional Changes

Though commonality and new technology are essential, institutional changes are also required. Projects reflect the following categories of institutional changes:

1. New techniques for planning and programming Center City and regional transportation needs.
2. New techniques for administering and operating all modes of transportation in the Center City.
3. New techniques for administering Joint Development projects as related to transportation improvements.
4. New techniques for financing Center City transportation.

D. Center City Transportation Solutions

The projects described in this portfolio focus on the Center City. Each project is designed to complement regional transportation systems. Many important, highly visible line-haul and regional public transportation systems are being developed by local and regional planning groups. The CCTP projects are carefully coordinated with the officially adopted plans where they interact with Center City transportation. These locally generated plans include the following:

The Atlanta Rapid Transit Proposal (1969)

The Dallas Rapid Transit Proposal (1968)

The Denver Regional Bus System Development (In Progress)

The Pittsburgh "Early-Action Program" - a system of two exclusive busways and a 10-mile line of the Transit Expressway ("Skybus") technology

The Seattle Rapid Transit Proposal (1968)

E. Center City Transportation Planning Principles

Certain Center City transportation planning principles underlie project formulation. Public transportation improvements must be guided by a multi-disciplined planning process that is responsive to each city's needs.

1. All transportation improvements must be developed within a total Center City planning framework, which complements the regional transportation facilities providing line-haul access to the Center City. To justify capital improvements, projects must be part of a plan.

2. Center City transportation improvements must be multi-modal. It is essential to coordinate highways, public transport, pedestrian micro-systems, goods movement, and terminal facilities. Street and highway-related improvements are necessary to allow more effective and innovative use of public transportation to facilitate development of pedestrian ways, and to improve traffic flow.
3. Efficient radial or line-haul public transportation services play an important role in bringing people to the Center City, in attracting present automobile users, and in relieving street congestion. Consequently, line-haul transportation improvements provide an important framework for Center City circulation and distribution systems.
4. Transportation terminals which encourage the convenient transfer of people from line-haul transit facilities to Center City circulation systems are an increasingly important part of Center City transportation and development plans.
5. Pedestrian movement systems - including people-movers - should effectively link major activity centers. These linkages are essential for the economy and amenity of the Center City.
6. The multiple use of urban space at transportation terminals, and along Center City transport routes, can produce both urban amenity and economic advantage. Such Joint Developments have been successfully achieved in Montreal's subway stations and in Tokyo's joint highway and commercial facility.

7. The environmental improvement opportunities created by new transportation systems should be realized in both the new facilities themselves and the adjacent areas. Solutions should add to the amenity of the city in several ways:
- By creating such well-designed open spaces as malls, plazas, walkways, and gathering places.
 - By integrating transportation facilities with commercial and office developments.
 - By developing special-function streets, reducing or eliminating conflicts between pedestrian, vehicle and transit movements.
 - By increasing the accessibility for pedestrians to a variety of commercial and complementary opportunities.

All of these can combine to make the transit ride itself inviting to the passenger - an attractive vehicle providing the passenger with a pleasant visual sequence experience en route to a well-designed, person-oriented Center City.

F. Project Selection Criteria

The following broad criteria have been used as a basis for project selection. They reflect National policy requirements and local needs, as well as environmental, economic, social, and transportation considerations.

Individual projects are related to these criteria in Table 3. These evaluations have been made a priori to detailed feasibility studies. Consequently, some refinement of both criteria and evaluations is likely during the Phase II CCTP efforts.

1. Local Criteria

Need - The project serves a recognized Center City transportation need.

Support - The project has the endorsement of established local public and private leadership.

Commitment - the local public and/or private agencies have extended their endorsement of the project to include specific allocations of funds and/or personnel.

Implementability - The project can be initiated or placed into service with the designated time periods.

Consistency - The project is compatible with existing and committed regional transportation facilities, and with longer-range planning objectives.

2. Economic and Social Criteria

Increased Joint Development Opportunities - The project will provide opportunities for coordinated land-use and transportation developments.

Increased City Revenues - The project is expected to lead to increased city revenues through intensive economic activities and increases in land values, the real property tax base, and/or development of direct-revenue generating activities (such as lease holds).

Increased Employment Opportunities - The project is expected to provide increased employment opportunities or offset project employment declines primarily through improved accessibility between labor pools and employment concentrations and increased manpower requirements related to Joint Development projects.

Service for Economically Disadvantaged Groups - The project is expected to improve the mobility of people to whom automobile travel is not available, including low and lower-middle income families, the handicapped, the elderly and the young.

3. Environmental Criteria

New Urban Development Options - The project is expected to stimulate new public and private developments in the Center City and its environs.

Increased Attractiveness, Diversity and Variety - The project is expected to improve the quality of life in Center City areas by increasing the compatibility of the environment and the transportation system.

Reduced Pollution Levels - The project is expected to contribute to the reduction of Center City air and noise pollution.

Positive Impact on Buildings and Streets - New transportation structures should enhance, not detract from, the visual attractiveness of existing architectural landmarks and the natural urban settings.

4. Transportation Criteria

Improved Service Quality - The project should provide greater frequency of service, more extensive coverage, a more comfortable ride, and higher speeds than are available on existing services.

Increased Route or Corridor Capacity - The project should increase the passenger-carrying capacity in its travel corridor.

Reduced Street Congestion - The project should reduce street and sidewalk congestion by attracting motorists to public transport, by reducing or eliminating impedances to all types of movement, or by creating new movement channels.

Travel Time Savings - The project should reduce the time required for travel to, from, or within the Center City.

Improved Circulation - The project should enable pedestrians, buses, cars, and trucks to move freely and directly through and within the Center City.

Reduced Conflicts - The project should reduce interference between pedestrians, buses, autos, and trucks by planned street specialization, horizontal and vertical separation of movements, and traffic engineering measures.

Improved Center City Linkages - The project should promote movement and interaction between major Center Cityfoci.

Cost-Service Compatability - Expected project costs are compatible with anticipated usage, impacts, and other relevant project considerations.

5. National Criteria

Transferability (commonality) - The experiences gained in planning and implementing the transportation improvement can be applied in other Center Cities and will help identify potential national markets for particular technologies.

Innovational Character - The project includes the innovative use of existing technologies or the use of new technologies.

Institutional Change - The project involves adaptations of existing institutions and/or creation of new institutions by the private and /or public sectors to implement transportation improvements.

Timing - The project complies with UMTA's requirements for immediate action (1970) or intermediate-range (1972) improvements.

TABLE 3
RELATIONSHIP OF PROJECTS TO SELECTION CRITERIA

Project/ Criteria	LOCAL			ECONOMIC AND SOCIAL						ENVIRONMENTAL					TRANSPORTATION					NATIONAL					
	Need	Support	Commitment	Implementability	Consistency	Increased Joint Devel. Opportunities	Increased City Revenues	Increased Employment Opportunities	Service for Economically Disadvantaged groups	New Urban Development Options	Increased Attractiveness, Diversity, Variety	Reduced Pollution Levels	Enhance Visual Impact	Improved Service Quality	Increased Route or Corridor Capacity	Reduced Street Congestion	Travel time Savings	Improved Circulation	Reduced Conflicts	Improved Center City Linkages	Cost-Service Compatability	Transferability	Innovational	Institutional Change	Timing
<u>Atlanta</u>																									
Project Intercept: Stage A	X	X	X	X	X				X					X						X	X	X			X
Project Intercept: Stage B	X	X	X	X	X	X	X	X	X	X	X	X	X	X					X	X	X(1)	X	X	X	X
Bus Circulation Improvements	X	X	X	X	X						X			X		X	X		X	X	X			X	X
Busway Experiment	X	X	X	X	X			X	X		X			X	X	X		X	X	X	X		X	X	X
<u>Dallas</u>																									
Transportation Terminals	X	X	X	X	X	X	X	X		X	X	X	X	X		X	X		X	X	X		X	X	X
Goods Distribution Network	X	X	X	X	X	X					X	X	X	X					X	X	X		X	X	X
Center City Circulation System	X	X	X	X	X			X	X	X		X	X	X	X	X	X	X	X	X	X		X	X	X
<u>Denver</u>																									
Shuttle Bus Loop	X	X	X	X	X									X					X	X					X
Mile-High Stadium - Center City Bus Service	X	X	X	X	X									X					X	X	X		X	X	X
Terminal and Distribution Facilities	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X		X	X	X
<u>Pittsburgh</u>																									
Shuttle Bus: Stadium - CBD - Arena	X	X	X	X	X				X					X					X	X	X		X	X	X
Center City - Hill District - Oakland Bus Service	X	X	X	X	X			X	X				X	X					X	X	X		X	X	X
Transit and Street Improvements	X	X	X	X	X					X	X	X	X	X	X	X	X	X	X	X	X		X	X	X
Center City Distribution	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X(1)	X	X	X	X
<u>Seattle</u>																									
Mini-Bus Service	X	X	X	X	X				X					X					X	X	X		X	X	X
East-West People-Mover	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X(1)	X	X	X	X
Parking Terminals	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X		X	X	X

(1) Depending on detailed feasibility studies

G. Relevance to Guidelines

Guideline studies are being prepared as a basis for UMTA's National policy formulation. Under examination are such Functional Areas as:

Financing Mass Transit

Consumer Demand Analysis

Planning, Programming and Budgeting Systems

Role of Private Sector

National Policy Synthesis

Bridging the Gap between Comprehensive and Short-Range Planning

Traffic Analysis

Transportation Concepts

Technological Innovations

Urban Design

Center City Regional Planning Coordination

Economic and Social Impact

Joint Development of Economic Uses

The relation of the selected projects to these guideline studies is shown in Table 4. These will be used as case studies to test and refine proposed National policies.

II. TASKS TO BE PERFORMED IN EACH CITY

Three types of tasks will be performed in each city. These are:

- (a) development of a Center City Transportation Planning framework;
- (b) evaluation of transportation services to disadvantaged groups; and
- (c) new institutional mechanisms for administering transportation improvements.

A. Center City Planning Framework

Each project in this portfolio will be developed within a Center City planning framework. This will assure that transportation improvements conform to, and stimulate, development opportunities, and that the parts fit together. It will allow systematic approaches to improve priorities within the broader context of overall capital improvement programs. It will identify additional transport improvements, options and opportunities.

The planning framework in each city will be developed cooperatively with local agencies and will be designed to meet specific Center City planning needs. These frameworks are further detailed elsewhere in this portfolio.

The CCTP planning effort in each city will take place concurrently with the specific projects. It will develop a "short-range" plan for each Center City which will:

- o Identify Joint Development and transportation opportunities.
- o Prepare a development strategy for transportation improvements which reflects:
 - o public and private programs
 - o funding capabilities
 - o development incentives
- o Establish an on-going working relationship with the local community in which the CCTP team serves as the "catalytic presence" in assisting the City to achieve its transportation goals and implement its transportation projects.

B. Transportation for Disadvantaged Groups

Evaluations will be made as to how public transport can more effectively serve lower income and other disadvantaged people living and/or working in the Center City. These evaluations will be directed at providing service or institutional changes which better serve the disadvantaged. They also will lead to National policy formulation.

C. New Institutions

In each city, institutional mechanisms will be recommended for new patterns of relating public and private resources. Without these new forms of administration, many of the projects recommended in this portfolio will be difficult to effectuate.

Institutional changes usually occur in response to specific urban needs. Consequently, many of these will take place as part of the planning and implementation of specific projects. Others will emerge through the on-going planning process.

III. The Task Ahead

This brief overview has summarized the projects to be undertaken in Phase II of the CCTP. Projects have been designed to improve Center City mobility through the use of existing and new technologies, and

The most urgent task immediately ahead is for UMTA and the cities to agree on the projects to be undertaken and establish the priorities for action.

Implementation of the projects is the first step toward developing a "new mobility" in the Nation's Center Cities.



OFFICE OF
THE ADMINISTRATOR

DEPARTMENT OF TRANSPORTATION
URBAN MASS TRANSPORTATION ADMINISTRATION
WASHINGTON, D.C. 20590

A handwritten signature in dark ink, appearing to be 'J. G. ...', is located in the top right corner of the page.

DEC 2 1969

Mr. William D. Maynard
President
Atlanta Transit System
125 Pine Street, N. E.
Atlanta, Georgia 30301

Dear Bill:

Thank you very much for being our host for luncheon on Friday. I hope the progress you are presently showing is just the first step toward a whole new public transportation system for Atlanta.

You appear to have the interest and good will of the business and civic communities. Please keep me informed on results of the new bus shuttle service as they become available.

Please extend my congratulations to others on your staff and those who cooperated in making the inauguration of the shuttle bus service such a success.

Sincerely yours,

A handwritten signature in dark ink, reading 'C. C. Villarreal', is located in the bottom right area of the page.

C. C. Villarreal
Administrator

GEORGIA FULTON COUNTY

THIS AGREEMENT, made and entered into this _____ day of _____, 1969, by and between the City of Atlanta, Georgia (hereinafter called the City) and Central Atlanta Progress, Inc. (hereinafter called the C. A. P.).

WITNESSETH:

WHEREAS, detailed Central Atlanta planning as called for in the City's Approved Land Use Plan, is needed on a continuing basis; and

WHEREAS, the Central Area Planning Policy Committee was established to guide development of this continuing planning process, said committee consisting of: the Mayor of Atlanta, Chairman of the Aldermanic Finance Committee, Chairman of the Aldermanic Planning and Development Committee, Chairman of C.A.P. Executive Committee, and the President of C.A.P. ; and

WHEREAS, the City Planning Department and the Director of Planning for C.A.P. have developed a study design, entitled "Central ~~Area~~ Atlanta Planning Program", which outlines organization, working arrangement, work program and financing for the planning process; and

WHEREAS, the U. S. Department of Transportation and the U. S. Department of Housing and Urban Development have matching funds and/or services available to finance Central Atlanta studies; and

WHEREAS, a Sub-Area Transportation Study, for which C. A. P. has pledged substantial financial and personal support, is a pre-requisite for receiving the maximum amount of such funds;

NOW, THEREFORE, for valuable consideration, it is mutually agreed as follows:

Section 1

The City and the C. A. P. agree ~~to~~^{to} jointly undertake a Central Atlanta Planning Program as outlined in the Study Design for the Central Atlanta Planning Process which is included as Exhibit "A".

Section 2

The City and the C. A. P. further agree to the Summary of Costs included in Exhibit "A" and will implement the Study Design by substantially following the work program, also included in Exhibit "A". It is understood that any changes may be made in the work program upon the mutual agreement of both parties.

Section 3

The City agrees to exercise all possible diligent efforts to obtain any and any financial assistance that might be available from the Federal Government for the purpose of financing the Central Atlanta Planning Program.

Section 4

In the event Federal financial assistance is made available, C.A.P. does hereby agree to pool its financial resources available for the Central Atlanta Planning Program with the resources of the City for the financing of the program. Specifically, C.A.P. agrees, in the event Federal assistance is available, to pay over to the City \$25,000 in cash and further to provide staff and other support of the program, the full cost of which shall not be less than \$43,000. C.A.P. agrees to document said staff and support costs in the manner acceptable to the granting agency and to provide the City the full documentation of such costs when requested to do so by the City ^{after} ~~upon~~ which ~~The~~ City agrees to assume the full financial administration of the grant project..

Witnesses:

City of Atlanta

By: _____
Mayor

Central Atlanta Progress, Inc.

By: _____
President

↓
APPROVED AS TO FORM

CITY ATTORNEY

October 15, 1969

PROPOSED
"CENTER CITY SHUTTLE"
DEMONSTRATION PROJECT
Atlanta, Georgia

City application

Two parking area = $\frac{1}{3}$ local share

CCF / evaluation

City to put together as a package
negot, reviews, record keeping & reporting
+ route, parking points,

PROPOSED "CENTER CITY"
SHUTTLE BUS CONCEPT
FOR DEMONSTRATION PROJECT
IN ATLANTA, GEORGIA

"Atlanta Traffic Grinds to Long, Hot Standstill." So stated the Atlanta Journal-Constitution following the midday traffic tieup last July 3rd.

"Downtown Atlanta traffic ground to a halt for hours in rippling afternoon heat Thursday, choking intersections and clogging main arteries in and out of the city.

"Many public transit schedules were wrecked as some buses marked time for as long as an hour in motionless lines of simmering cars and trucks", the article continued. "Idling under the sun at peak daytime temperatures, large numbers of automobiles overheated and stalled, further blocking the almost nonexistent traffic flow.

"It was the most solid traffic in memory for some Atlantans."

The continued growth of automobile travel plus the added traffic generated by the freeway system to the downtown area is likely to produce more such instances of overcapacity of the local street system. Effective express routes are being planned for access to downtown Atlanta. But with each new expressway, the local streets and parking facilities are burdened with a greater overload in the central business district.

At present growth rates, it is hardly conceivable that sufficient space to take care of all parking needs can be developed within walking distance of destinations in the central part of the city. Prohibitive costs of using downtown property for this purpose, as well as the intolerable traffic congestion which already exists at times between the expressways and ramp garages,

3

make it mandatory that some parking facilities be located at the perimeter of the central business district, where land is less expensive.

Two such locations - - ready and available for daytime use by downtown workers and shoppers - - are the Atlanta Stadium and Atlanta Civic Center. The Stadium has 4,000 spaces distributed among four lots. 1,200 more are available at the Civic Center, with an additional 1,000 being planned. At the generally accepted average turnover of 1.5 cars per space in parking facilities across the country, this means that nearly 10,000 vehicles could be removed from downtown streets daily if these parking spaces were effectively tied to downtown destinations.

It is proposed that these parking terminals be connected to the downtown core area with fast and frequent shuttle bus service. These vehicles would loop through the parking areas and then operate non-stop to downtown on a five-minute peak hour schedule, with further improvement as patronage developed.

Travel time from either parking lot to any downtown building would be only five to ten minutes. This shuttle bus service would be just as fast as, or faster than, driving directly to a downtown destination and parking in an adjacent garage.

The cost of daytime parking, good until 7:00 P.M., would be 50¢. Shuttle buses would be free to patrons (auto driver's only) of the parking lots. In other words, the cost of the bus ride would be included in the parking fee. The parking tickets would be issued in two parts, one portion to be used for bus fare downtown and the other portion good for full fare on the return trip to the parking lot. Passengers of the auto owner would be charged a 15¢ cash fare on the Shuttle Bus in each direction. Buses would operate a continuous

4

schedule throughout the day, at intervals of 10 minutes from both parking lots during off peak hours.

SHUTTLE BUS ROUTE

In order to make this perimeter parking proposal as attractive as possible, several shuttle bus routes have been considered through the downtown area. Certain of the plans included preferential treatment for transit vehicles, which offered promise of reducing travel time between lots by up to 50 per cent. Projects of a controversial nature, however, implementing radical changes in traffic habits, require vast amounts of time to sell, and become bogged down in both private and political interests. Atlanta needs relief now, and it was felt that the most realistic approach would be to provide a frequent, close-in service initially, using conventional vehicles in concert with existing traffic patterns. Once established, and proof of success quite apparent, the process of institution of innovative concepts becomes much easier.

The plan proposed (Figure A) is designed to provide the fastest shuttle service which can be developed on surface streets, serving the maximum number of downtown destinations, sharing street space and moving with all other traffic, and possible to implement in a few weeks time. As shown on Figure A, the route would run directly from the Civic Center Parking area along Pine St. to Peachtree Street, through the heart of the downtown area over Peachtree and Broad Streets to Mitchell Street; thence via "government center" along Mitchell and Washington Street to the Stadium. The northbound trip would follow Central Avenue to Hunter St., then Broad and Peachtree to Pine Street, and the Civic Center Parking area. This 6.6-mile loop would be negotiated in 25 minutes in each direction, and would require 10 buses during peak hours to maintain a 3-minute frequency serving both parking areas.

The proposed plan requires very little preparation of special physical facilities and, as previously mentioned, could conceivably be implemented in a few weeks time.

FUTURE INNOVATIVE POSSIBILITIES

Additional routes, or revisions of the proposed route, could later be designed - utilizing realistic measures of preferential treatment for shuttle buses. The route could run against traffic on some one-way downtown streets and allow buses to change traffic lights by remote control so they could cross safely through crowded intersections without delay.

To allow for reverse travel on one-way streets for buses, a mountable island separating the transit lane from other vehicular traffic would be needed. In addition, some curb cuts at intersections on reversible lanes would be required where right turns are involved. 'Wrong way' bus travel on one-way streets is effectively being operated in other cities, notably Harrisburg, Pennsylvania and Madison, Wisconsin.

The electronically activated traffic control system has also been adopted by some western cities and is being tested in Washington, D. C. In Madison, Wisconsin, a garage door-opening device is used to borrow up to five seconds of green time at each end of the traffic cycle split. The 3M Company has developed a traffic control mechanism called Opticom, consisting of three elements:

- (1) In the shuttle bus, a 'line of sight' optical energy transmitter is located;
- (2) On or near a traffic signal, an optical energy detector is placed;
- (3) At or near the signal's control box, a phase selector with power supply, decoder and relay-type computer are installed.

When the transmitter's beam of high-intensity optical energy hits the detector, it gives the appropriate instructions to the phase selector: if the light is already green, to hold that way until the vehicle has crossed; if it is red, to change it with a normal amber cycle to green by the time the vehicle has reached the intersection.

SPECIAL MERCHANDISING EFFORTS

Every effort should be made to tailor the service to motorists' travel habits and make perimeter parking as attractive as possible.

One innovation would be to install two-way radio communication between shuttle buses and the parking terminal. Upon boarding the bus, the shopper-patron would show her parking ticket to the operator. The latter would call the patron's ticket number to the parking terminal over the two-way radio, following which an attendant would bring the car up to the loading ramp. The package problem could be handled by having the attendant transfer packages from the shuttle bus, when it arrived, to the patron's car. The shopper would be ready to leave immediately for home over the freeways nearby with much less delay and inconvenience than are presently involved.

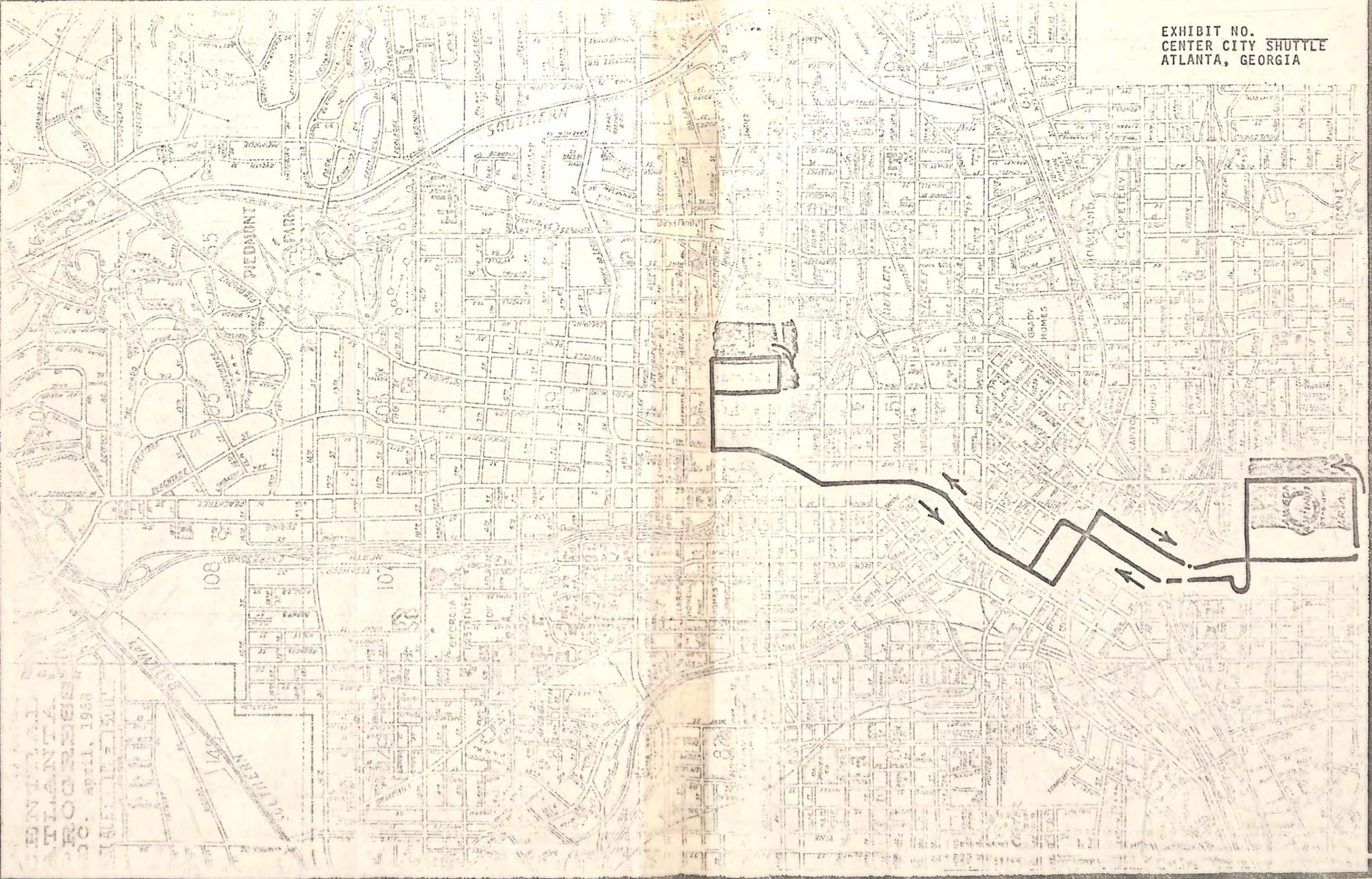
In addition to the regular schedules, arrangements could be made for special bus trips to transport employees of any company in the downtown area to and from one of the parking terminals at certain designated hours. For example, a bus with a sign "Piedmont Insurance Company" would leave the Stadium parking terminal at 8:20 every morning for the downtown offices of that company, and also pick up these employees when they leave the office at 4:50 in the afternoon. This plan would be an effective substitute for employee parking facilities in the downtown area.

Another point which might be exploited in promoting perimeter parking is the fact that these areas have sufficient space to accommodate a high proportion of self-parking. This is appealing to many motorists who are apprehensive about the abandon with which garage attendants maneuver their cars in and out of tight stalls in downtown garages.

CONCLUSION

The perimeter parking proposal would be a worth-while test under the demonstration grant program administered by the U. S. Department of Transportation. The City of Atlanta would make application for federal funds for a 12 or 24 month trial, utilizing the conventional shuttle operation for half the period and introduce the innovative proposals for the remainder.

EXHIBIT NO.
CENTER CITY SHUTTLE
ATLANTA, GEORGIA



ATLANTA
PROLOGUES
CO. April, 1968
SCALE: 1" = 150'

GENERAL STATISTICS AND
OPERATING DATA FOR
CENTER CITY SHUTTLE

Route: Civic Center to Atlanta Stadium - via Forrest Ave., Piedmont Ave., Pine St., Peachtree St., Broad St., Mitchell St., Washington St., Georgia Ave. to Capitol Avenue.

Atlanta Stadium to Civic Center - via Capitol Ave., Fulton St., Alice St., Central Ave., Hunter St., Broad St., Peachtree St., Pine St. to the Civic Center.

Hours of Service - 7:00 a.m. to 7:00 p.m., Monday through Friday, except holidays.

Equipment Requirements - 10 buses (in daily service), 1 spare bus - 47 pass. capacity.

Service Frequency - 5 min. headway during peak hours, 10 min. during base.

Total Annual Bus Hours - 21,017

Total Annual Bus Miles - 167,821

Route Miles - 6.64 mi. round trip - Avg. Speed, 8 mph

Recommended Fares - 50¢ for auto driver, which includes parking fee and round trip ride on Shuttle. All others, 15¢ per ride, with no transfer privileges.

Number of Bus Operators Required - 10 operators, (5 day work week).

Total Daily Platform Hours (operators) - 81:48 hrs.

Total Daily Pay Hours (operators) - 87:20 hrs.

Supervisory Personnel - 2 men, (5 day work week) - Total 16 hours per day.

Total Daily Bus Miles - 653 mi.

Special Equipment:

- (a) 11 Mobile 2-way radio units
- (b) 2 UHF Walkie-Talkie units
- (c) 2 Single position Supervisor booths - (air conditioned)
- (d) 5 Bus stop shelters
- (e) 11 Registering Lock-type Fare Boxes

Additional Annual Costs:

- (a) Lights, heating and cooling supervisor booths.

PARKING FACILITIES:

Total Available Parking Spaces at Stadium 4,000
Total Available Parking Spaces at Civic Center 1,200
Total Ultimate Parking Spaces - (both locations) 6,400

Civic Center Parking Entrance - Mid-block on Pine St., between
Bedford Pl. and Piedmont Avenue.

Civic Center Lot Exit - Mid-block on Forrest Ave., between
Bedford Pl. and Piedmont Avenue.

Stadium Parking Entrances/Exits:

- (a) Capitol Ave., mid-block between Georgia Ave.
and Fulton Street.
- (b) Fulton St., mid-block between Capitol Ave.
and bridge.

Number of Parking Attendants - 2 at Stadium, 1 at Civic Center, 1 floating
relief. Total of 4 men, full time - 1 part time.

Hours of Lot Operation - Open at 6:45 a.m., close at 7:15 p.m.

Hours of Duty - Attendants:

- (a) Civic Center #1 - 8 hours
- (b) Stadium #1 - 8 hours
- (c) Stadium #2 - 8 hours
- (d) Stadium/Civic - 9 hours
- (e) Stadium Extra - 4½ hours

Total 37½ hrs/daily

Total Annual Attendants Hours - 9,637.5 hrs.

Special Construction Costs:

- (a) Physical changes in driveway alignment and parking
configuration at Civic Center Lot.
- (b) Curbing for entrance reservoirs.

Special Equipment:

- (a) 3 Attendant Booths, 3' X 6',
heated, air conditioned.
- (b) Telephone at each booth
- (c) Serial numbered, 2 part parking tickets. (Est.
2,500 per day) - 642,500 ea.

Additional Annual Cost:

- (a) Lights, heating and cooling attendant's booths.
- (b) Telephone service for attendant's booths

10/13/69

SUMMARY OF CAPITAL
COSTS FOR INSTITUTION
OF CENTER CITY SHUTTLE

<u>Item No.</u>	<u>Description</u>	<u>Total Cost*</u>
(1)	Cost of Vehicles - 11 new A/C GMC Buses (ATS cost) - (\$41,580.50 ea. plus \$1200 Del. and make-ready)	\$470,585**
(2)	Cost of Radio Equipment - 11 new GE/UHF mobile units (installed). 2 - GE/UHF "Walkie-Talkie" units -	15,600
(3)	Cost of Supervisor Booths - 2 ea. All-weather 3' x 6' Metal booths (1 - Stadium, 1 - Civic Center) - A/C \$1500 each installed -	3,000
(4)	Cost of Bus Stop Shelters - 5 ea. 6' x 10' Structure, complete with seats, side panels and Corrolux roof - installed (\$995 ea. plus \$200 inst.) -	5,975
(5)	Cost of Special Fare Boxes - 11 new Keene-Johnson Registering - Lock Fare Boxes (\$900 ea. installed) -	9,900
(6)	Cost of Parking Attendants Booths - 3 ea. 3' x 6' metal - 12" canopy overhang - complete with heaters, cooling units and counters - installed (\$1150 ea. bldg. - \$200 A/C - \$175 inst.) -	4,575
(7)	Cost of Special Construction - a. Re-alignment of Driveway. Revise parking configuration at Civic Center Lot. b. Curbing for reservoir spaces at 3 entrances (150 ft. pre-cast) -	<u>1,200</u>
TOTAL CAPITAL COSTS:		<u>\$510,835</u>

* Includes estimate of installation and construction based on current labor and materials costs.

** Includes Federal Excise Tax but does not include Ga. Sales Tax.

10/13/69

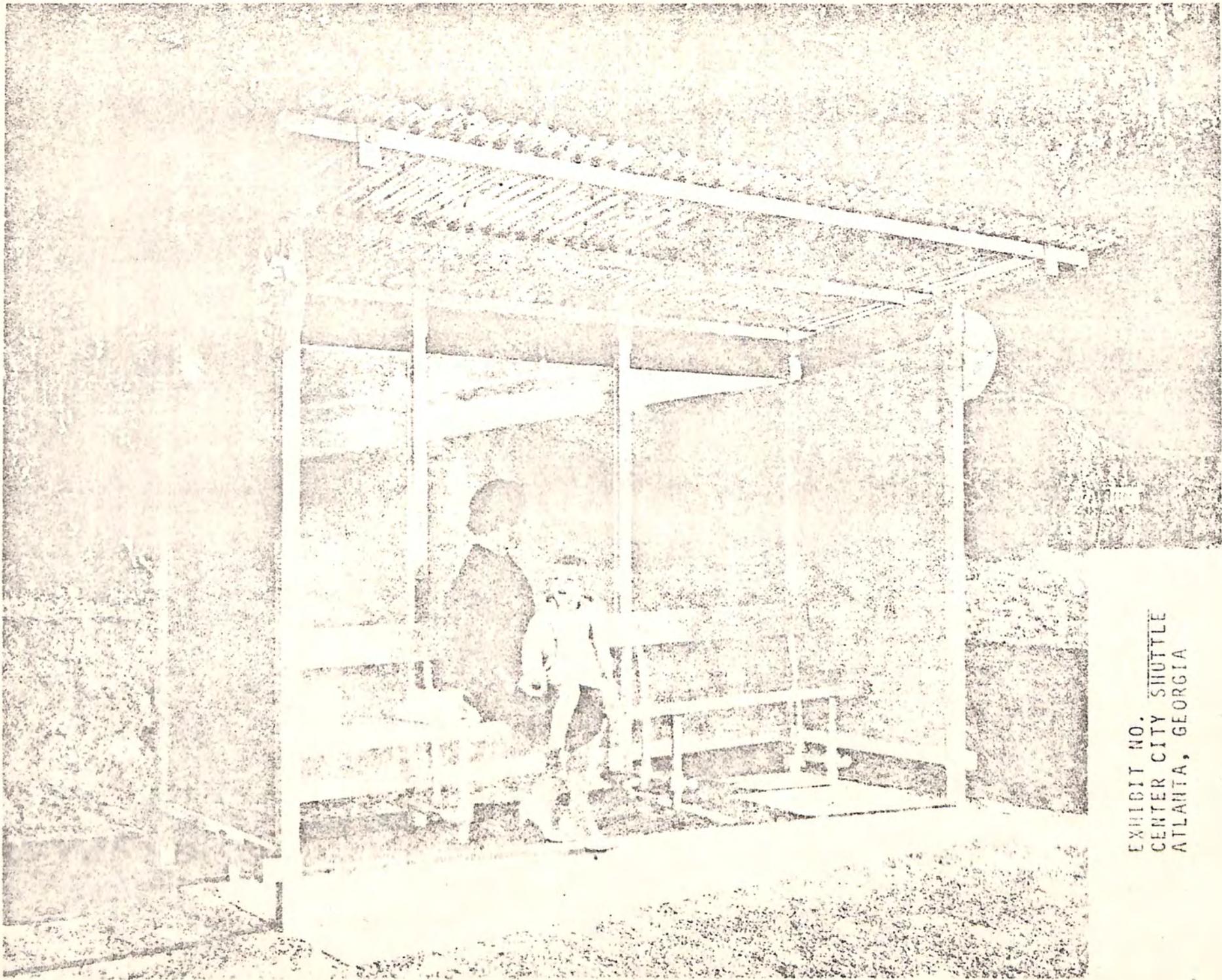
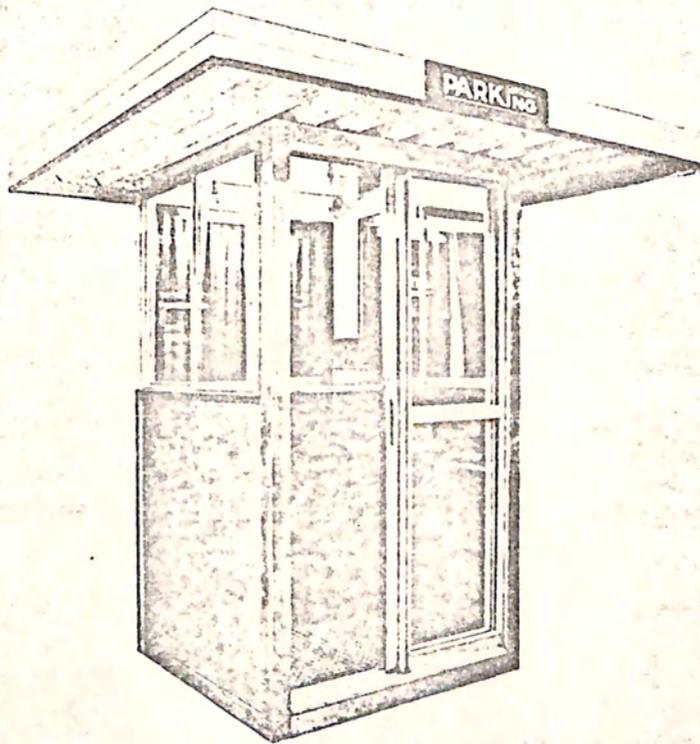


EXHIBIT NO. SHUTTLE
CENTER CITY
ATLANTA, GEORGIA

EXHIBIT NO. 1
CENTER CITY SHUTTLE
ATLANTA, GEORGIA



ANALYSIS OF OPERATING
COST PER BUS HOUR

	<u>Costs of Operation</u>		
	<u>Labor</u>	<u>Other</u>	<u>Total</u>
<u>COSTS PER HOUR - 1970</u>			
Actual costs - 12 mos. to 8/31/69	\$ 9,033,800	\$4,221,300	\$13,255,100
Adjustments:			
Eliminate -			
Depreciation on motor buses	-	(988,400)	(988,400)
Atlanta 3% gross receipts tax	-	(279,200)	(279,200)
Add -			
Costs of contractual wage changes	1,554,100	-	1,554,100
Increased costs of fuel, maintenance and repair items, etc.	-	97,200	97,200
Increased ad valorem taxes	-	20,600	20,600
Costs as adjusted	<u>\$10,587,900</u>	<u>\$3,071,500</u>	\$13,659,400
Bus Hours - 12 months to 8/31/69			1,438,300
Costs per hour - 1970			<u>\$ 9.50</u>

COSTS PER HOUR - 1971

Costs - as adjusted for 1970	\$10,587,900	\$3,071,500	\$13,659,400
Adjustments:			
Add -			
Contractual wage costs in 1971	652,400	-	652,400
Increased costs of fuel, maintenance and repair items, etc.	-	102,100	102,100
Costs - as adjusted	<u>\$11,240,300</u>	<u>\$3,173,600</u>	\$14,413,900
Bus Hours - 12 months to 8/31/69			1,438,300
Costs per hour - 1971			<u>\$ 10.02</u>

ESTIMATE OF REVENUE DIVERSION
FROM OTHER ATS ROUTES RESULTING
FROM UNRESTRICTED "SHUTTLE" OPERATION

There are 1,701 homes within reasonable walking distance of the Stadium and 529 homes within walking distance of the Civic Center.

Residents of these 2,230 homes are in the low income bracket and provide good bus patronage. Moreover, 75% of them transfer to other lines.

It is estimated that these 2,230 homes produce 2,700 transit rides per day at an average fare of 32.8¢. It is also estimated that 25% of 2,700 or 675 would take advantage of the 15¢ Shuttle bus fare (without transfer privileges) if permitted.

$32.8¢ \times 675 = \$221$ per day diversion of revenue.

* * *

During the middle of the day the "Park-Ride Shuttle" would supplement the Shopper Special line, splitting the Shoppers headway.

An average of 3,600 15¢ fares per day are collected on the Shoppers Special, 80% or 2,900 of which are along the proposed "Park-Ride Shuttle" route.

It is estimated that 1/3 of 2,900 or 967 Shoppers fares would shift to the "Park-Ride Shuttle".

$967 @ 15¢ = \$145.00$ per day diversion of revenue

Total diversion of Revenue = $\$221. + \$145 = \$366.$ per day or
 $\$94,062.$ per year.

UNDER PLAN "B" (Local Participation):

$15,424/21,017$ hrs. $\times 94,062 = \$69,030$

COSTS OF "CENTER CITY
SHUTTLE" BUS OPERATION
YEARS 1970-1971

	<u>1970</u>	<u>1971</u>	<u>Total 2 Years</u>
Cost per bus hour	\$ 9.50	\$ 10.02	
Add 10% for contingencies	<u>.95</u>	<u>1.00</u>	
	<u>\$ 10.45</u>	<u>\$ 11.02</u>	
Cost for 21,017 hours of oper.	\$219,627.65	\$232,540.73	
Supervision cost (2 supervisors 8 hours a day - each location)	<u>21,300.00</u>	<u>23,400.00</u>	
	\$240,927.65	\$255,940.73	\$496,868.38
Recoupment of revenues diverted to this service	<u>94,062.00</u>	<u>94,062.00</u>	188,124.00
TOTAL COST OF BUS OPERATION	<u><u>\$334,989.65</u></u>	<u><u>\$350,002.73</u></u>	<u><u>\$684,992.38</u></u>

10/13/69

Revised 10/22/69

COST OF PARKING OPERATION

ATLANTA STADIUM & CIVIC CENTER
YEARS 1970-1971

	<u>Costs of Operation</u>		
	<u>1970</u>	<u>1971</u>	<u>Total 2 Years</u>
Cost of Parking Attendants - (37½ hrs./day) 9,637.5 hours @ \$2.50/hr. rate X 125% fringe allowance -	\$30,117	\$31,924	
Cost of Parking Tickets - (2 part w/stub) - serially numbered - 650,000 annually (\$2.10/M delivered)	1,365	1,365	
Cost of Utilities - Lights, phone, heating, etc.	<u>1,170</u>	<u>1,140</u>	
TOTAL COST - PARKING OPERATION	<u>\$32,652</u>	<u>\$34,429</u>	<u>\$67,081</u>

Atlanta, Georgia

SUMMARY OF PROJECT COSTS

TWO YEARS - 1970-71

Total Capital Costs	\$ 510,835.00
Total Cost of Bus Operation	684,992.38
Total Cost of Parking Operation	<u>67,081.00</u>
TOTAL 2 YR. PROJECT COST	<u>\$1,262,908.38</u>

PLAN B
INTERIM
"CENTER CITY SHUTTLE"
Atlanta, Georgia

SUB: GENERAL STATISTICS AND OPERATING DATA FOR
INTERIM "CENTER CITY SHUTTLE" WITH LOCAL PARTICIPATION

- (1) ROUTE: Civic Center to Atlanta Stadium - via Forrest Ave., Piedmont Ave., Pine St., Peachtree St., Broad St., Mitchell St., Washington St., Georgia Ave. to Capitol Avenue.

Atlanta Stadium to Civic Center - via Capitol Ave., Fulton St., Alice St., Central Ave., Hunter St., Broad St., Peachtree St., Pine St. to the Civic Center.
- (2) Hours of Service: 7:00 A.M. to 7:00 P.M., Monday through Friday, except holidays.
- (3) Equipment Requirements: 5 buses (in daily service), assume use of system spares - 47 pass. capacity.
- (4) Service Frequency - 10 minute headway during peak and base hours.
- (5) Total Bus Hours: Annually - 15,424 hrs.
3 mo. Period - 3,856 hrs.
- (6) Total Bus Miles: Annually - 122,075 mi.
3 mo. Period - 30,519 mi.
- (7) Route Miles - 6.64 mi. round trip - Avg. Speed, 8 mph.
- (8) Recommended Fares - 50¢ for auto driver, which includes parking fee and round trip ride on Shuttle bus. All others, 15¢ per ride, with no transfer privileges.
- (9) Number of Bus Operators Required: 7 operators, 5 day work week.
- (10) Total Daily Platform Hours (operators) - 60:01 hrs.
- (11) Total Daily Bus Miles - 475 mi.

PARKING FACILITIES

- (1) Total Available Parking Spaces: (1st 3 months)
S. E. Stadium Lot - 954 spaces
South Civic Center Lot - 500 spaces
1,454 total spaces
- (2) Civic Center Parking:
 - a. Entrance - Mid-block on Pine St., between Bedford Pl. and Piedmont Avenue.
 - b. Exit - Mid-block on Forrest Ave., between Bedford Pl. and Piedmont Avenue.
- (3) Atlanta Stadium Parking:
Entrance/Exit - Mid-block on Capitol Ave., between Georgia Ave. and Fulton Street.

- (4) Number of Parking Attendants: Total 3 men, full time.
- (5) Hours of Lot Operation - Open 6:45 a.m., close 7:15 p.m.

(6) Hours of Duty Attendants:

#1 - Civic Center	-	8 hours
#2 - Stadium	-	8 hours
#3 - Civic/Stadium	-	<u>9½</u> hours
Total		25½ hrs/daily

(7) Total Attendants Hours:

- a. Annually - 6,553.5 hrs.
- b. 3 mo. Period - 1,638.4 hrs.

(8) Special Construction Costs:

- a. Physical Changes in driveway alignment and parking configuration at Civic Center.
- b. Curbing for entrance reservoirs.

(9) Special Equipment:

- a. 2 Attendant Booths, 3' X 6' - heat and lights only.
- b. Telephone at each booth - 2 phones
- c. Parking tickets - serially numbered, 2 parts w/ stub. (Est. 1500 per day):
 - Annually - 385,500
 - 3 mo. Period -100,000
- d. 2 Bus Stop Shelters; 1 at each location.

(10) Additional Costs:

- a. Lights and heating attendants booth.
- b. Telephone service for booths.

SUB: SUMMARY OF CAPITAL COSTS FOR
 INTERIM "CENTER CITY SHUTTLE BUS"

<u>Item No.</u>	<u>Description</u>	<u>Total Cost*</u>
(1)	Cost of Bus Stop Shelters - 2 each 6' X 10' Metal Structure, complete with seats, side panels and Corrolux roof - installed. (1 Stadium; 1 Civic Center) \$995 each plus \$200 installation	\$2,390
(2)	Cost of Parking Attendants Booths - 2 each 3' X 6' Metal Structure - 12" canopy overhang - complete with lighting, heating units and counter space, installed. (\$950 each plus \$120 freight - \$175 installation)	2,490
(3)	Cost of Special Construction -	
	a. Re-alignment of Driveway; revise parking configuration at Civic Center.	
	b. Curbing for reservoir spaces at 2 entrances (100 ft. pre-cast) -	<u>1,150</u>
	TOTAL CAPITAL COSTS	<u>\$6,030</u>

*Estimate of installation and construction
 based on current labor and materials costs.

10/21/69

SUB: COST OF PROPOSED INTERIM
"CENTER CITY SHUTTLE" BUS OPERATION

	City of Atlanta and/or C.A.P.			
	Using buses as Available		Using New A/C Buses	
<u>Transit Shuttle Service:</u>	<u>(15,424 bus hours)</u>		<u>(15,424 bus hours)</u>	
	<u>Per Hr.</u>		<u>Per Hr.</u>	
System cost per hour - excluding sales and city gross receipts taxes and depreciation on buses - <u>1970</u>	\$10.45	\$161,181	\$10.45	\$161,181
Vehicle costs	.84	12,956	2.44	37,700
	<u>\$11.29</u>	<u>\$174,137</u>	<u>\$12.89</u>	<u>\$198,881</u>
<u>Transit Revenues Diverted To This Special Fare Service</u>		69,030		69,030
<u>Parking Lot Operation:</u>				
Attendants		\$20,480		
Parking tickets		874		
Utilities		<u>1,170</u>		<u>22,524</u>
		22,524		22,524
CAPITAL COSTS -		<u>6,030</u>		<u>6,030</u>
Total Costs (12 months operation)		<u>\$271,721</u>		<u>\$296,465</u>
3 MONTH COSTS - (capital costs plus ¼ other costs)		\$ 72,453		\$ 78,639
ADVERTISING COSTS -				
<i>As far as possible</i>		<u>52,000</u>		

ESTIMATE OF REVENUE DIVERSION
FROM OTHER ATS ROUTES RESULTING
FROM UNRESTRICTED "SHUTTLE" OPERATION

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Total diversion of Revenue = $\$221. + \$145 = \$366.$ per day or
 $\$94,062.$ per year.

UNDER PLAN "B" (Local Participation):

$15,424/21,017$ hrs. $\times 94,062 = \$69,030$

SUB: ITEMS REQUIRING IMMEDIATE ACTION
FOR IMPLEMENTATION OF INTERIM
"CENTER CITY SHUTTLE" BY DEC. 1, 1969

- (1) Arrangements for use of portions of the Civic Center and Atlanta Stadium parking facilities.
- (2) Decision on sponsoring agency; City of Atlanta or Central Atlanta Progress.
- (3) Negotiations and contract with local merchants and other participating organizations to underwrite operating costs of shuttle bus.
- (4) Agreement on level of service to be provided and hours of operation of shuttle bus.
- (5) Agreement on parking fee to be charged and shuttle bus fares.
- (6) Preparation of promotional material and advertisements for various media and provide for continuous dissemination of schedule information.
- (7) Prepare operating schedules, running boards and crew assignments for bus operators.
- (8) Prepare and install destination signs for buses.
- (9) Install special bus stops along portion of route not presently served by regular lines.
- (10) Purchase and install two (2) parking booths; one at each location.
- (11) Employ necessary personnel to attend parking lots; probably 3 men.
- (12) Order three (3) months supply of parking tickets (2 part with stub).
- (13) Purchase and install two (2) waiting shelters.
- (14) Set up system of audit and evaluation.
- (15) Make estimate of revenue to be generated by new service.
- (16) Decide on period of demonstration and approximate subsidy required.

October 22, 1969



CENTRAL ATLANTA PROGRESS, INC.

2 PEACHTREE STREET, N.W., SUITE 2740
ATLANTA, GEORGIA 30303 TELEPHONE 577-3976

November 24, 1969

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VICE PRESIDENTS: Joe S. Stone
Pollard Turman
SECRETARY-TREASURER: George S. Craft
EXECUTIVE COMMITTEE CHAIRMAN: Mills B. Lane, Jr.
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ROBERT M. WOOD, General Counsel*
Deane, Root and Company
*EXECUTIVE COMMITTEE

Honorable Ivan Allen, Jr.
Mayor, City of Atlanta
City Hall
Atlanta, Georgia 30303

Dear Mayor Allen:

As you know, the City of Atlanta, the Atlanta Transit System, and the business community through Central Atlanta Progress, Inc., are cooperating in a project to provide a shuttle bus service between the Stadium parking lot and a parking lot on the southeast corner of Piedmont and Forrest Avenues. The lot at the corner of Piedmont and Forrest is approximately two acres and is owned by the Atlanta Housing Authority but is under lease to the City of Atlanta. It presently has a gravel surface, and it is our understanding that it will cost a maximum of \$10,000 to put an acceptable hard surface on this lot.

We think this transportation experiment is so important to our City and its future, and has sufficient promise of encouraging D.O.T. assistance on critical problems in the Atlanta area, that our organization has agreed to underwrite the cost of this paving up to a maximum of \$10,000, as our part of this important effort to solve critical parking, transportation and circulation problems in our City.

Sincerely,

Robert W. Bivens
EXECUTIVE DIRECTOR

RWB/ch

— then to Dan

November 6, 1969

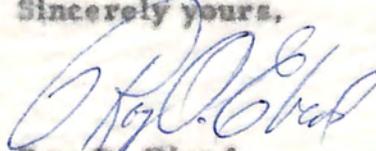
Messrs:

W. T. Knight, Chairman
Hugh Pierce, Vice Chairman
George Cotsakis
Cecil Turner

Gentlemen:

Please find enclosed a proposed "Center City Shuttle" Bus operation involving usage of a portion of the Civic Center Parking area. Mr. Sweat and Mr. Gladdin would like to appear before the Committee to present the proposal after you have had a chance to study it.

Sincerely yours,



Roy O. Elrod
Director

ROE/mf

cc: Dan Sweat ✓
Collier Gladdin

Confidential Memorandum To: Dan Sweat
Collier Gladin

*Central City
Transportation*

From: Allan K. Sloan

Subject: The Basic CCTP Strategy in Atlanta

This memorandum expresses some of my views on the situation in Atlanta and our work program over the next month. As you know, we are supposed to have by November a firm list of candidate projects for Atlanta for which we will be requesting funds from the \$900,000 pool available for the CCTP consortium in Phase II. These projects can be of two kinds. One, specific actions, like the setting up of a shuttle bus service or undertaking a busways demonstration, or planning projects, like a project to develop the CAS technical work program or to help AATS develop some kind of interim planning framework. Apparently we will have quite a bit of latitude in describing the scope of Phase II projects. My own view is that it would make sense to come in with a series of actions for Atlanta, ranging from immediate ribbon-cutting projects to short- and medium-range program planning that would indicate Atlanta's strong intention to make basic improvements and move their long-range transportation program ahead. We hope to have at the end of Phase II a package of actions and planning programs for Atlanta which can be funded out of UMTA resources including demonstration funds, capital grants, technical studies, and others.

The list of six projects we developed for our first discussions with you back in September were basically designed to fulfill the key requirements of this November deadline. As you recall, there were three action projects: (1) the shuttle bus people-mover experiment; (2) the busways experiment; and (3) the center city bus circulation improvements which has evolved into some analysis either of bus service routing and scheduling in central Atlanta or an analysis of the fiscal structure of Atlanta transit with particular regard to the immediate problem of deadline on the current fare increase.

The planning projects were generally of two sorts; (1) the development of data base and development planning for the CAS program in whatever form would be appropriate for the CCTP team to help, and (2) the development of a transit policy and program which would assist AATS, MARTA, the City, in an intermediate range actions out of the basic plan that is adopted. This should give a clear idea of exactly what Atlanta expects to be doing in areas where their participation is essential over the next 3 to 5 years. We have not discussed this latter project at any length; but in my own opinion, this could be one of the most important results of the CCT project, for it would help UMTA develop the kind of program they desperately need in order to be able to intelligently get funds from Congress.

They certainly must have some kind of sensible program that each city has in mind, so that they can give more than just generalized rhetoric when going to Congress to request more funds. If they were armed with a specific package of things which cities themselves had thought through and were willing to go with and implement, there could be no better demonstration of the need for federal funding. It also makes the whole process of planning with federal funds in mind much more realistic.

These six projects have been discussed in various forms with people in Atlanta since the beginning of Phase II. I would like to give you briefly my view of where each of these projects stand at the present time.

1. The shuttle bus demonstration project. Everyone, including the CCT project, agrees that this should be the key kick-off project for Atlanta. It is a good one, and is something which can move quickly. We have been assuming that the initiative for this project lies with ATS, and we understand that they are getting material ready in which to make an application to Washington to UMTA for this project which would in this state require a capital grant to purchase new buses. We have been assuming that our roll would be to monitor the course of the project as it develops, with a particular view to seeing what expansion of this kind of shuttle service makes sense, both in terms of new areas to be served and new types of hardware that can be implemented. This, we think, will be extremely important, because in this way we can actually test whether intercepting highway traffic outside the central district into large parking facilities and shuttling people in with some quick service into the core downtown area will really make sense as an interim and longer term solution to some of the city's problems. We need some guidance as to how the CCT project team can relate to this project and develop the monitoring procedures.
2. Busways demonstration project. As you know, my feeling has always been that the key to Atlanta's thinking which we identified in Phase I which is of particular interest nationally is experimenting with a busways system, particularly to link the center city with expanding residential areas. We must keep in mind that running a bus on an exclusive right of way anywhere in the metropolitan region should not be the focus of our study. We should use such a demonstration to see if it really can provide suitable service to the downtowns of fast-growing medium-sized cities that may be in the position of needing some form of rapid transit service which is not as expensive or as difficult to construct as a complete rail rapid transit system. I think we all recognize that this is a controversial situation in Atlanta now and that MARTA must make the ultimate decision on what kind of system it should proceed with. We understand that there people advising MARTA who feel that a rail systems is the only one that would really make sense in the long run, and that busways in the short run would not make sense

if you have to invest in a long term rail system. We also understand that there are those who feel that the busway system would be the best for Atlanta in the long run, particularly to serve the East-West Corridor. We have no desire to take an active role in this debate which we think must be a local debate and should focus on the parties that are already dealing with this work technically. However, we feel quite strongly that if Atlanta decides to adopt a busway system, we could play a significant role in developing experimental programs of national importance, for a busway system might be exactly what these medium-sized cities need. Such systems could be designed to serve low-density areas without requiring a transfer of most riders from a car to a rail transit vehicle. Thus its economics might not have to rely on high density corridor development and could have much more flexibility in terms of its service. Clearly, we may need different kinds of vehicles and the standard image of bus service must be changed, but it seems to me that these are technically solvable problems.

However, this particular project which started out to be the allstar candidate in Atlanta we have held in abeyance, pending decisions on the part of MARTA as to what kind of systems they are going to advocate. As you know, I feel badly about this situation, because I had hoped that Atlanta would be in the mood to experiment with this kind of system. Indeed, in the Spring it looked very much as if that were feasible. However, the CCT team will wait for MARTA to make its basic position clear before doing anything of this kind.

3. Bus service improvements. Originally, this project started out with the focus on immediate improvements to the circulation system in the central Atlanta area. The CCT team would assist by doing whatever technical work was required to develop an immediate action program. However, in discussions with various people, we decided that it would not make sense to use the CCT team effort to duplicate the topics program. We then developed the notion that confining this circulation study to bus service in the central area might be more appropriate and useful. This idea was pushed by Bob Bivens but Bill Maynard seemed to feel that this would not be the most useful thing that could be done. Maynard suggested that we might turn this project into an evaluation of ATS's current fare problem particularly to evaluate whether abatement of local taxes on ATS would be a feasible area of cost elimination in order to keep the fare from going higher. Clearly, Bill was in the position of wanting to use the CCT team to test out one of his pet ideas. The way this project was left is that we have agreed to get back with Maynard and the ATS people to explore exactly what such an analysis would involve before making any commitments. We have not yet done this and we are particularly anxious to see whether this is something that the various interest in Atlanta are wishing to explore as a part of

the Phase II program. I have pointed out a number of times that this kind of financial analysis is something that the other cities have included as part of the Phase II program thinking, but I think that there are a number of issues that we should try to identify and decide on before this becomes a hot candidate. Of particular importance is the position on city tax abatement. If it has any reservations about wanting this studied, we should certainly know that before we go further with the project.

4. The CAS program. Originally, we proposed that the CCT project undertake helping CASS with two elements of its program: (1) the development of a system to improve the data base, an item we thought was extremely important from the national point of view because throughout the country there are no growing cities that really have a good fix on the nature of the dynamics of what has happened in the central areas, and (2) to develop sketch planning framework with particular emphasis on circulation improvements needed over various time periods. These projects are the ones to which we have devoted the most time in Phase II to date. We have had many more meetings and discussions on these than any of the others, and I think we are making good progress. The basic idea now is that we should try to help the CAS program develop a general framework for the particular kind of program improvements that are being considered in Atlanta at the present time and that the work we should do would help fit in to the particular program for which UMTA funds have been requested by CASS. We are currently going through the process of reviewing the CASS work program with Don Ingram and Tony Frey and hope to come up from this exercise with a good view about where the CCT team members can contribute to the CAS work program. Perhaps we can even start doing some of the technical work even before CAS has received its own funds. My own view is that CASS and the CCT team should get together and try to do two things at the present time: (1) to develop a sketch plan of circulation improvements for central Atlanta that are put into some kind of time frame. The notion behind this would be to develop an agenda of various improvements that people have been considering over time as being needed for central Atlanta, ranging from immediate service improvements that will be required when a subway is eventually constructed in Peachtree Street and a whole series of changes in the nature of central Atlanta will result. This exercise would have two purposes. One would be to try to provide a decent rationale for thinking through the specific action projects that are proposed either under the CCTP banner or under Atlanta's general program and to provide a good rationale for requests that will go into UMTA. The second purpose of this would be to provide a specific focus for the analytical and data base development program that the CASS study should eventually generate. By having this agenda of projects, we would have a good idea of what kind of plan and program alternatives and to develop the kind of feasibility analysis that everyone will require before final decisions can be made on these projects. Our view has consistently been that the CAS

program is a good example of the kind of program that UMTA does need to provide to fill in the gaps of the regional transportation planning process.

5. The intermediate range transit program idea we have not really discussed with anyone. However, it has become clear to me over the past few weeks that Atlanta needs to develop almost immediately a statement of the roles that various of your transportation planning and operating agencies play and how they are interrelated. This will give you a much needed explanation that the federal agencies require in order to fund your programs. It is apparent that they are having a difficult time sorting out who does what in Atlanta.

CAP

September 12, 1969

Mr. C. C. Villarreal, Administrator
Department of Transportation
Urban Mass Transportation Administration
Washington, D. C. 20590

Dear Mr. Villarreal:

On June 27, 1969, we submitted to your Office an application for D. O. T. assistance in developing a Sub-Area Transportation Study for Central Atlanta, through a team effort of the City of Atlanta and Central Atlanta Progress, representing our downtown business community.

Under our present circumstances of rapid downtown growth, the threat of strangulation from traffic, a time delay in our rapid transit program, the status of highway building and traffic improvements, and your Center City Team Phase II effort just announced, we feel that the Central Atlanta Program is urgently needed and can help accelerate the other programs.

The Center City Project and the Central Area Study were designed to be mutually supportive. Concurrent implementation of these two programs is essential if either is to achieve maximum desired results.

If you have any questions, our Planning Directors, Collier B. Gladin and Donald G. Ingram of Central Atlanta Progress can meet with you at any time.

Sincerely,



Ivan Allen, Jr.
Mayor

IAJR:ja

cc: Congressman Fletcher Thompson
Senator Richard B. Russell
Senator Herman Talmadge



DEPARTMENT OF TRANSPORTATION
URBAN MASS TRANSPORTATION ADMINISTRATION
WASHINGTON, D.C. 20591

IN REPLY REFER TO:

JUL 11 1969

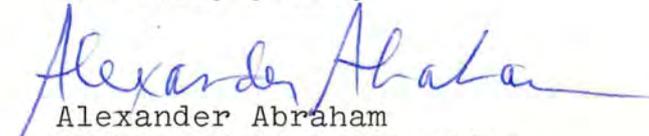
Honorable Ivan Allen, Jr.
Mayor of Atlanta
City Hall
68 Mitchell Street, S. W.
Atlanta, Georgia 30303

Dear Mayor Allen:

We have received the application submitted by the City of Atlanta for a technical studies grant under Sec. 9 of the Urban Mass Transportation Act of 1964, as amended. This application is entitled "Central Area Atlanta, A Sub-Area Transportation Study for Central Atlanta (CAS).

We will advise you further after we have had an opportunity to review the material submitted.

Sincerely yours,


Alexander Abraham
Office of Administration



HOUSHANG FARHADI

MEET NEW C.A.P. ASSOCIATE

It is a pleasure to welcome to C.A.P. Mr. Houshang ("Housh") Farhadi as Associate, specializing in urban design.

Born June 23, 1939 in Tehran, Iran, Mr. Farhadi has been in this Country since 1959.

He has a Bachelor of Architecture Degree from Georgia Institute of Technology, and a Masters Degree in Urban Design from Carnegie-Mellon University in Pittsburg.

"Housh" brings to Central Atlanta an important talent to help build a great City, and we're glad to have him on board.

CAP GRATITUDE

... to Director Richard H. Rich for a very tough job well done as MARTA Chairman. Operating under the most adverse conditions, he has moved Atlanta much farther toward Rapid Transit than might appear on the surface.

Under his competent direction the thought processes have been put into motion, basic planning has been done, and the public alerted to the urgent need for action.

Atlanta is not a City to accept defeat; it will resurge, and when it does, the next steps will come easier and quicker because of the excellent groundwork accomplished under the leadership of RICHARD H. RICH.

TRANSPORTATION ACTION PROGRAM

Mayor Allen has sent to Washington a formal application for Dept. of Transportation help on circulation and access problems in Central Atlanta --- a team effort of the City and CA Business Community.

A unique action program. Will pave way for action projects --- procedure complicated and tedious, but necessary to get maximum Federal-State-City assistance on critical central core transportation projects.

D.O.T. reaction favorable to date.

CENTRAL BUSINESS DISTRICTS, U.S.A.

For the first time in history, leaders from Nation's downtowns will meet with TOP Federal officials to stress urgent needs for central cores, and beat drums for Federal attention to urban problems which are clearly focused in downtowns.

Conference scheduled for September 17, 18, and 19 in Washington.

More details later.....

..... Bob Bivens

7/4/69 ATLANTA CONSTITUTION Atlanta Traffic Grinds To Long, Hot Standstill

IT FINALLY HAPPENED

..... and a scant 8 months after Atlantans rejected Rapid Transit, Atlanta traffic ground to a halt.

To those of us close to the heartbeat of this great metropolis, this came as no surprise, for the growth trends clearly pointed out the oncoming crisis of transportation.

But few people really recognize the fantastic growth potential of Atlanta --- both quality-wise and quantity-wise. And this potential is recognized by nationally known experts as being UNIQUE among American cities.

BUT IT CAN HAPPEN ONLY IF WE FACE UP TO THE PROBLEM OF KEEPING ATLANTA ON THE MOVE --- ITS TRAFFIC MOVING.

And this means more than haphazard patchwork. It means:

1. Itemizing what improvements are vital,
2. Determining what these will cost, and resources,
3. Getting the show on the road, step-by-logical-step.

Downtown ground to a rippling affair day, choking out of the Many were marked hour in merin under temp auto stal mo

shooting of a suspected shop-lifter at Broad and Alabama may have triggered the

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THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

July 24, 1969

Honorable Ivan Allen, Jr.
Mayor of Atlanta
City Hall
Atlanta, Georgia 30303

Mr. William Maynard
Chairman
AATS Policy Committee
City Hall
Atlanta, Georgia 30303

Dear Mayor Allen and Mr. Maynard:

Thank you for your letter supporting and endorsing the Center City Transportation Program. We believe that this program offers the promise of initiating action and that it can implement solutions to the problems of transportation in the heart of urban areas. We also believe that the Federal Government can help most effectively by working in partnership with the cities and industry, and your letter would indicate that such a partnership is possible in Atlanta.

As you know, the Phase I work of the Arthur D. Little team has been completed. We are now reviewing their recommendations and plans for Phase II and hope to make a final decision on the next step in the project very soon.

I appreciate Atlanta's enthusiastic and energetic support for the program. During the briefings on the Phase I effort, Collier Gladen and Robert Bivens were most effective in proposing various means for integrating the Center City Transportation Program and Atlanta's ongoing transportation development programs.

You may be assured that I shall give every consideration to a role for Atlanta in this program as it continues.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Robert Taylor", written in a cursive style.

June 23, 1969

Mr. John A. Volpe
Secretary of Transportation
Washington, D. C.

Mr. C. C. Villarreal, Administrator
Department of Transportation
Urban Mass Transportation Administration
Washington, D. C. 20590

Gentlemen:

Atlanta's Central Area has and will continue to experience a growth rate that only a handful of cities in the world have ever experienced. Employment, travel and other Central City activities will double between 1961 and 1983. Obviously, this growth will impose many transportation and development problems.

Over the years, the cooperative efforts of public agencies and private groups, working toward mutually agreed-upon goals, have resulted in the development of Atlanta as the Southeast's premier metropolis. Although we take pride in our generation's accomplishments, we cannot afford to rest on our laurels. We must instead redouble our efforts in the future to assure that the dynamic growth which lies immediately ahead will be relevantly planned and developed for the citizens of tomorrow.

The Atlanta Area Transportation Policy Committee through its respective staffs and consultants has worked closely with the Urban Mass Transit Administration staff and its consultants in the development of a series of logical decisions on procedures to be followed relative to a transportation program for technical study. The transportation program for technical study is characterized by:

Messrs. Volpe and Villarreal
Page Two
June 23, 1969

1. The continuation of the Atlanta Area Transportation Study (AATS) Plan, approved in principle and adopted as a guide to be followed by the Atlanta Area Transportation Study Policy Committee and the City of Atlanta.
2. Synchronization of the Metropolitan Atlanta Rapid Transit Authority's (MARTA) proposed application for technical studies with Item 1 above.
3. Synchronization of the Central Area Study, a sub-area transportation study for the Central Area of Atlanta with Item 1 above. This is a unique team effort between the City of Atlanta and Atlanta's business community.

As mentioned earlier, the Atlanta Area Transportation Study has been adopted as a guide to be followed for further transportation studies. This action provides an important step in Atlanta's history and link with the Central City Transportation Project. Though we have talked in the past in theory and fact about our urban transportation problems and solutions, we have never had the resources or opportunity to follow through with them. The Central City Transportation Project would afford us an opportunity and the necessary resources to test transportation approaches and solutions, such as our "busways proposal", and further to detail improvements to our transportation network.

The CCT team of consultants headed by Arthur D. Little; Skidmore, Owens and Merrill; Wilbur Smith and Associates; and the Real Estate Research Corporation has worked very well with our local public and private agencies in the development of Phase 1 of this undertaking. We would like to take this opportunity to thank you and your staff for allowing the City of Atlanta to participate along with the above consultants in Phase 1 of the Central City Transportation Project. It has proven to be most meaningful to us.

The Department of Transportation is also to be commended for its keen awareness and willingness to tackle the transportation problems of urban cities. The CCT project can be most helpful to the City of Atlanta in the development of local transportation and related programs. In addition, the experience gained here can be of great help to you and your department in developing subsequent transportation policies which will lead toward meeting our national transportation goals.

Messrs. Volpe and Villarreal
Page Three
June 23, 1969

We are very proud of the comprehensive, broad based transportation planning efforts being conducted here in Atlanta. We would earnestly request that Atlanta be included as one of those cities to be studied under Phase II of the Central Cities Transportation project. In our view, this project serves to compliment the planning effort now being put forth in the Atlanta region.

Sincerely yours,

Ivan Allen, Jr.
Mayor

William Maynard, Chairman
AATS Policy Committee

IAJr. /WM:fy

CITY OF ATLANTA



June 20, 1969

CITY HALL ATLANTA, GA. 30303

Tel. 522-4463 Area Code 404

IVAN ALLEN, JR., MAYOR

R. EARL LANDERS, Administrative Assistant
MRS. ANN M. MOSES, Executive Secretary
DAN E. SWEAT, JR., Director of Governmental Liaison

Mr. John A. Volpe
Secretary of Transportation
Washington, D. C.

Mr. C. C. Villarreal, Administrator
Department of Transportation
Urban Mass Transportation Administration
Washington, D. C. 20590

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*Things to
consider
above*

Messrs. Volpe and Villarreal

- 3 -

June 20, 1969

of local transportation and related programs. In addition, the experience gained here can be of great help to you and your department in developing subsequent transportation policies which will lead toward meeting our national transportation goals. We sincerely hope that Atlanta will be permitted to explore Phase II of the Central City Transportation project.

*Add
new paragraph
→*

Sincerely yours,

Mayor Ivan Allen, Jr.

Mr. William Maynard, Chairman
AATS Policy Committee

IA,jr:WM/bls

We are very proud of the comprehensive broad base transportation planning efforts being conducted here in Atlanta. We would earnestly request that Atlanta be included as one of those cities to be studied under Phase II of the Central Cities Transportation Project. In our view, this project serves to compliment the planning effort now being put forth in the Atlanta region.

FLETCHER THOMPSON
MEMBER OF CONGRESS

RICHARD ASHWORTH
ADMINISTRATIVE ASSISTANT

514 CANNON BUILDING
WASHINGTON, D.C. 20515

5TH DISTRICT, GEORGIA
327 OLD POST OFFICE, ATLANTA 30303

Congress of the United States
House of Representatives
Washington, D. C.

July 28, 1969

Congressional Liaison
Department of Transportation
Washington, D.C. 20590

Dear Sir:

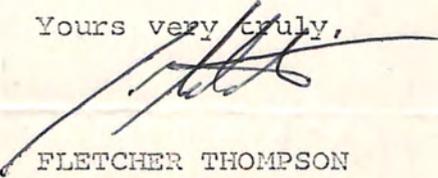
We have been advised that the City of Atlanta has made an application for a technical studies grant under the provisions of the Urban Mass Transportation Act of 1964.

I wholeheartedly support the proposal by the City of Atlanta Planning Department and Central Atlanta Progress, Inc. to make a detailed study of transportation in Atlanta's central city. This effort is a vital step toward eventual resolution of the central city's traffic problems.

I would appreciate your early approval of this application. Please keep me advised on this matter.

Kindest personal regards.

Yours very truly,


FLETCHER THOMPSON
Member of Congress

FT/lh

cc: Honorable Ivan Allen
Mayor of Atlanta

GEORGIA FULTON COUNTY

THIS AGREEMENT, made and entered into this _____ day of _____, 1969, by and between the City of Atlanta, Georgia (hereinafter called the City) and Central Atlanta Progress, Inc. (hereinafter called the C. A. P.).

WITNESSETH:

WHEREAS, detailed Central Atlanta planning as called for in the City's Approved Land Use Plan, is needed on a continuing basis; and

WHEREAS, the Central Area Planning Policy Committee was established to guide development of this continuing planning process, said committee consisting of: the Mayor of Atlanta, Chairman of the Aldermanic Finance Committee, Chairman of the Aldermanic Planning and Development Committee, Chairman of C. A. P. Executive Committee, and the President of C. A. P. ; and

WHEREAS, the City Planning Department and the Director of Planning for C. A. P. have developed a study design, entitled "Central ~~Area~~ Atlanta Planning Program", which outlines organization, working arrangement, work program and financing for the planning process; and

WHEREAS, the U. S. Department of Transportation and the U. S. Department of Housing and Urban Development have matching funds and/or services available to finance Central Area studies; and

WHEREAS, a Sub-Area Transportation Study, for which C. A. P. has pledged substantial financial and personal support, is a pre-requisite for receiving the maximum amount of such funds;

NOW, THEREFORE, for valuable consideration, it is mutually agreed as follows:

Section 1

The City and the C. A. P. agree to jointly undertake a Central Atlanta Planning Program as outlined in the Study Design for the Central Atlanta Planning Process which is included as Exhibit "A".

Section 2

The City and the C. A. P. will implement this study design by substantially following the work program, included as Exhibit "B", and it is understood that any changes may be made in the work program upon the mutual agreement of both parties.

Section 3

The City agrees to exercise all possible diligent efforts to obtain any and any financial assistance that might be available from the Federal Government for the purpose of financing the Central Atlanta Planning Program.

Section 4

In the event Federal financial assistance is made available, C.A.P. does hereby agree to pool its financial resources available for the Central Atlanta Planning Program with the resources of the City for the financing of the program. Specifically, C.A.P. agrees, in the event Federal assistance is available, to pay over to the City \$25,000 in cash and further to provide staff and other support of the program, the full cost of which shall not be less than \$43,000. C.A.P. agrees to document said staff and support costs in the manner acceptable to the granting agency and to provide the City the full documentation of such costs when requested to do so by the City. The City agrees to assume the full financial administration of the grant project.

Witnesses:

City of Atlanta

By: _____
Mayor

Central Atlanta Progress, Inc.

By: _____
President

OUTLINESTUDY DESIGN FOR THE
CENTRAL ATLANTA PLANNING PROCESS

INTRODUCTION

STUDY AREA

ORGANIZATION AND MANAGEMENT

POLICY REVIEW PROCESS

WORK PROGRAM

1. Review of Goals and Objectives2. Development of Short Range Principles

2.1 Review Projects

2.2 Develop Short Range Principles

2.3 Develop Long Range Goals

2.4 Define Special Studies

3. Conduct Special Studies4. Inventories and Base Mapping

4.1 Assemble Basic Data and Data Collection Schedules

4.2 Prepare Basic Maps

4.3 Update Land Use Inventory

5. Economic Trends, Forecasts and Policy Alternatives

5.1 Analyze Functions and Activities

5.2 Forecast Space Needs

5.3 Identify Development Factors

5.4 Develop Policies to Achieve Goals

5.5 Governmental Center Study

6. Conduct Downtown Attitude Survey7. Urban Design

7.1 Review of Urban Design

7. Urban Design (Continued)

7.2 Develop Alternative Design Concepts

7.3 Prepare Working Models

8. Transportation and Parking Program

8.1 Develop System Network

8.2 Develop Alternative Transportation Concepts

8.3 Update Transportation Data

8.4 Conduct Trip Generation Studies

8.5 Conduct Pedestrian Studies

9. Review Projects

10. Policy Review and Guidance

11. Seek Possible Demonstration Projects

12. Financial Planning

12.1 Inventory of Financial Resources and Tax Program

12.2 Evaluate Tax Revenues

12.3 Plan Financial Alternatives

12.4 Prepare Financial Plan

13. Development of Preliminary Plans

13.1 Develop Alternative Transportation Plans

13.2 Forecast Travel Needs

13.3 Make Preliminary Evaluation

14. Draft Report

15. Policy Review and Decisions

16. Develop Continuing Program

17. Prepare Land Use and Design Standards

18. Refinement and Evaluation of Alternative Plans

18.1 Refine Alternative Plans

18.2 Assign and Evaluate

19. Policy Review

20. Develop Plan and Program

21. Build Physical Model

22. Policy Review

23. Revision

24. Adoption

25. Report on Part I.

26. Final Report

STUDY COST

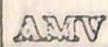
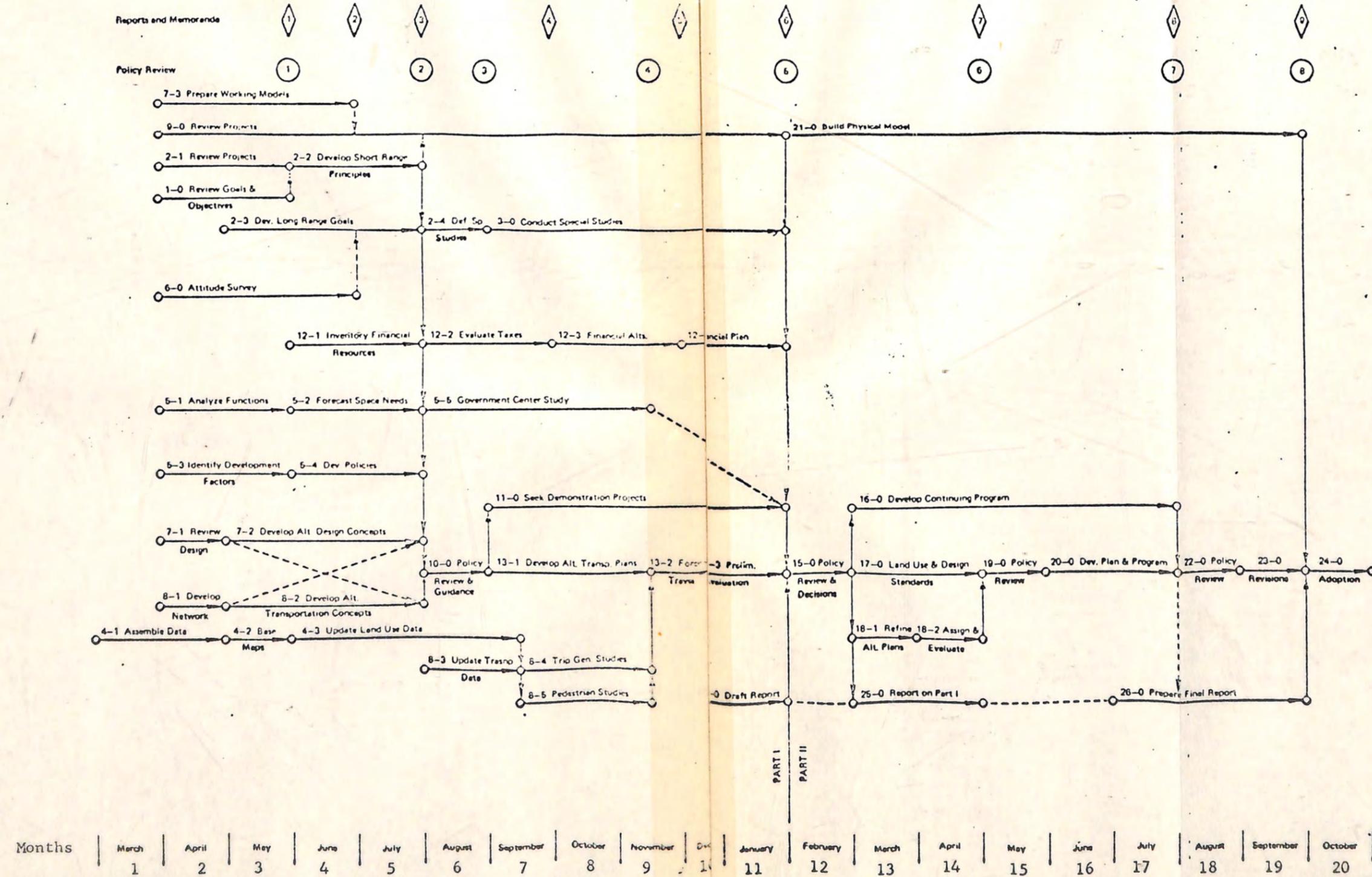


Figure 1 Work Program

OUTLINE

STUDY DESIGN FOR THE
CENTRAL ATLANTA PLANNING PROCESS

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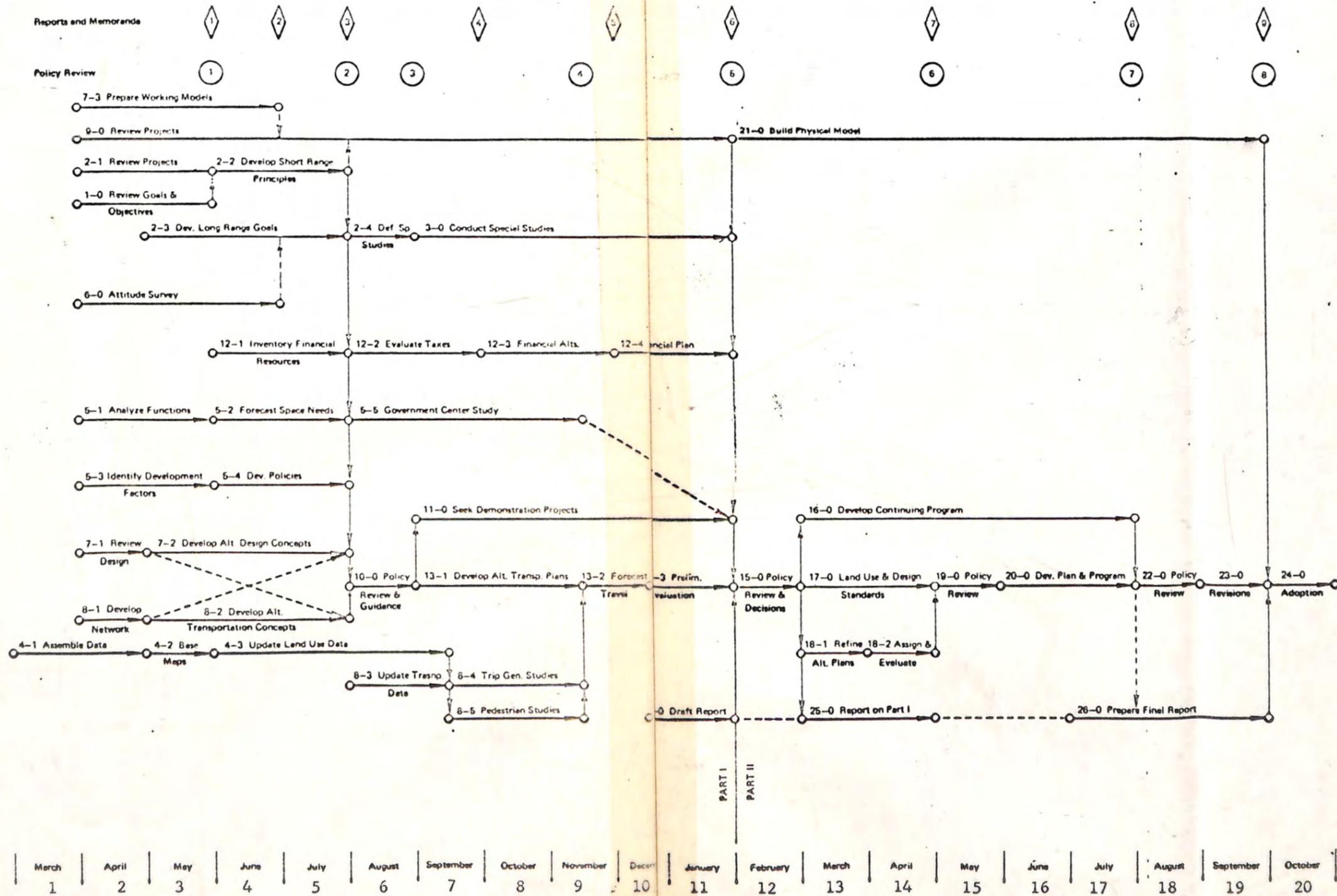
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STUDY COST

Exhibit "B"



AMV

Figure 1 Work Program

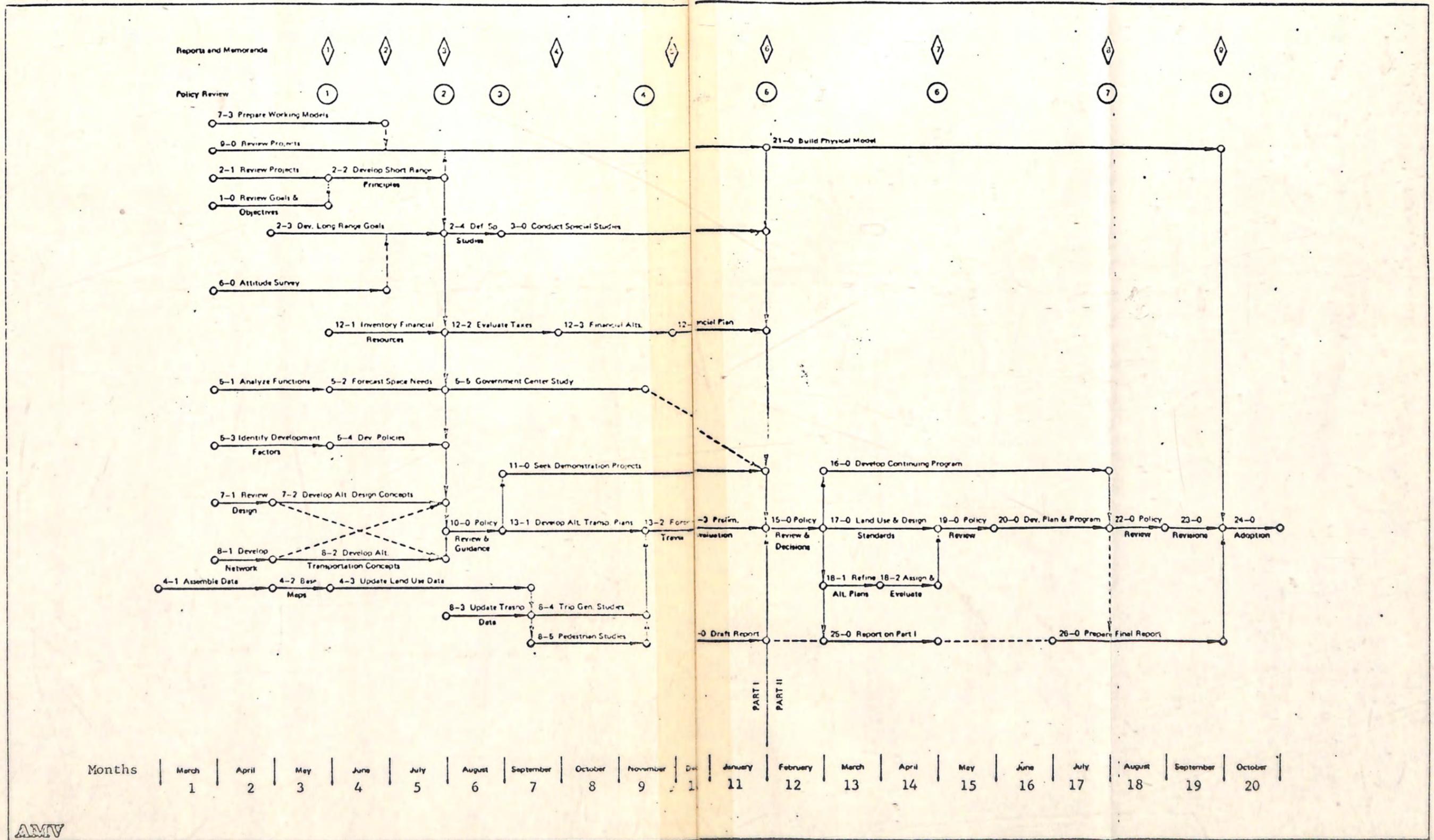
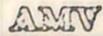


Figure 1 Work Program



GEORGIA FULTON COUNTY

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WITNESSETH:

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WHEREAS, the Central Area Planning Policy Committee was established to guide development of this continuing planning process, said committee consisting of: the Mayor of Atlanta, Chairman of the Aldermanic Finance Committee, Chairman of the Aldermanic Planning and Development Committee, Chairman of C. A. P. Executive Committee, and the President of C. A. P. ; and

WHEREAS, the City Planning Department and the Director of Planning for C. A. P. have developed a study design, entitled "Central Area Atlanta Planning Program", which outlines organization, working arrangement, work program and financing for the planning process; and

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By: _____
Mayor

Central Atlanta Progress, Inc.

By: _____
President

OUTLINE

STUDY DESIGN FOR THE
CENTRAL ATLANTA PLANNING PROCESS

INTRODUCTION

STUDY AREA

ORGANIZATION AND MANAGEMENT

POLICY REVIEW PROCESS

WORK PROGRAM

1. Review of Goals and Objectives

2. Development of Short Range Principles

2.1 Review Projects

2.2 Develop Short Range Principles

2.3 Develop Long Range Goals

2.4 Define Special Studies

3. Conduct Special Studies

4. Inventories and Base Mapping

4.1 Assemble Basic Data and Data Collection Schedules

4.2 Prepare Basic Maps

4.3 Update Land Use Inventory

5. Economic Trends, Forecasts and Policy Alternatives

5.1 Analyze Functions and Activities

5.2 Forecast Space Needs

5.3 Identify Development Factors

5.4 Develop Policies to Achieve Goals

5.5 Governmental Center Study

6. Conduct Downtown Attitude Survey

7. Urban Design

7.1 Review of Urban Design

7. Urban Design (Continued)

7.2 Develop Alternative Design Concepts

7.3 Prepare Working Models

8. Transportation and Parking Program

8.1 Develop System Network

8.2 Develop Alternative Transportation Concepts

8.3 Update Transportation Data

8.4 Conduct Trip Generation Studies

8.5 Conduct Pedestrian Studies

9. Review Projects

10. Policy Review and Guidance

11. Seek Possible Demonstration Projects

12. Financial Planning

12.1 Inventory of Financial Resources and Tax Program

12.2 Evaluate Tax Revenues

12.3 Plan Financial Alternatives

12.4 Prepare Financial Plan

13. Development of Preliminary Plans

13.1 Develop Alternative Transportation Plans

13.2 Forecast Travel Needs

13.3 Make Preliminary Evaluation

14. Draft Report

15. Policy Review and Decisions

16. Develop Continuing Program

17. Prepare Land Use and Design Standards

18. Refinement and Evaluation of Alternative Plans

18.1 Refine Alternative Plans

18.2 Assign and Evaluate

19. Policy Review

20. Develop Plan and Program

21. Build Physical Model

22. Policy Review

23. Revision

24. Adoption

25. Report on Part I.

26. Final Report

STUDY COST

Draft

GEORGIA FULTON COUNTY

THIS AGREEMENT, made and entered into this _____ day of _____, 1969, by and between the City of Atlanta, Georgia (hereinafter called the City) and Central Atlanta Progress, Inc. (hereinafter called the C.A.P.).

WITNESSETH:

WHEREAS, detailed Central Atlanta planning as called for in the City's Approved Land Use Plan, is needed on a continuing basis; and

WHEREAS, the Central Area Planning Policy Committee was established to guide development of this continuing planning process, said committee consisting of: the Mayor of Atlanta, Chairman of the Aldermanic Finance Committee, Chairman of the Aldermanic Planning and Development Committee, Chairman of C.A.P. Executive Committee, and the President of C.A.P.; and

WHEREAS, the City Planning Department and the Director of Planning for C.A.P. have developed a study design, entitled "Central Area Planning Program", which outlines organization, working arrangement, work program and financing for the planning process; and

WHEREAS, the U. S. Department of Transportation, U. S. Department of Housing and Urban Development, and various local agencies have matching

funds and/or services available to finance Central Area studies; and

WHEREAS, a Sub-Area Transportation Study, for which C.A.P. has pledged substantial financial and personal support, is a pre-requisite for receiving the maximum amount of such funds;

NOW, THEREFORE, BE IT RESOLVED:

Section 1

The City and the C.A.P. agree to undertake a Central Atlanta Planning Program as outlined in the Study Design for the Central Atlanta Planning Process which is included as a reference.

Section 2

The City and the C.A.P. may make any changes deemed desirable in the study designs work program, which will be used to carry out the Central Atlanta Planning Program.

Section 3

The C.A.P. agrees to commit \$25,000 cash and \$43,000 in-kind funds with the City's share of \$15,000 cash and \$29,000 in-kind funds to help finance the Planning Program.

Section 4

The City agrees to proceed immediately in applying to the U. S. Department of Transportation, the U. S. Department of Housing and Urban Development, and various local agencies for any available matching funds.

Witnesses:

City of Atlanta

By: _____
Mayor

Central Atlanta Progress, Inc.

By: _____
President

and financing for the planning process; and
Whereas the U.S. Department of Transportation, and U.S.
Department of Housing and Urban Development,
and ~~local~~ ^{various} ~~central~~ local agencies have matching funds
and/or services available to finance Central Area
studies, and

Whereas a sub-area Transportation Study, which the CAP
has pledged substantial financial and personal support,
is a pre-requisite ~~to~~ ^{for} receiving the maximum
amount of such funds

Now, therefore, be it resolved:

Section 1

The City and the C.A.P. agree to undertake a Central
Atlanta Planning Program as outlined in the Study
Design for the Central Atlanta Planning Process which
is included as a reference.

Section 2

the City and the C.A.P. ~~realize that they may make any~~
changes necessary deemed desirable in the study
designs and ~~its~~ work program, ~~to be~~ ^{that will be} ~~to~~ ^{which will be} used to
carry out the Central Atlanta Planning Program

Section 3

The C.A.P. agrees to ~~commit~~ commit \$25,000 cash and \$43,000 in-kind funds with the City's ^{share} of \$15,000 cash and \$29,000 in-kind funds to help finance the Planning Program

Section 4

The City agrees to ~~go ahead~~ ~~for~~ proceed immediately in ~~for~~ applying ~~for~~ to the U.S. Department of Transportation, the U.S. Department of Housing & Urban Development, and various local agencies for any available matching funds.

Witnesses:

City of Atlanta

By: _____

Mayor

Central Atlanta Progress, Inc.

By: _____

President

April 30, 1969

Honorable Lawrence M. Cox, Assistant Secretary
for Renewal and Housing Assistance
Department of Housing and Urban Development
Washington, D. C. 20410

Dear Larry:

Time has a way of slipping up on all of us. It seems like only yesterday that you and your staff in Norfolk, Fred Fay, Allen Charles, Gene Arrington, the remainder of the Virginia Association of NAHRO, and I were one big family in Virginia. Now, the family has scattered in several directions but it's all for the best. I have seen several of the "old family" on occasion at the Southeastern Regional Council of NAHRO meetings, but missed seeing you.

When I was vacationing with my folks at Virginia Beach recently, I heard that you might be appointed Assistant Secretary for Renewal and Housing Assistance. I was delighted at the prospects as no one individual is more capable or knowledgeable with present and past national housing legislation than you, other than Senator Sparkman and former Representative Albert Raines.

Congratulations to a most worthy deserver and best wishes for success in your new endeavor.

For the past five years, it has been my good fortune to have been with a great Mayor and to contribute (hopefully) in the development of a very progressive city.

Federal funds are certainly no stranger to this city. In fact, we publicly extoll the fact that we would not have accomplished what we have without federal financial assistance -- and the citizens know it! The major risk we run, of course, is one of building up their expectations to the point at which neither this city nor the Federal government can ever hope to deliver. But, it is a risk we must take, as the alternatives are mighty slim.

Hon. Lawrence M. Cox

-2-

April 30, 1969

If you have not been to Atlanta recently, do come. It is well worth a trip. Again, congratulations on your appointment. If I can do anything to help make your assignment a little easier, feel free to count on me for assistance.

Kindest personal regards.

Sincerely yours,

George L. Aldridge, Jr., Director
Community Improvement Program
City of Atlanta
City Hall
Atlanta, Georgia 30303

GLAJr..bea

P.S. An unusual CBD study proposal for Atlanta was submitted jointly to HUD and DOT during the transition period of the Johnson and Nixon Administrations. A local contingent is coming up to Washington on May 7th to inquire into its status. Collier Gladin, our Planning Director, and Dan Sweat, Mayor's Assistant, will be with this group. Anything you can do to be of assistance here would be most appreciated.

Draft

this agreement, made and entered into this _____ day of _____, 1969, by and between the City of Atlanta, Georgia (hereinafter called the City) and Central Atlanta Progress, Inc. (hereinafter called the C.A.P.).

Witnesseth

Whereas detailed Central Atlanta planning, ~~is~~ as called for in the City's ~~of Atlanta's~~ Approved Land Use Plan, is needed on a continuing basis; and

Whereas ~~the~~ the Central Area Planning Policy Committee was established to guide development of this continuing planning process, said committee consisting of: the Mayor of Atlanta, Chairman of the Aldermanic Finance Committee, Chairman of the Aldermanic Planning and Development Committee, Chairman of C.A.P. Executive Committee, and the President of ~~Cap~~ C.A.P.; and

Whereas the ~~Director of~~ City Planning Department and the Director of Planning for C.A.P. have developed a study design, entitled "Central Area Planning Program," which outlines organization, working arrangement, work program,

REMEMBER "LOCKNER REPORT" OF 1946?

This "study" sponsored by State Highway Department and Federal Public Roads Administration served as basis for construction of Atlanta's Expressway System without which Atlanta could not have moved forward.

This was a "framework for growth."

Where would we be without it?

ATLANTA GROWTH RATE UNBELIEVABLE

The "Lockner Study", done by some of the most competent authorities available and based on the best information at hand, projected the following forecast:

"It is estimated that the population of the City proper will increase from 300,000 in 1940 to 400,000 by 1970. In the same period, the population of the metropolitan area will increase 50 per cent, from 500,000 to 750,000. Traffic volumes will increase even more proportionately, it is predicted."

PREDICTIONS PROVED GROSSLY CONSERVATIVE

And by 1970, instead of 400,000, Atlanta will have over 500,000 people, and

By 1970, instead of the predicted 750,000, Metro Atlanta will almost double the estimates with a now-predicted 1,340,000 persons.

It's no wonder our streets and expressways are overcrowded.

And, this overcrowding cannot be blamed on the Highway Department --- quite to the contrary, the Highway Department has done a remarkably good job in view of these incredibly high growth figures and the severe financial limitations.

NOW, COMES ANOTHER SHOCKER-----

Between 1961 and 1983, the employment in Central Atlanta will climb from 71,000 to 140,000.

Put another way, the person-trips in Central Atlanta will climb from 208,000 to 440,000.

Hence a new challenge to provide the combination of Rapid Transit, highways, and streets needed to keep on the move.

In the profusion of efforts directed at the "urban crisis", it is sometimes difficult to understand how they fit together. The following puts these into perspective:

WHAT'S GOING ON ----- WHAT DOES IT MEAN?

ATLANTA AREA TRANSPORTATION STUDY:

A broad regional study of Metro transportation needs -- using computer systems to project and evaluate on a continuing basis. A requirement for Federal Funds. Is now being updated through.....

THE "VOORHEES STUDY" which is the latest part of the above effort, is paid for jointly by MARTA and State Highway Department. WILL help evaluate Metro transportation plans to date, suggest alternatives, fulfill Federal requirements for further funding and provide info to assist MARTA and Highway Dept. in planning "balanced system." WILL NOT get into the kind of detail necessary for Central Area.

D.O.T. "CONSORTIUM" --- the recently announced program by the Department of Transportation, naming Atlanta along with Pittsburgh, Seattle, Dallas, and Denver, as participants in a \$1.4-million study by team of Consultants --- Arthur D. Little, Wilbur Smith Assoc., Real Estate Research Corp., and Skidmore, Owings and Merrill --- purpose to try to determine common needs of CENTRAL CORES, and get hardware built to serve these distribution needs, + helping determine what Federal help is necessary.

CENTRAL ATLANTA TRANSPORTATION PLAN, a team effort of CA Business Community and City, with each putting in money and manpower, and with State and Federal participation; Mayor has submitted proposal to Washington, with request for help from Depts. of Transportation and Housing and Urban Development.

WILL complement programs listed above, without duplication. Will put Atlanta in favorable position to get Federal-State aid. WILL help expedite projects. WILL help decide where funds should be spent to do most good quickest. WILL serve as guide for long-range policy decisions. WILL serve as basis for more intelligent solutions to people-goods-movement problems in Central Atlanta.

Something to think about ---

CITY SAID TO DRIVE INDUSTRIES AWAY

Report Finds Housing Gets Priority on Renewal

(New York)
By CHARLES G. BENNETT

The city was told yesterday that for years its development policies had discouraged industry from building and expanding here.

The Urban Land Institute of Washington told the City Planning Commission in a report that "the trend for manufacturing firms to abandon the city is hardly surprising—their sites have been appropriated for more politically popular uses."

The more politically popular uses, as identified, were principally housing. On the one hand, the institute said, the city has given top development priority for new housing, particularly for low-income, unskilled persons, while on the other hand it has failed to build "work units"—the industrial facilities needed to give these people jobs.

The penalty of the city's urban renewal practices, according to the institute, has been that many of the city's industries have been compelled "to relocate elsewhere or go out of business." It noted that between 1954 and 1963 the city lost 4,764 businesses, the bulk of them from Manhattan.

Corrective Urged

Unless the city makes a wiser use of its land and unless it revises its renewal practices to aid industry, the report asserted, "it is estimated that by the mid-1970's New York City's supply of industrially zoned and readily developable land will be exhausted."

As a corrective, the report recommended a balanced land use from now on with industrial development getting its full share of attention. Specifically, it urged that seven large tracts in the city—some of them already earmarked for industrial expansion—be developed for industrial use.

The seven were:

- Staten Island—A 747-acre tract in the Mariner's Harbor section.

- College Point—In Queens, on the east shore of Flushing Bay, east of La Guardia Airport. It contains three tracts, the largest at the southern end of College Point containing 591 acres.

From NEW YORK TIMES
January 8, 1969

Ferry Point Park—In the Bronx, 100 acres at the northeastern side of the Bronx-Whitestone Bridge.

Flatlands Industrial Park—A 96-acre industrial park in Brooklyn. Industrial development is already under way.

The former New York Naval Shipyard in Brooklyn.

Port Totten—A tract of 187 acres on Little Neck Bay in Queens. The report says the share of this surplus government property available to the city has shrunk to 66 acres.

Hunts Point and South Bronx—A section of the Bronx fronting on the East River.

Mayor Lindsay discussed and endorsed the Urban Land Institute's report at a morning meeting yesterday with members of his Economic Development Council.

In so doing, the Mayor conceded that the city was not getting the best possible use out of the marginal land available in the city for industrial development.

"We have to provide land for buildings with capacity to match the production and profit levels required for full employment at satisfactory earnings," the Mayor told the economic group. "We are not doing that today."

The Urban Land report, he went on, "confirms my administration's concern for one of the basic elements in economic land development and job opportunity. We cannot talk our way into providing jobs for every one capable of working; we must use enough of our land for private industry to build modern and efficient workshops."

As examples of what the city have been doing to put marginal land to profitable use, Mayor Lindsay referred to the 60-acre industrial area along Zerega Avenue, the Bronx; the 200-acre Hunts Point Food Center in the Bronx and the Flatlands Industrial Park in Brooklyn.

Mr. Lindsay referred to land use along the waterfront, and said benefits would follow completion of the projected new consolidated ship passenger terminal on the Hudson River. This terminal, he predicted, will "safeguard" the city's \$16-billion tourist industry "and mean a larger paycheck for many thousands of our residents."

This article lends support to the very important basic question of whether the problems of the poor can ever be solved inside the cities -- on the most valuable real estate in the world -- far from the fleeing job opportunities -- re-jammed into ghettos, even modern ones.

..... Bob Bivens

FLETCHER THOMPSON
MEMBER OF CONGRESS

RICHARD ASHWORTH
ADMINISTRATIVE ASSISTANT

514 CANNON BUILDING
WASHINGTON, D.C. 20515

5TH DISTRICT, GEORGIA
327 OLD POST OFFICE, ATLANTA 30303

Congress of the United States
House of Representatives
Washington, D. C.

April 17, 1969

Mr. Robert M. Wood, President
Central Atlanta Progress, Inc.
2 Peachtree Street, N.W.
Suite 2740
Atlanta, Georgia 30303

Dear Bob:

Forgive me for not responding sooner to your
letter of March 27 concerning the Central Atlanta Transportation
Study.

I am sure that you are aware that due to the death
of General Dwight Eisenhower the meeting that Dan Sweatt was
to have attended in Washington on March 31 was cancelled and
so I did not get to meet with him. Can you tell me if another
meeting was scheduled and what progress was made? I would
like to help.

Kindest personal regards.

Yours very truly,

FLETCHER THOMPSON
Member of Congress

FT/lh

cc: Mr. Dan Sweatt ✓

March 21, 1969

The Honorable John A. Volpe
Secretary of the Department of Transportation
800 Independence Avenue, S. W.
Washington, D. C. 20590

Dear Secretary Volpe:

The City of Atlanta is proud of its reputation as a leader in urban planning. Over the years, the cooperative efforts of public agencies and private groups, working toward mutually agreed-upon goals, have resulted in the development of Atlanta as the Southeast's preeminent metropolis. Indeed, the results have been so successful that we must redouble our efforts to assure that the dynamic growth which lies immediately ahead will further the aims and objectives of our citizens.

We are prepared to do this. The current planning activities of the City of Atlanta, the State Highway Department of Georgia, the Atlanta Area Transportation Study, the Atlanta Region Metropolitan Planning Commission and the Metropolitan Atlanta Rapid Transit Authority are closely interrelated. The Atlanta Area Transportation Study is nearing completion. In order to maintain momentum, and to assure continuity of our efforts, we now intend to undertake a comprehensive detailed plan for Central Atlanta. The timing is right for such a study. The regional policies and general plans which are evolving from the Transportation Study will provide key inputs to the downtown plan. As part of this study, it is intended that one or more mass transit distribution systems will be analyzed to determine the potential for increasing the effectiveness of the regional plan, and to serve downtown development.

In order to meet our rigid time schedule, we are requesting the assistance of the Federal Government. This letter is being directed both to the Department of Transportation and the Department of Housing and Urban Development. We believe that each of these departments is vitally concerned with the kind of program Atlanta is developing. We believe

March 21, 1969

The Honorable George Romney
Secretary of Housing and Urban Development
Washington, D. C.

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Secretary Romney
Page Two
March 21, 1969

that there is a major role here for each department. We would, of course, be prepared to move ahead quickly with the assurance of the necessary support from either, but joint participation by both DOT and HUD would certainly be desirable.

The attached "Study Design for the Central Atlanta Planning Process" sets forth our program. As you will see, this program calls for major involvement of many facets of the Atlanta community: the city government, through its Department of Planning; the business community, through Central Atlanta Progress, Inc.; and important local institutions, such as colleges in the Atlanta area. The city and the businessmen have pledged \$100,000 in cash and staff services toward a total cost of \$300,000 for Part I of the study. This part, which would be completed in ten months, would culminate in preliminary evaluation of alternative plans. Part II, which would follow immediately, would last eight months, resulting in an adopted plan for Central Atlanta. Funding for Part II will be worked out during Part I.

This proposed program will put Atlanta in an unusually strong position to work with the team of consultants in the downtown-oriented study effort announced March 10 by Secretary Volpe in Pittsburg.

On behalf of the business and civic leaders of Atlanta, I respectfully urge your agreement to participate in this unique study, which can serve as a model for all American cities.

If staff discussions would be in order, representatives of the City and Central Atlanta will be available to meet with your people. My assistant, Dan Sweat, and Collier Gladin, the City's Chief Planner, will be in Washington for the National League of Cities Congressional-City Conference March 30 - April 2 and can meet with your staff during this period.

Sincerely yours,

Ivan Allen, Jr.
Mayor

IAJr:fy

Secretary Volpe
Page Two
March 21, 1969

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Sincerely yours,

Isan Allen, Jr.
Mayor

IAJr:fy

CITY OF ATLANTA
DEPARTMENT OF LAW
2614 FIRST NATIONAL BANK BUILDING
ATLANTA, GEORGIA 30303

Joyce - CAP
file

July 9, 1969

Mr. Collier B. Gladin
Planning Director
Department of Planning
City Hall
Atlanta, Georgia

Dear Collier:

I have in hand a letter from you addressed to Mr. Henry L. Bowden, dated July 1, 1969, concerning multiple contracts which are now in existence and which might possibly, from time to time, in the future, be entered into by and between Alan M. Voorhees and Associates and the City of Atlanta or one of its related agencies.

Subsequent to the time that Mr. Bowden asked me to handle this matter, I called you on the telephone and you apprised me of the fact set forth above, i.e., that the City of Atlanta would possibly use Voorhees and Associates at some point in the future.

Now, directly relating my comments to Mr. H. L. Stuart's letter to you of June 17, 1969, I am somewhat at a loss at this time to determine whether or not any present affirmative action is necessary in response to that letter. By this I mean I do not know whether or not the provision in contract with MARTA and Voorhees has already been executed or not. Assuming that it has been executed, I see of no way, under the verbage of that paragraph, whereby the City of Atlanta can benefit on the basis of a future contractual relation with Voorhees;

Mr. Collier B. Gladin

Page 2

July 9, 1969

however, if the contract has not been executed, my thought would be to request you to contact Mr. Stuart with an eye toward having the proposed contract contain additional language which would create a benefit for us along the lines of the benefits now being realized by MARTA, the Atlanta Region Metropolitan Planning Commission, and perhaps several governmental bodies and/or agencies.

I think it would be premature for me to suggest any specific verbage, but request that you please approach this subject with Mr. Stuart.

Should we need any future communication prior to this undertaking, please feel free to contact me.

With my kindest regards, I am,

Very truly yours,



Thomas F. Choyce

TFC:cwh

cc Mr. Charles L. Davis
Mr. George Berry ✓
Mr. Horace T. Ward

~~David
BPP~~ CAP file

July 1, 1969

Mr. Henry Bowden
City Attorney
2610 First National Bank Building
Atlanta, Georgia

Dear Mr. Bowden:

I am enclosing a copy of Mr. H. L. Stuart's letter of June 17, 1969, concerning multiple contracts with Alan M. Voorhees and Associates for your information. I will be happy to discuss this letter and the proposed Central Atlanta Study with you at anytime.

Yours truly,

Collier B. Gladin
Planning Director

cc: Mr. Charles Davis
Mr. George Berry ✓

CBG:pw

Enclosure

July 8, 1969

MEMORANDUM

To: Collier Gladin

From: George Berry

Subject: CAP -- City of Atlanta Central Business District Plan

I have a copy of your letter to Mr. Bowden, dated July 1, 1969, concerning the fact that the City and other agencies have various contracts with the Alan M. Voorhees Company. Is it anticipated that the Voorhees Company will be engaged to do the expanded study that will be made possible as a result of the Federal Grant expected from the Department of Transportation?

GB:je

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

GLENN BUILDING / ATLANTA, GEORGIA 30303 / AREA CODE 404 524-5711

June 17, 1969

OFFICERS:

Richard H. Rich, Chairman
Roy A. Blount, Vice Chairman
Edmund W. Hughes, Secretary
Henry L. Stuart, General Manager

✓
Mr. Collier Gladin
Planning Director
City of Atlanta
Atlanta, Ga. 30303

Mr. Robert W. Bivens
Executive Director
Central Atlanta Progress
2740 First Nat'l Bank Bldg.
Atlanta, Ga. 30303

Mr. Leland Veal
Planning Engineer
State Highway Department
of Georgia, Inc.
No. 2 Capitol Square, S. W.
Atlanta, Ga. 30334

Mr. William W. Allison
Deputy Administrator
Economic Opportunity Atlanta, Inc.
101 Marietta Street Building
Atlanta, Ga. 30303

Mr. J. D. Wingfield, Jr.
Planning Director
Atlanta Region Metropolitan
Planning Commission
900 Glenn Building
Atlanta, Ga. 30303

Gentlemen:

Alan M. Voorhees and Associates, now under contract to the State Highway Department, and indirectly under contract to MARTA, and proposed as a consultant to the Central Atlanta Study and to Economic Opportunity Atlanta, is going to be in a position of working on transportation problems in Atlanta under several different contracts for several different agencies. We should be very careful that we are not paying more money for any particular job under the several contracts than we would have paid had there been but one contract.

MARTA has had PBTB under multiple-contracts simultaneously with the Atlanta Region Metropolitan Planning Commission, and our Counsel arranged the following wording to cover the situation mentioned above in connection with Voorhees:

"It is recognized that a separate contract concerning engineering for this same project exists between the Authority and the Engineer (therein designated "Contractor") and that, in addition, a contract exists between the Atlanta Region Metropolitan Planning Commission and the Engineer (therein designated "Contractor") for updating a previous planning study concerning

the same project. Because of the inter-relationship of the three contracts, the Engineer agrees it shall report to the Authority its costs on each of these contracts, computed on the reimbursement bases of the terms of this Agreement, and Engineer further agrees that the total compensation to the Engineer under the three contracts shall be no more than that which would obtain had the work all been performed under the terms of this Agreement."

I refer this to you for review by your Legal Counsel.

Sincerely yours,



H. L. Stuart,
General Manager.

HLS:JJ

cc: Mr. Thomas B. Deen
Alan M. Voorhees & Associates, Inc.

Mr. W. Stell Huie
Huie and Harland

Mr. J. A. Coil
Parsons Brinckerhoff-Tudor-Bechtel

MEMORANDUM OF AGREEMENT

(This draft of a "memorandum of understanding" is a document intended to serve as a basis for coordination of efforts and cost-sharing between Central Atlanta Progress, Inc., and the City of Atlanta. It is intended to make available the resources of C.A.P., facilities and staff, in such way as to serve as local matching funds for Federal grants, should this become desirable in the program.)

.....
This agreement, made and entered into this _____ day of _____, 1969, by and between the City of Atlanta, Georgia (hereinafter called the City) and Central Atlanta Progress, Inc. (hereinafter called C.A.P.).

WITNESSETH:

WHEREAS, detailed Central Atlanta planning is needed on a continuing basis as called for in the City of Atlanta's Approved Land Use Plan; such need concurred in by the State Highway Department, Atlanta Region Metropolitan Planning Commission, Metropolitan Atlanta Rapid Transit Authority, and Fulton County, ~~Atlanta Area Transportation Study~~; and *and the Business Community of Central Atlanta.*

WHEREAS, Central Atlanta with one of the greatest growth rates in the world, is the hub of the Metropolitan Area, and regional capital of the Southeast, and rapidly emerging national and international center of commerce; and

WHEREAS, Central Atlanta Progress, Inc., has pledged substantial financial and personal support to a cooperative Central Sub-area Transportation Planning Program with the City of Atlanta; and

WHEREAS, the Central Area Planning Policy Committee was established to guide ^{development} ~~conduct~~ of the plan, said committee consisting of: the Mayor of Atlanta, Chairman of the ^{aldermanic} Finance Committee - ~~Board of Aldermen~~, Chairman of the ^{aldermanic} Planning and Development Committee - ~~Board of Aldermen~~, Chairman of C.A.P., Inc., Executive Committee, ^{and the} President of C.A.P., Inc.; and

WHEREAS, such a Sub-area Transportation Study is a pre-requisite to ^{receiving} ~~a~~ maximum State and Federal assistance; and

WHEREAS, U. S. Department of Transportation and U. S. Department of Housing and Urban Development and local agency matching funds or services are available to finance Central Area studies and projects.

Whereas, the ^{Dir. of City Planning Dept + Director Planning for CAP, Inc.} have developed a study design entitled "Central Area Planning Program" which outlines organization, working arrangement, work program and financing -

NOW, THEREFORE BE IT RESOLVED:

I. That the organizational and working arrangements outlined in the study design prepared by the CITY ^{Planning Dept} and C.A.P., Inc., be used as a guide for carrying out ^{Atlanta} Central Planning Program.

II. That the work program outlined in the study design prepared by the CITY ^{Planning Dept.} and C.A.P., Inc., subject to adjustments deemed desirable by the parties involved, be used to carry out the Central ^{Atlanta} Planning Program.

III. That the financing of the Program be in accord with the study design prepared by the CITY ^{Planning Dept.} and C.A.P., Inc., subject to adjustments deemed desirable by the parties involved.

IV. That the study design and its amendments, if any, will be approved by the Executive Committee of C.A.P., Inc., and the Planning and Development Committee of the Board of Aldermen; however, where financial considerations are involved in said study design, the Finance Committee of the Board of Aldermen must also approve.

V. That the ~~final~~ plan and program of action for the Central Area resulting from this study will be submitted to the Board of Aldermen for review and adoption.

WITNESSES:

CITY OF ATLANTA

BY: _____
MAYOR

CENTRAL ATLANTA PROGRESS, INC.

BY: _____
PRESIDENT

MINUTES
GRANT REVIEW BOARD
JUNE 9, 1969

Members of the Grant Review Board met on Monday, June 9, 1969, in City Hall with the following persons present:

Mr. Tom Bello, Administrative Intern
Mr. George Berry, Administrative Coordinator
Mr. Jay Fountain, Deputy Director of Finance
Mr. Collier Gladin, Planning Director
Mr. Don Ingram, Associate Director, Central Atlanta
Progress, Inc. (CAP, Inc.)
Mr. Woody Underwood, Principal Budget Analyst

Mr. Gladin reviewed the status of the joint venture of the City and CAP, Inc. to develop a plan for the central city. He pointed out that provisions had been made in the 1969 General Fund Budget of the Planning Department for the program in that \$15,000 had been appropriated for consultant services and that certain staff assignments had been made for the benefit of the project. Mr. Ingram stated that in addition to existing staff members of CAP, Inc. assigned to the project, at least \$25,000 was available for consultant services to support the project.

Mr. Gladin then reviewed the proposal to utilize this accumulated "local contribution" to support a grant application to the Département of Transportation for grant funds so that the study could be enlarged and its scope broadened. He stated that a consortium of consulting firms now retained by the Department of Transportation had expressed interest in the project and it was felt that, to obtain approval, it would only be necessary to emphasize the transportation aspects of the program to a greater degree than previously anticipated. He stated that the accumulated local contribution would make possible a grant of about \$200,000 with which to undertake the program.

The grant project would be for a term of 18 months. Answering questions by both Mr. Underwood and Mr. Fountain, both Mr. Gladin and Mr. Ingram stated that it would not be necessary to create any new positions for the study period. They stated that the existing staff would be sufficient to administer the study and that the grant funds would be used for consultant services. Mr. Berry stated that, if the funds are to be administered by the City, all normal city requirements as to procedure and expenditure of funds would have to be observed.

The Grant Review Board supported and approved the idea of using the already appropriated local commitment to generate Federal funds to broaden and enlarge the Central Atlanta Planning Program. It was felt that traffic and transportation

was perhaps the most critical problem facing the central city and that the enlarged study, with emphasis on transportation, would be most appropriate. Approval was given, therefore, for the filing of the application for such funds.

Mr. Gladin, however, was directed not to include authorization for the Mayor to execute a grant agreement until an agreement could be executed between CAP, Inc. and the City of Atlanta which would commit CAP, Inc. to the City for their share of the local contribution necessary to support the grant application. The grant agreement itself and the agreement between CAP, Inc. and the City of Atlanta will be subject to further review by the Grant Review Board and the appropriate Aldermanic Committee at the time the grant funds are approved.

Respectfully, ..

A handwritten signature in cursive script that reads "George J. Berry". The signature is written in dark ink and is positioned above the typed name.

George J. Berry
Acting in the Absence of the Chairman

GJB:fy



Arthur D. Little, Inc.
RESEARCH · ENGINEERING · MANAGEMENT CONSULTING

ACORN PARK
CAMBRIDGE, MASSACHUSETTS 02140
617 864-5770

May 30, 1969

Mr. William Maynard, Chairman
Policy Committee
Atlanta Area Transportation Study
Atlanta Transit System
125 Pine Street, N.E.
Atlanta, Georgia 30308

Dear Mr. Maynard:

I am taking the liberty of sending you and the others listed below a draft of our recommendations for Phase II. These basically cover the points we discussed on my visit to your office on the week of May 19.

I would appreciate any comments you have on these recommendations. We are wrapping up our report within the next week.

Our team certainly enjoyed working in Atlanta, and we are all eagerly looking forward to Phase II.

Thanks for your help.

Sincerely,

Allan K. Sloan

AKS/mag

cc: Mr. Robert Bivens
Mr. Collier Gladden
Mr. Don Ingram
Mr. Earl Landers
Mr. Richard Rich
Mr. Henry Stuart
Mr. Daniel Sweat
Mr. Leland Veal

CAMBRIDGE, MASSACHUSETTS

CHICAGO SAN FRANCISCO NEW YORK WASHINGTON SANTA MONICA ATHENS BRUSSELS EDINBURGH LONDON MEXICO CITY TORONTO ZÜRICH

ROUGH DRAFT

By.....Allan K. Sloan

Date.....May 29, 1969

Page.....1.....

ATLANTA -- RECOMMENDATIONS FOR PHASE II

We have three basic recommendations to make for Phase II of the CCT program. These proposals have been discussed with various officials and leaders in Atlanta and have received positive response.

- that the CCT consortium team should operate under the aegis of the Policy Committee of the Atlanta Area Transportation Study during Phase II;
- that CCT should assist MARTA in planning an experimental busway connecting one of Atlanta's neighborhoods with downtown;
- that CCT should also assist the joint City Planning Commission - Central Atlanta Progress study in developing a detailed plan for downtown circulation.

The following is the rationale behind each of these basic recommendations:

1. Organizational Structure -- since the AATS Policy Committee is emerging as the prime policy making body in transportation, we recommend that CCT's Phase II work be done under the aegis of this committee. This should insure that the CCT project will operate within the mainstream of transportation policy making in Atlanta. The AATS Policy Committee represents the kind of transportation policy making body that the federal government has been wanting to create in metropolitan areas for transportation planning purposes. The Technical Advisory Committee of AATS represents the technicians of the various participating agencies and is generally the group that initiates proposals to be taken to the Policy Committee. The Citizen's Advisory Committee is now being established to review the Voorhees plan and is expected to be the main link to the community in gaining understanding and support for transportation improvements.

Arthur D. Little, Inc.

ROUGH DRAFT

By.....

Date.....

Page.....2.....

The CCT's Phase II work should be guided and reviewed periodically by the appropriate committees of the AATS. At this time some sort of subcommittee structure is being planned for AATS and its advisory committees. It may be that there will be appropriate subcommittees to which the CCT should relate more directly at some future date.

To implement this recommendation, some exchange of letters between the Urban Mass Transportation Administrator and Mr. William Maynard, Chairman of the AATS Policy Committee, would be in order. This should happen on the initiative of UMTA once Phase II policy is set.

2. Nature of Phase II Work -- in Phase II, CCT should act as a supplement to, not a substitute for, the planning work of the specific agencies responsible for transportation or developmental planning. CCT should not be the sole planning agent for a particular project or program, for this is properly the responsibility of the local planning and operating agencies.

Our specific work in Phase II should be designed to supplement the technical work of AATS and MARTA in refining and detailing the basic transportation plan now under consideration and taking steps to implement it and CAP-CPC as part of its planning of downtown circulation improvements. Within the work programs of these agencies, we recommend that CCT concentrate on those aspects of the planning that are:

- a. oriented toward action programs that have a short term (3-5 year) time frame for implementation;
- b. oriented towards programs which UMTA can use as a basis for developing its national programs.

The two projects we recommend for detailed work in Phase II meet both of these criteria.

ROUGH DRAFT

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Date.....

Page.....3.....

3. The Busways Experiment -- without doubt, the planning and developing of a part of the busway system on an experimental basis will be the most important transportation development affecting downtown Atlanta in the next few years. It will also be the most important new program for which federal aid will be required. While AATS and MARTA will have prime responsibility for the further planning work on busways both in the short and long run, the CCT project could help considerably in this work. By so doing, UMTA could have the direct benefit of some on-the-ground planning experience with a system concept which may have wider application nationally.

The following are the specific kinds of work that CCT could help perform as a part of the process of setting up the specific experimental program for busways that Atlanta wants to develop:

a. Provide some of the technical analysis required for the AATS and MARTA to select a suitable segment of the overall busway plan for first stage experimentation. This is a critical decision. It will involve a careful balancing of engineering, operating, and marketing factors with the political realities of present day Atlanta. This work will involve an analysis of the current characteristics of the people living within patronage distance of the various busway routes, an assessment of the market within these areas for new busway service (coverage, frequency, etc.), an assessment of the feasibility from an operating point of view of providing busway service on the particular routes, and an analysis of the overall costs and benefits of selecting one of the routes for first stage experimentation. This would be a major part of CCT's work in Phase II, in which it would be taking program guidance and direction from MARTA and working closely with their consultants.

ROUGH DRAFT

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Date.....

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b. Provide specific studies needed to implement a selected busway project. Once a route is selected for experimentation, there are a number of other work projects in which CCT might be able to assist subsequently, including:

- specific studies of the market for and the characteristics of the busway services to be provided on the selected route;
- studies of the impact of the busway on the neighborhoods and land areas directly adjacent to the proposed route;
- studies of costs, funding requirements, and sources of funds for an experimental project;
- studies to determine the best way to monitor the performance of the busway service, once operating, from a patronage and financial point of view.

4. Downtown Circulation -- the future of internal circulation in downtown Atlanta will depend almost entirely on the nature of the overall plan the AATS and the participating agencies finally adopt. There are a number of work projects in which CCT could participate in order to help the responsible agencies reach these important decisions. Most of these are included in the study program that the City Planning Commission - Central Atlanta Progress joint team is now developing. The revised application of CAP to UMTA to fund this program reflects these projects. Our recommendation is that CCT participate in this planning program in a way that would provide additional assistance to the work that is already planned. The CCT team has been meeting with CAP to determine what kind of participation this should be. The following work projects are potential candidates:

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a. Assistance in designing a system to monitor trends and changes in downtown development. The future of downtown Atlanta is key to all plans for future mass transit to, from, and within the central area. This planning will require more knowledge about what is actually happening in the downtown area in terms of changes in employment (who is now working in downtown Atlanta by skill and location of residence, how this has been changing in the short run, what mode of travel is used to get to work), changes in investment in new and existing space of various kinds (what functions are requiring new space downtown, what costs, what volume of workers per floor area, what kind of investments are being made in new and rehabilitated space), changes in traffic generation and parking in various sections of downtown, and others. Currently all planning starts from the assumption that employment in downtown Atlanta will double by 1983, an estimate that was made by the Atlanta Region Metropolitan Planning Commission in 1963 before many of the current growth trends were statistically evident. Since downtown growth is the reason for mass transit, both Atlanta and UMTA have an important stake in finding out more about the dynamics of this downtown situation. This work would initially involve setting up some continuing system to pull together at least annually existing data on a whole series of these change factors. This knowledge is required before CAP and the other agencies will have a good basis to proceed with specific planning of downtown improvements.

b. Assistance in planning immediate transportation improvements in central Atlanta. The CCT project could assist CAP and various responsible city departments in planning immediate improvements for downtown circulation pending decisions on the basic long range plan. These might include:

- 1) helping the City Traffic Engineering and Planning Departments undertake a systematic study and evaluation of existing arterial and collector street patterns within the center city. Study should result in a plan for smoother flow through:

Arthur D. Little, Inc.

ROUGH DRAFT

By.....

Date.....

Page.....6.....

- reduction of abrupt and acute corners
 - use of unified one-way street system
 - use of reversible lanes
 - selective street closings
 - more coordinated intersection controls
- 2) studies of the use of existing streets for higher intensity bus usage through exclusive or reversible bus lanes, exclusive bus streets, signalling to favor buses, as part of the planning for a busways experimental project.
- 3) analysis of current goods movement problems in downtown Atlanta.

c. Assistance in longer range planning for downtown circulation.

CCT could help in planning the basic downtown circulation system needed to go along with the Voorhees plan or any alternatives to it. It could provide some of the urban design, traffic engineering, economic, market, and cost analysis inputs to supplement the work that the CAP-CPC joint team and its consultant will be doing. It could include:

- 1) helping plan circulation facilities to supplement the central subway in downtown, if the decision is made to go ahead with it. These might include:
- study of pedestrian accesses, concourses, malls, and building connectors in connection with design of the subway stations
 - study of methods of connecting peripheral parking areas with subway stations and facilitating cross-town distribution.

ROUGH DRAFT

By.....
Date.....
Page.....7.....

- study of the design and operation of the transportation center if built as part of a basic subway-busway plan.

- 2) studies of alternatives to a central subway in downtown Atlanta, if the decision is made not to build a central subway as part of the basic plan, including: studies of parking and bus circulation systems in connection with new expressways

- 3) studies of new internal circulation systems to connect major traffic generators in the downtown area (special vehicles, people moving system, etc.) as suggested by CAP.
 - connections between Cousins air rights, Rich's, Government Center, Stadium, and parking lots.

 - connections between Peachtree Center, Civic Center, and Cousins air rights.

 - others

To implement these recommendations, the following steps should be taken:

- The recommendations should be reviewed and accepted by UMTA after being transmitted by the consortium team of CCT.

- A decision should be made on how much of an effort there will be in Atlanta on Phase II in terms of money, man-hours, work emphasis so that priorities can be selected from the projects listed above.

ROUGH DRAFT

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Date.....

Page.....8.....

- After these decisions are made and the scope of Phase II determined, follow-up meetings should be set up with
 - the AATS Policy Committee through its Chairman to re-view Phase II program and operating procedures.
 - MARTA through its Executive Director to discuss the bus-ways project.
 - the CAP-CPC project through its Executive Director and staff to discuss downtown planning assistance.

The technical and operating details of Phase II would be worked out at these meetings.

GEORGIA FULTON COUNTY

THIS AGREEMENT, made and entered into this _____ day of _____, 1969, by and between the City of Atlanta, Georgia (hereinafter called the City) and Central Atlanta Progress, Inc. (hereinafter called the C. A. P.).

WITNESSETH:

WHEREAS, detailed Central Atlanta planning as called for in the City's Approved Land Use Plan, is needed on a continuing basis; and

WHEREAS, the Central Area Planning Policy Committee was established to guide development of this continuing planning process, said committee consisting of: the Mayor of Atlanta, Chairman of the Aldermanic Finance Committee, Chairman of the Aldermanic Planning and Development Committee, Chairman of C. A. P. Executive Committee, and the President of C. A. P. ; and

WHEREAS, the City Planning Department and the Director of Planning for C. A. P. have developed a study design, entitled "Central Area Planning Program", which outlines organization, working arrangement, work program and financing for the planning process; and

WHEREAS, the U. S. Department of Transportation and the U. S. Department of Housing and Urban Development have matching funds and/or services available to finance Central Area studies; and

WHEREAS, a Sub-Area Transportation Study, for which C. A. P. has pledged substantial financial and personal support, is a pre-requisite for receiving the maximum amount of such funds;

NOW, THEREFORE, for valuable consideration, it is mutually agreed as follows:

Section 1

The City and the C. A. P. agree to jointly undertake a Central Atlanta Planning Program as outlined in the Study Design for the Central Atlanta Planning Process which is included as Exhibit "A".

Section 2

The City and the C. A. P. will implement this study design by substantially following the work program, included as Exhibit "B", and it is understood that any changes may be made in the work program upon the mutual agreement of both parties.

Section 3

The City agreed to exercise all possible diligent efforts to obtain any and any financial assistance that might be available from the Federal Government for the purpose of financing the Central Atlanta Planning Program.

Section 4

In the event Federal financial assistance is made available, C.A.P. does hereby agree to pool its financial resources available for the Central Atlanta Planning Program with the resources of the City for the financing of the program. Specifically, C.A.P. agrees, in the event Federal assistance is available, to pay over to the City \$25,000 in cash and further to provide staff and other support of the program, the full cost of which shall not be less than \$43,000. C.A.P. agrees to document said staff and support costs in the manner acceptable to the granting agency and to provide the City the full documentation of such costs when requested to do so by the City. The City agrees to assume the full financial administration of the grant project.

Witnesses:

City of Atlanta

By: _____
Mayor

Central Atlanta Progress, Inc.

By: _____
President

2el

The City + the C.A.P. agree to ^{jointly} undertake a C.A.P. Program
as outlined in the
as exhibit A

The City + the C.A.P. ~~agrees~~ will ~~undertake~~ implement
this study design by substantially following the
work program, included as Exhibit "B", ^{and understand}
that any changes, ^(in the work program) may be made upon the
mutual agreement of both parties

Section 2

The City and the C.A.P. will implement this study
design by substantially following the work program,
included as Exhibit "B", and ~~undertake~~ ^{it is} understand
that any changes may be made in the work program
upon the mutual agreement of both parties

GEORGIA FULTON COUNTY

THIS AGREEMENT, made and entered into this _____ day of _____, 1969, by and between the City of Atlanta, Georgia (hereinafter called the City) and Central Atlanta Progress, Inc. (hereinafter called the C.A.P.).

WITNESSETH:

WHEREAS, detailed Central Atlanta planning as called for in the City's Approved Land Use Plan, is needed on a continuing basis; and

WHEREAS, the Central Area Planning Policy Committee was established to guide development of this continuing planning process, said committee consisting of: the Mayor of Atlanta, Chairman of the Aldermanic Finance Committee, Chairman of the Aldermanic Planning and Development Committee, Chairman of C.A.P. Executive Committee, and the President of C.A.P.; and

WHEREAS, the City Planning Department and the Director of Planning for C.A.P. have developed a study design, entitled "Central Area Planning Program", which outlines organization, working arrangement, work program and financing for the planning process; and

WHEREAS, the U. S. Department of Transportation, U. S. Department of Housing and Urban Development, ~~and various local agencies~~ have matching

funds and/or services available to finance Central Area studies; and

WHEREAS, a Sub-Area Transportation Study, for which C.A.P. has pledged substantial financial and personal support, is a pre-requisite for receiving the maximum amount of such funds;

12-31-61
NOW, THEREFORE, ~~BE IT RESOLVED~~ *se 20, 9*

Section 1

The City and the C.A.P. agree to ^{jointly} undertake a Central Atlanta Planning Program as outlined in the Study Design for the Central Atlanta Planning Process which is included as ^{Exh. b. + "A"} ~~a reference~~.

Section 2

~~The City and the C.A.P. may make any changes deemed desirable in the study design's work program, which will be used to carry out the Central Atlanta Planning Program.~~

Section 3

~~The C.A.P. agrees to commit \$25,000 cash and \$43,000 in-kind funds with the City's share of \$15,000 cash and \$29,000 in-kind funds to help finance the Planning Program.~~

Section 3

The City Agrees to exercise all possible diligent efforts to obtain any and all financial assistance that might be available from the Federal Government for the purpose of financing the Central Atlanta Planning Program.

Section 4

In the event federal financial assistance is made available, CAP, ~~Inc.~~ does hereby agree to pool its financial resources available for the Central Atlanta Planning Program with the resources of the City for the financings of the program. Specifically, CAP, ~~Inc.~~ agrees, in the event federal assistance is available, to pay over to the city \$25,000 in cash and further to provide staff and other support of the program, the full cost of which shall not be less than \$43,000. CAP, ~~Inc.~~ agrees to document said staff and support costs in the manner acceptable to the granting agency and to provide the City the full documentation of such costs when requested to do so by the City. ~~Whereas~~ The City agrees to assume the full financial administration of the grant project.

Section 4

~~The City agrees to proceed immediately in applying to the U. S. Department of Transportation, the U. S. Department of Housing and Urban Development, and various local agencies for any available matching funds.~~

Witnesses:

City of Atlanta

By: _____
Mayor

Central Atlanta Progress, Inc.

By: _____
President

MINUTES
GRANT REVIEW BOARD
MARCH 14, 1969

The City of Atlanta Grant Review Board met Friday, March 14, 1969, at 10:30 a. m. with the following in attendance:

Dan Sweat, Chairman
Jay Fountain, Member
Collier Gladin, Member
E. H. Underwood, Member
Don Ingram, Central Atlanta Progress

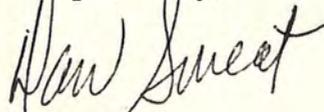
The Grant Review Board has reviewed the proposal entitled "Study Design for the Central Atlanta Planning Process." We find that to conduct this proposed study is in the best economic and physical development interests of the City. At the present time we can find no conflict with other studies and activities, nor do we find any duplication of effort. We believe that all the coordination necessary at this time has been achieved. Further, indications are that an adequate amount of coordination will be maintained by the agencies involved during the course of the study.

We have examined the City's portions of the proposed funding for the study and find everything to be in order. The City's cash share amounts agree with the amounts listed in the Planning Department's 1969 budget for these purposes. Further, the Planning Department is prepared to make the necessary staff commitments to generate the required non-cash credits.

The recommendation of the Grant Review Board is that the Mayor forward the above mentioned proposal, along with a suitable letter to the Secretaries of the Department of Transportation and the Department of Housing and Urban Development. The Mayor's transmittal letter should request their review, approval and determination of the most appropriate federal funding program to be used in financing this study. Upon their reply, the City should submit a formal application to the appropriate department under the program specified.

A copy of the Central Atlanta Action Program Outline is attached.

Respectfully,



Dan Sweat
Chairman

DS:fy

cc: Secretary Romney
Secretary Volpe

INTRODUCTION

This study design describes a process for developing an action program. The overall study covers a total of 18 months. Part I of this process, covering the first ten months, will provide a review of major imminent projects as well as produce a preliminary plan. During Part II, the last eight months of the study, a comprehensive planning program will be developed for adoption along with a method for continuous planning and programming for the future.

The study design emphasizes planning and programming in accordance with specific goals and objectives. Provision is made for frequent review of the goals and objectives and proposed programs by public officials, the businessmen and citizens concerned with the central area. The purpose of this continuing policy review is two-fold. First, the plan and the program resulting from the process will reflect the desires and aspirations of the people who will live, work and do business in the area. Second, it will generate support for the program.

The program will be carried out by a special team to be created and staffed by local government and business through the City of Atlanta and Central Atlanta Progress, Inc. (CAP), with staff assistance from technical consultants. The community will be involved in special aspects of the study program. In particular, it is intended that private industry and/or local colleges be involved in special studies of urban problems as they affect the Central Atlanta Area. The involvement of the business community is considered essential. CAP will be responsible for continuing liaison, reporting and solicitation of suggestions from the businessmen who will be most affected by downtown plans.

-2-

The work program places primary emphasis on the analysis and interpretation rather than the collection of data. Most of the information which will be needed is already available from studies (completed or in progress) by the City of Atlanta, the State Highway Department of Georgia, the Atlanta Area Transportation Study, the Atlanta Regional Metropolitan Planning Commission, and the Metropolitan Atlanta Rapid Transit Authority. This coordination is essential for the successful implementation of both studies. The timing is designed to exploit the general findings of the current area transportation study. The Central Atlanta Study and the area transportation study are mutually complementary.

Figure 1 indicates the work program by tasks and time sequences. It is intended that this model be used as a guide for management for the study program. It is recognized that all studies are subject to modification and adaptation to the exigencies of unforeseen circumstances. However, it is believed that the schedule as indicated in Figure 1 is reasonable and can be accomplished with satisfactory results in the time periods indicated. Inherent in this study design is a flexibility which will permit the constant evaluation of proposed projects that are relevant to the Central Area while the study is in progress, to give views on the impact of these projects on the interim plans and objectives for Central Atlanta.

STUDY AREA

The proposed study area is shown in Figure 2. The boundary which is defined by the circumferential railroad lines will permit analysis of various transportation alternatives and reflect the impact of major redevelopment projects on the downtown core. The core area itself will be the subject of the most intensive analysis wherein data collection, analysis and forecasts will be related to small zones, usually blocks.

cc: Secretary Romney
Secretary Volpe

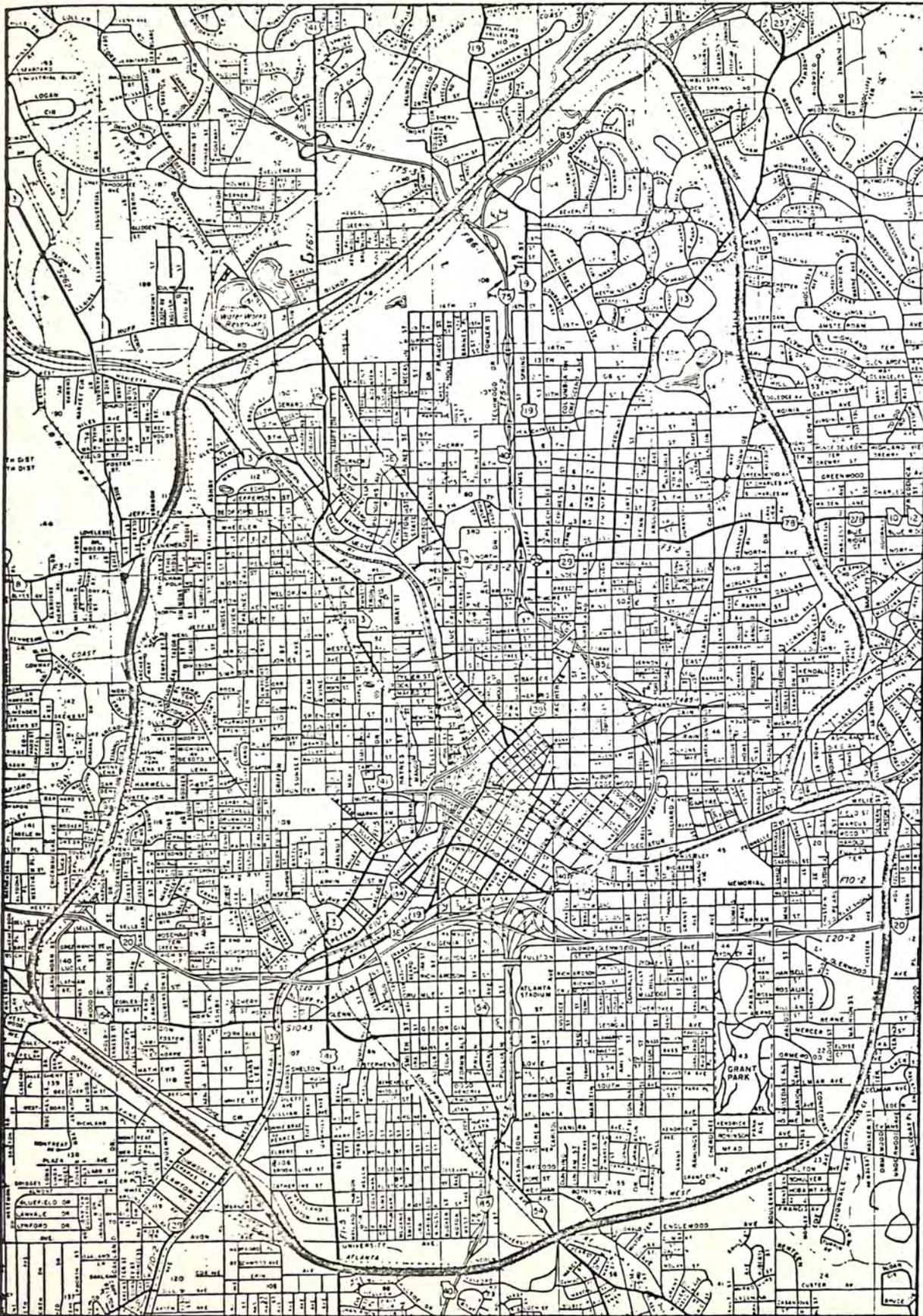


Figure 2.

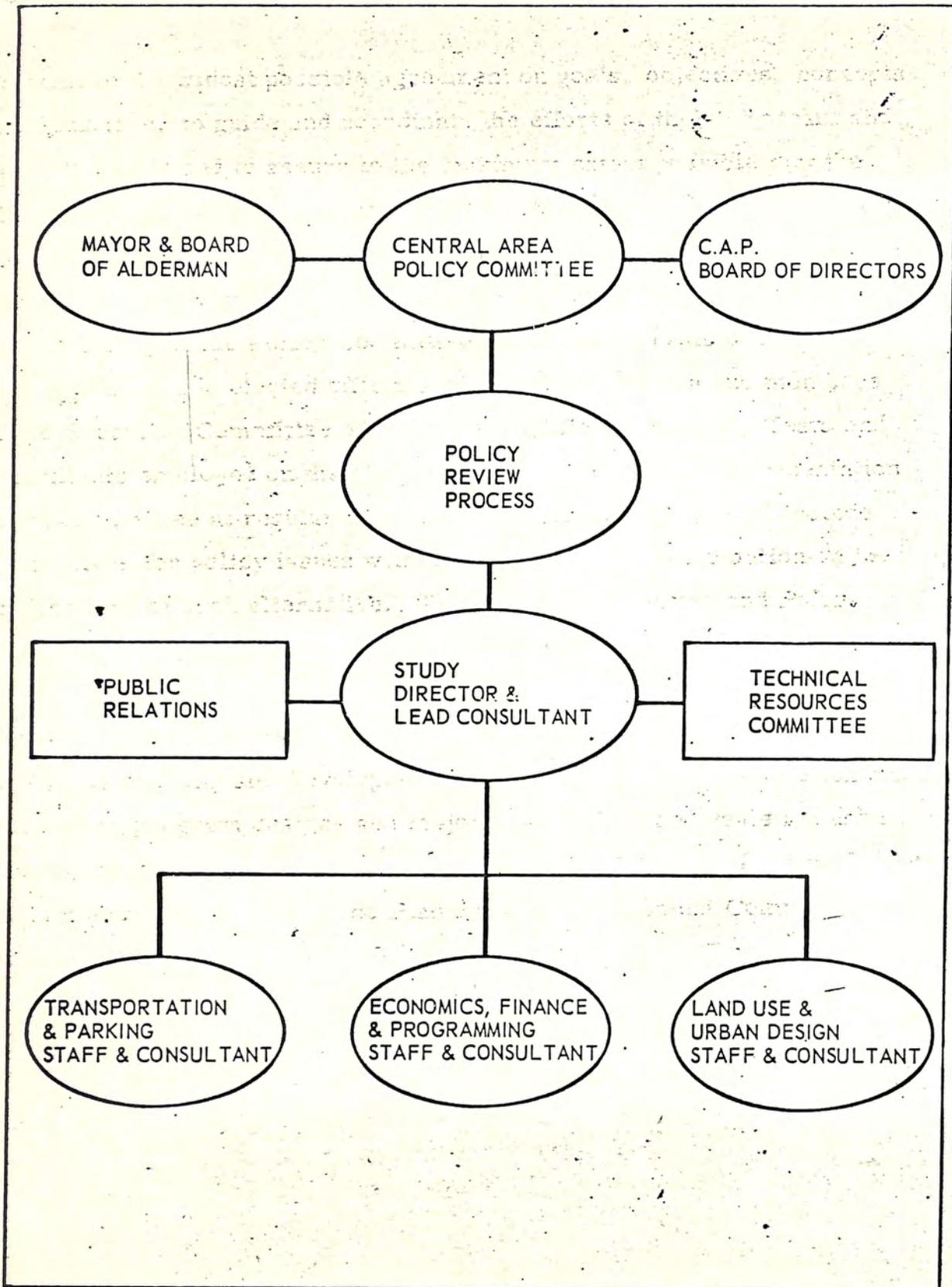


Figure 3.

OUTLINE

STUDY DESIGN FOR THE
CENTRAL ATLANTA PLANNING PROCESS

INTRODUCTION

STUDY AREA

ORGANIZATION AND MANAGEMENT

POLICY REVIEW PROCESS

WORK PROGRAM

1. Review of Goals and Objectives

2. Development of Short Range Principles

- 2.1 Review Projects
- 2.2 Develop Short Range Principles
- 2.3 Develop Long Range Goals
- 2.4 Define Special Studies

3. Conduct Special Studies

4. Inventories and Base Mapping

- 4.1 Assemble Basic Data and Data Collection Schedules
- 4.2 Prepare Basic Maps
- 4.3 Update Land Use Inventory

5. Economic Trends, Forecasts and Policy Alternatives

- 5.1 Analyze Functions and Activities
- 5.2 Forecast Space Needs
- 5.3 Identify Development Factors
- 5.4 Develop Policies to Achieve Goals
- 5.5 Governmental Center Study

6. Conduct Downtown Attitude Survey

7. Urban Design

- 7.1 Review of Urban Design

7. Urban Design (Continued)

7.2 Develop Alternative Design Concepts

7.3 Prepare Working Models

8. Transportation and Parking Program

8.1 Develop System Network

8.2 Develop Alternative Transportation Concepts

8.3 Update Transportation Data

8.4 Conduct Trip Generation Studies

8.5 Conduct Pedestrian Studies

9. Review Projects

10. Policy Review and Guidance

11. Seek Possible Demonstration Projects

12. Financial Planning

12.1 Inventory of Financial Resources and Tax Program

12.2 Evaluate Tax Revenues

12.3 Plan Financial Alternatives

12.4 Prepare Financial Plan

13. Development of Preliminary Plans

13.1 Develop Alternative Transportation Plans

13.2 Forecast Travel Needs

13.3 Make Preliminary Evaluation

14. Draft Report

15. Policy Review and Decisions

16. Develop Continuing Program

17. Prepare Land Use and Design Standards

18. Refinement and Evaluation of Alternative Plans

18.1 Refine Alternative Plans

18.2 Assign and Evaluate

19. Policy Review

20. Develop Plan and Program

21. Build Physical Model

22. Policy Review

23. Revision

24. Adoption

25. Report on Part I.

26. Final Report

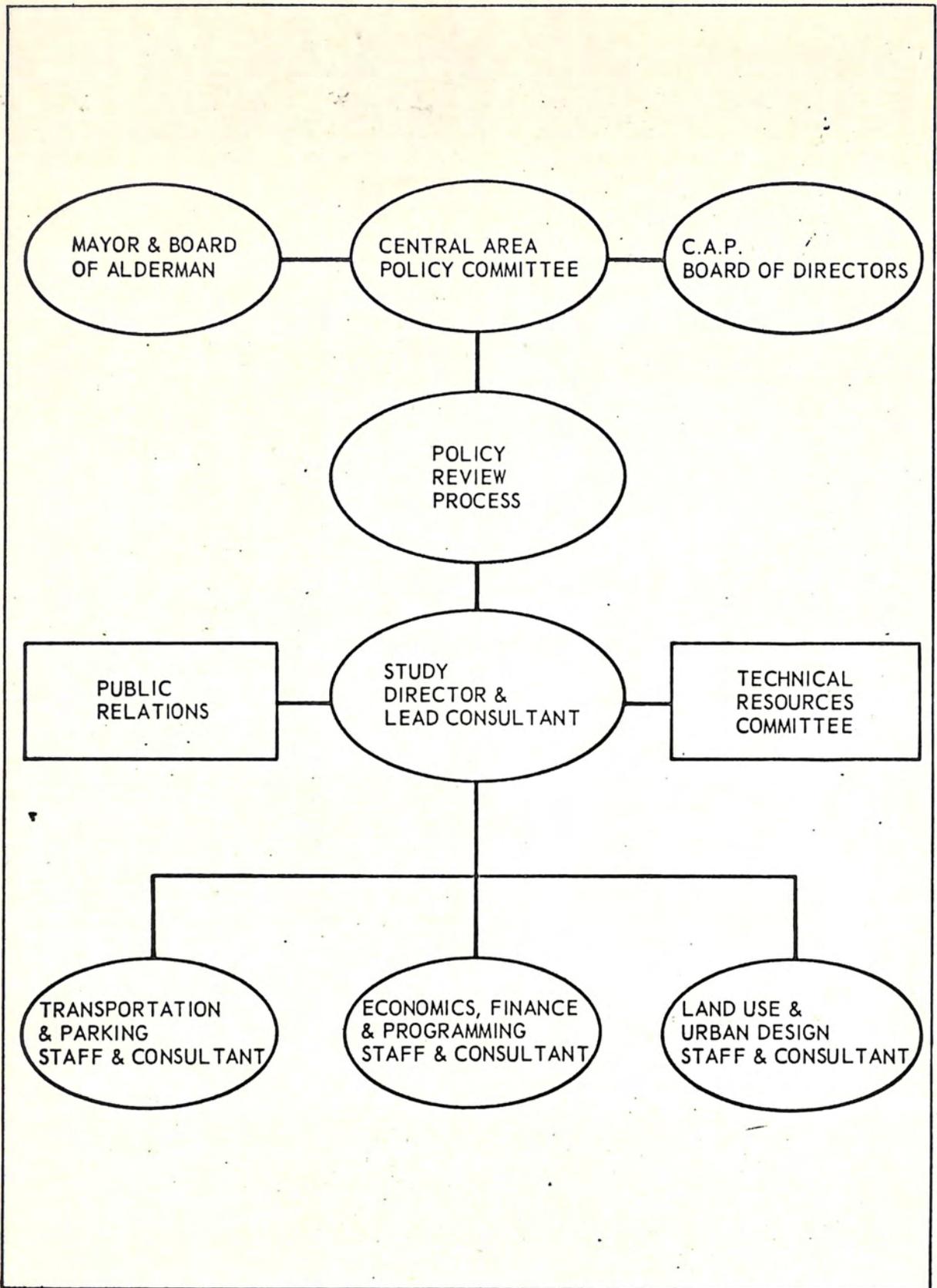


Figure 3.

RESOLUTION BY

PLANNING AND DEVELOPMENT COMMITTEE

WHEREAS, detailed Central Atlanta planning as called for in the City's Approved Land Use Plan, is needed on a continuing basis; and

WHEREAS, the Central Area Planning Policy Committee was established to guide development of this continuing planning process, said committee consisting of: the Mayor of Atlanta, Chairman of the Aldermanic Finance Committee, Chairman of the Aldermanic Planning and Development Committee, Chairman of Central Atlanta Progress, Inc. Executive Committee, and the President of Central Atlanta Progress, Inc.; and

WHEREAS, the City Planning Department and the Director of Planning for Central Atlanta Progress have developed a study design, entitled "Central Atlanta Planning Program", which outlines organization, working arrangement, work program and financing for the planning process; and

WHEREAS, the U. S. Department of Transportation and the U. S. Department of Housing and Urban Development have matching funds and/or services available to finance Central Area studies; and

WHEREAS, a Sub-Area Transportation Study, for which Central Atlanta Progress, Inc. has pledged substantial financial and personal support, is a pre-requisite for receiving the maximum amount of such funds;

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Board of Aldermen of the City of Atlanta that the Mayor be and is hereby authorized to execute an agreement with Central Atlanta Progress, Inc. This agreement provides for the joint participation of Central Atlanta Progress, Inc. with the City in the Central Atlanta Planning Program and presents the financial commitment by Central Atlanta Progress, Inc. to the project.

RESOLUTION BY

PLANNING AND DEVELOPMENT COMMITTEE

WHEREAS, detailed Central Atlanta planning as called for in the City's Approved Land Use Plan, is needed on a continuing basis; and

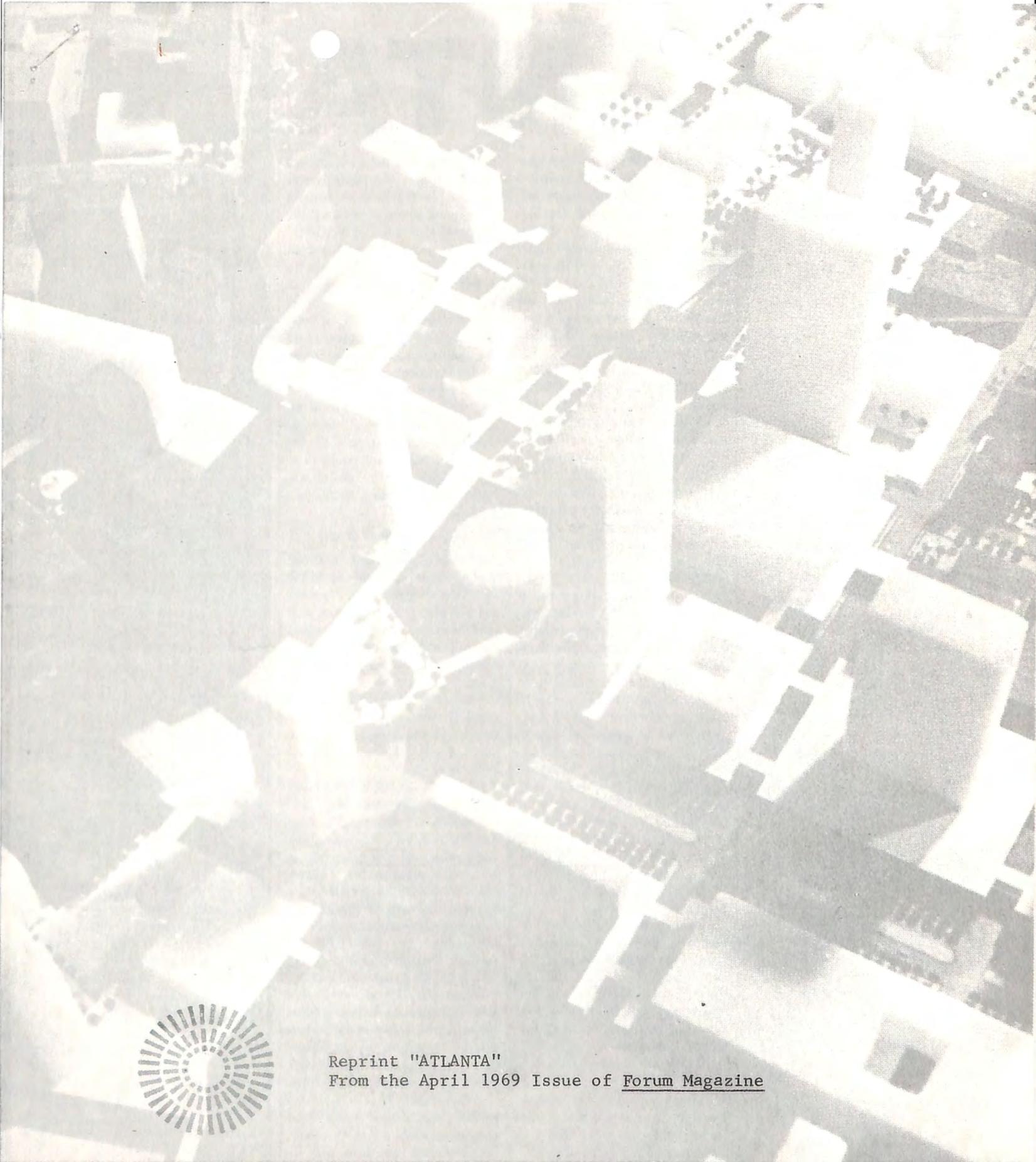
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WHEREAS, the U. S. Department of Transportation and the U. S. Department of Housing and Urban Development have matching funds and/or services available to finance Central Area studies; and

WHEREAS, a Sub-Area Transportation Study, for which Central Atlanta Progress, Inc. has pledged substantial financial and personal support, is a pre-requisite for receiving the maximum amount of such funds;

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Board of Aldermen of the City of Atlanta that the Mayor be and is hereby authorized to execute an agreement with Central Atlanta Progress, Inc. This agreement provides for the joint participation of Central Atlanta Progress, Inc. with the City in the Central Atlanta Planning Program and presents the financial commitment by Central Atlanta Progress, Inc. to the project.



Reprint "ATLANTA"
From the April 1969 Issue of Forum Magazine

ATLANTA

Almost everything that catches your eye in the aerial photo at right is less than ten years old.

The freeway network; the big-league sports stadium (1); the auditorium-convention center (lower right-hand corner); the 41-story First National Bank Building (2)—highest in the city, but not for long—and the six-building complex known as Peachtree Center (3)—these are only the most conspicuous landmarks of a \$1.5-billion downtown building boom that, in less than one short decade, has transformed Atlanta from a slow-paced Southern town to what its boosters like to call a “national city.” What they mean by that term is that Atlanta now exerts powerful economic force beyond its region.

The spectacular boom didn't just happen by itself. It is mostly the result of a vigorous promotion campaign called “Forward Atlanta” which was launched in 1961 by government and business leaders. The campaign has been so successful that more than 130 cities have sent delegations to Atlanta, hoping to learn the secret of its success.

They would be well advised to start by getting a mayor like Atlanta's Ivan Allen Jr., who took office in 1962. As president of the Chamber of Commerce in 1961, Allen was instrumental in getting the Forward Atlanta program started. After that, as mayor, Allen saw to it that the city participated fully in the public-private effort.

Virtually all of Forward Atlanta's advertising campaign (“Atlanta: a new kind of city”) has been concentrated in the North. “They're the cats with the bread,” explains Opie L. Shelton, executive director of the Chamber of Commerce.

So far, downtown Atlanta's spectacular boom has been mostly a matter of quantity, not quality. The towering new office buildings are impressive more for their size than for their design, and they have been plunked down with

little regard for the environment (the handsome Equitable Building (4) is the first to have a landscaped plaza at its base, for whatever *that* may be worth).

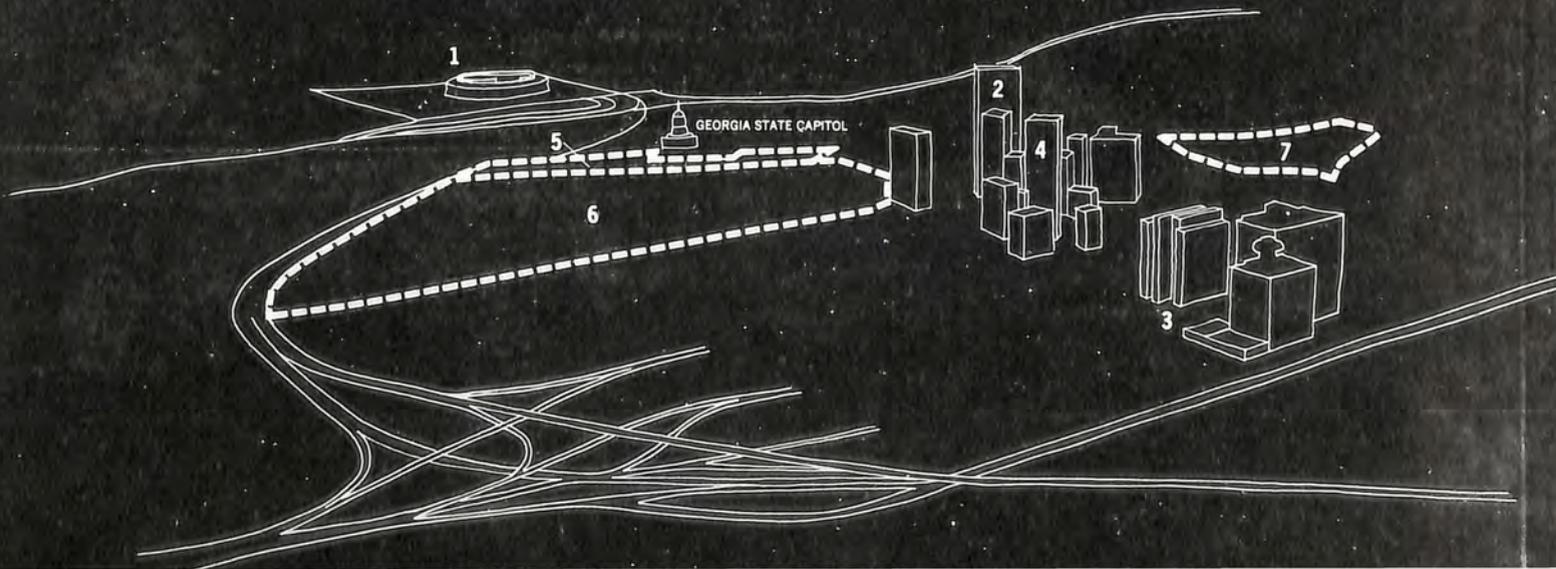
Public projects have fared no better. For all its closeness to downtown, the stadium might as well be miles away, since it is cut off from the core by a massive freeway interchange. And the auditorium-convention center is inconvenient to the hotels which generate most of its use—and are, in turn, supported by it. A third civic project, the multipurpose Memorial Arts Center completed last year, would have been a natural for downtown, but it was built in a residential neighborhood.

Possibly, a new kind of city

Atlanta's civic and business leaders are now waking up to the fact that “bigger” and “better” are not always synonymous, and they have begun laying plans to assure that the future growth of downtown embodies both. Their plans—and hopes—are centered on six key developments that could serve as catalysts for making downtown Atlanta the “new kind of city” its boosters now claim it to be.

One is Architect-Developer John Portman's Peachtree Center, which is already Atlanta's biggest and best downtown development, and promises to become much more so. Three others are large air-rights developments flanking the core of downtown: Developer Raymond D. Nasher's Park Place project (5), the Georgia State College campus (6), and Developer Thomas G. Cousins' project (7). The fifth and sixth elements are a proposed metropolitan rapid transit system converging at the center of downtown, and a small-scale pedestrian movement system looping the downtown area.

These six developments, and what they could mean to downtown Atlanta, are discussed on the following eight pages.





Portman's Peachtree Center is the first major step toward Atlanta's goal of "a new kind of city"

During the '60s, while the rest of downtown Atlanta was booming chaotically, John Portman was creating, step by step, the city's only cohesive complex of integrated buildings and spaces.

Peachtree Center stands rather aloofly apart from the clutter at the downtown core and has, in fact, become a little downtown all of its own. The visitor to Atlanta could easily have all of his needs attended to within the six buildings that currently compose the complex.

Both Peachtree Center and John Portman's remarkable career as an entrepreneur-architect got off the ground in 1961 with the 22-story Merchandise Mart (1 on plan). Before he designed and built the Mart, Portman—with his partner, H. Griffith Edwards—had been practicing architecture in the conventional way, and becoming increasingly frustrated. Portman wanted to design large-scale urban developments, but no such commissions were coming his way. So he decided: "If I come up with an idea and promote and develop it myself, there won't be any question about who is going to be the architect."

The first idea

In 1957, after Portman had promoted a successful furniture exhibition in a remodeled downtown building, he came up with the idea that Atlanta could support a big, new merchandise mart, and that he could promote and design it. Portman formed a development corporation and secured an \$8-million loan from Metropolitan Life Insurance Co., plus additional backing from Atlanta Realtor Ben Massell and Dallas Developer Trammel Crow.

With Portman in complete control of its design and financing, Peachtree Center was on its way. In 1965, three years after the Mart opened, Portman added the Peachtree Center Building, a 30-story office tower (2). Then, in rapid succession, he built the Trailways Bus Terminal topped by a four-deck parking structure (3); the 21-story, 800-room Regency Hyatt House Hotel (4); the 25-story Gas Light Tower (5); and its mirror-image Twin

Tower (6). He also doubled the size of the original Mart to 2 million sq. ft. in 1968, making it the second largest in the world (after Chicago's).

Now under construction is a circular, 200-room addition to the Regency (7). And later this year, on a site behind the twin towers (8), construction will start on Peachtree Center's (and the city's) tallest building: a 70-story tower containing 57 floors of offices topped by 13 floors of "corporate apartments." The apartments will be leased by companies for housing and entertaining visiting executives and important guests.

A harmonious whole

With one notable exception—the soaring interior of its hotel (see page 47)—Peachtree Center is not a showcase of exciting architecture. But the complex adds up to more than the sum of its parts. The individual buildings, if not distinguished in design, are at least harmonious in their relationships. And Portman has added plazas, landscaping, outdoor sculpture, and other touches that tie the complex together at ground level.

At night, Peachtree Center remains bustling with activity long after the rest of downtown has closed up. The hotel, of course, is the major nighttime attraction, but Portman has placed a number of restaurants in and among the other buildings to assure after-hours activity throughout the center. Two of the restaurants are located beneath the plaza that separates the twin towers, and two others are in the Mart—one on the ground floor and another on the roof.

Portman has also linked the buildings with a series of enclosed pedestrian bridges, and claims that "you can go anywhere in Peachtree Center without going outside." The claim is true, as far as it goes. But if, for example, you want to get from the hotel to the lobby of the Peachtree Center Building without going outside, you have to cross a bridge leading from the hotel lobby (4) to the base of the Gas Light Tower (5); take an elevator to the 23rd floor; cross

a bridge spanning Peachtree Street to the roof of the Mart (1); cross another bridge connecting the Mart with the 23rd floor of the Peachtree Center Building (2); and, finally, take another elevator down to the lobby. Nevertheless, the bridges are a convenience for those people who work in the three office buildings.

Promotion vs. design

Some architects take a dim view of Portman's dual career, claiming that his role as a developer compromises his integrity as an architect. Portman denies that there is any conflict of interest, and he cites his design of the Regency Hotel as a case in point. Portman asserts that the Regency, with its spectacular interior courtyard rising the full height of the building, would not have been built if he had designed it for a hotel client. (It was sold to the Hyatt House chain after construction was nearly completed.) One architect in a large New York firm agrees. "We tried to get one of our hotel clients to accept an interior courtyard, and got nowhere," he said. "The client's first and last reaction was 'Look at all that wasted space!'"

The present Peachtree Center, says Portman, is only the nucleus of what will eventually become a "city within a city," containing apartments, shops, theaters, and a wide variety of other functions. Portman is continually acquiring parcels of land in the area, the latest being a lease on an adjacent state-owned site (9) occupied by an old hotel, which will be demolished.

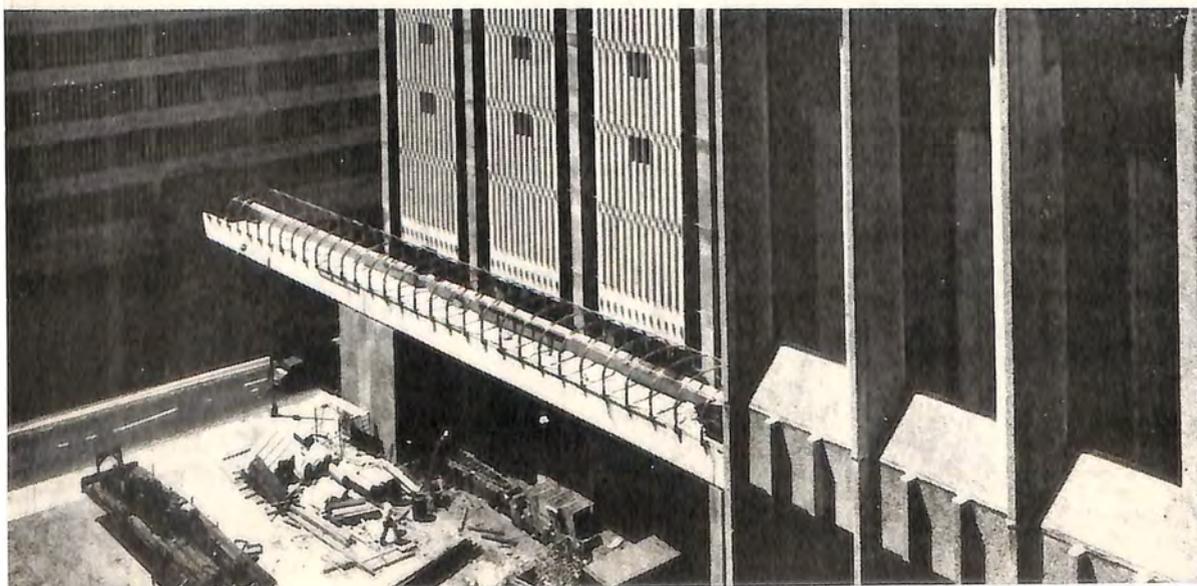
One of Portman's future plans involves the city's proposed rapid transit system. If it gets built, one of its routes will probably burrow underneath Peachtree Street, which bisects Portman's complex. At the same time, an underground roadway could be built, and the street could be turned into a pedestrian mall (see page 50).

A pedestrian mall closing off Peachtree Street would not only enhance Peachtree Center, it would provide a vital connecting link between the center and the rest of downtown Atlanta.

Six buildings now compose Peachtree Center: (1) the Merchandise Mart; (2) the Peachtree Center office building; (3) a Trailways bus terminal topped by a four-level parking garage; (4) the Regency Hyatt House Hotel with a revolving restaurant above its roof; (5) the Gas Light office tower; and (6) the Twin Tower. A 200-room circular addition to the Regency is now under construction (7); and a 70-story office-apartment tower is scheduled to get under way this year (8). Another structure, as yet undisclosed, will rise on a block adjacent to the center (9).



Left: two of the four enclosed pedestrian bridges that connect the buildings of Peachtree Center. The one at top spans Peachtree Street from the 23rd floor of the Gas Light Tower to the roof of the Merchandise Mart, where a restaurant is located. The bridge in the photo at left connects the Mart with a parking garage.



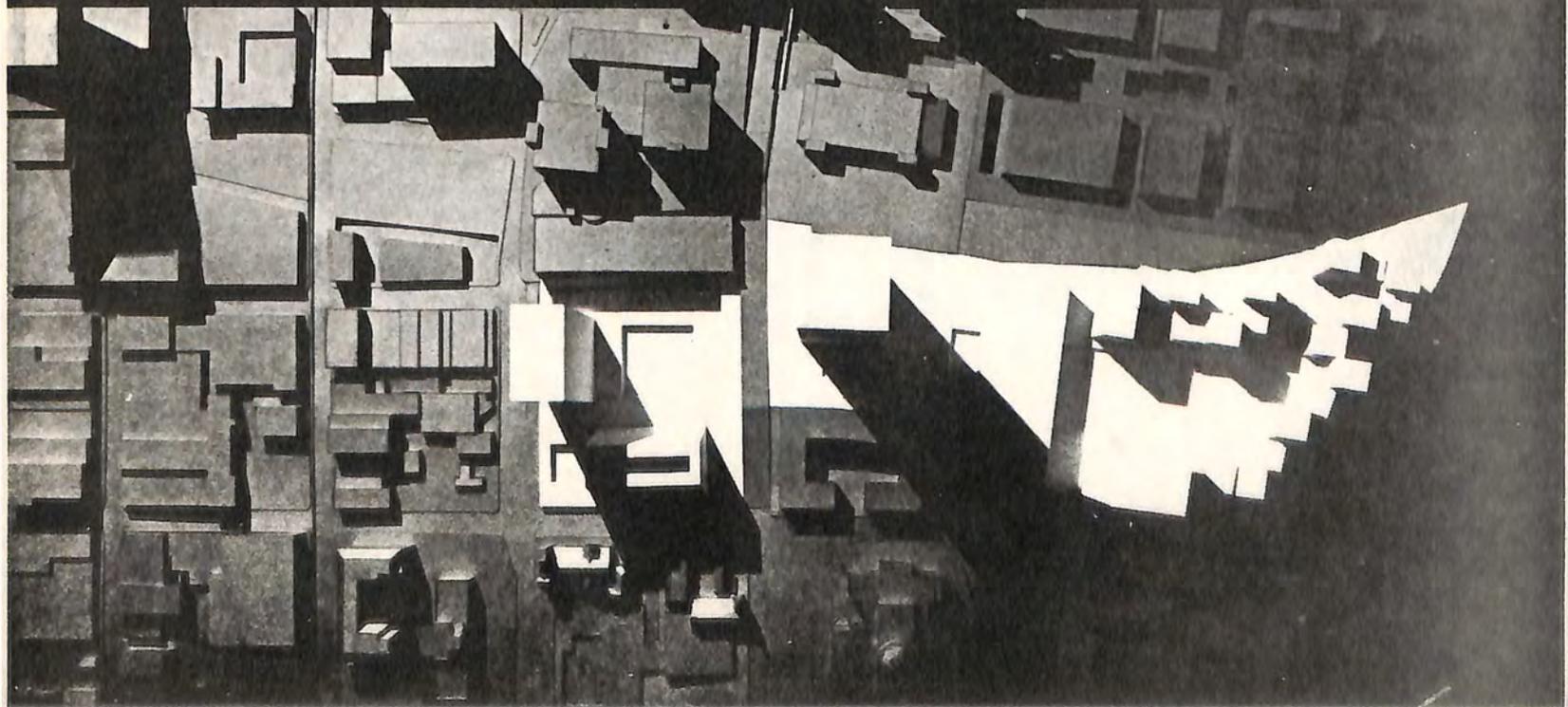
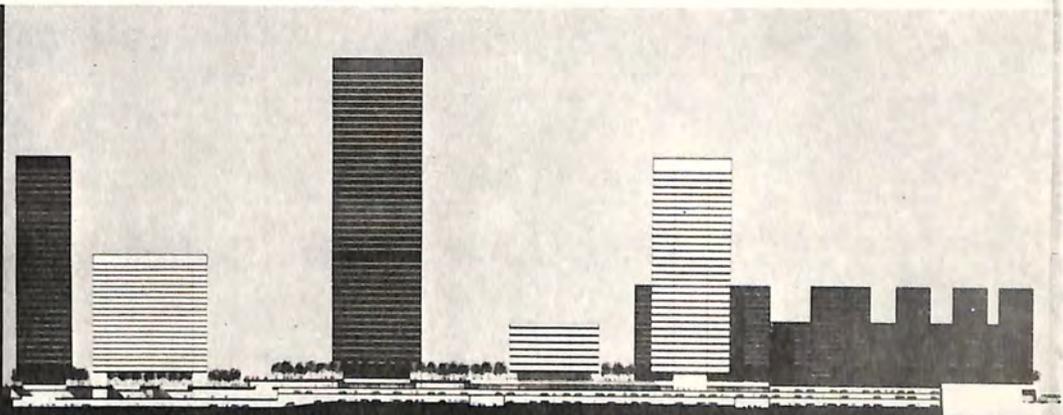
Right: the skylit interior courtyard of the Regency Hyatt House Hotel. The space is 223 ft. high and 140 ft. across, enclosed on all four sides by cantilevered balconies which serve as corridors for the 800 guest rooms. The glassed-in elevator cars rise along the outside of a rectangular core at one side of the courtyard.





The parking structure pictured above is the first phase of a \$500-million, multilevel air-rights project planned by Developer Thomas G. Cousins. It will contain office buildings, hotels, shops, and possibly a sports arena.

Dallas Developer Raymond D. Nasher's \$200-million development will lie between the government center (note State Capitol on model photo below) and the Georgia State College campus (opposite). The buildings will rise above a multilevel platform (right).



The Cousins, Nasher and Georgia State projects could be the start of a vast "platform city"

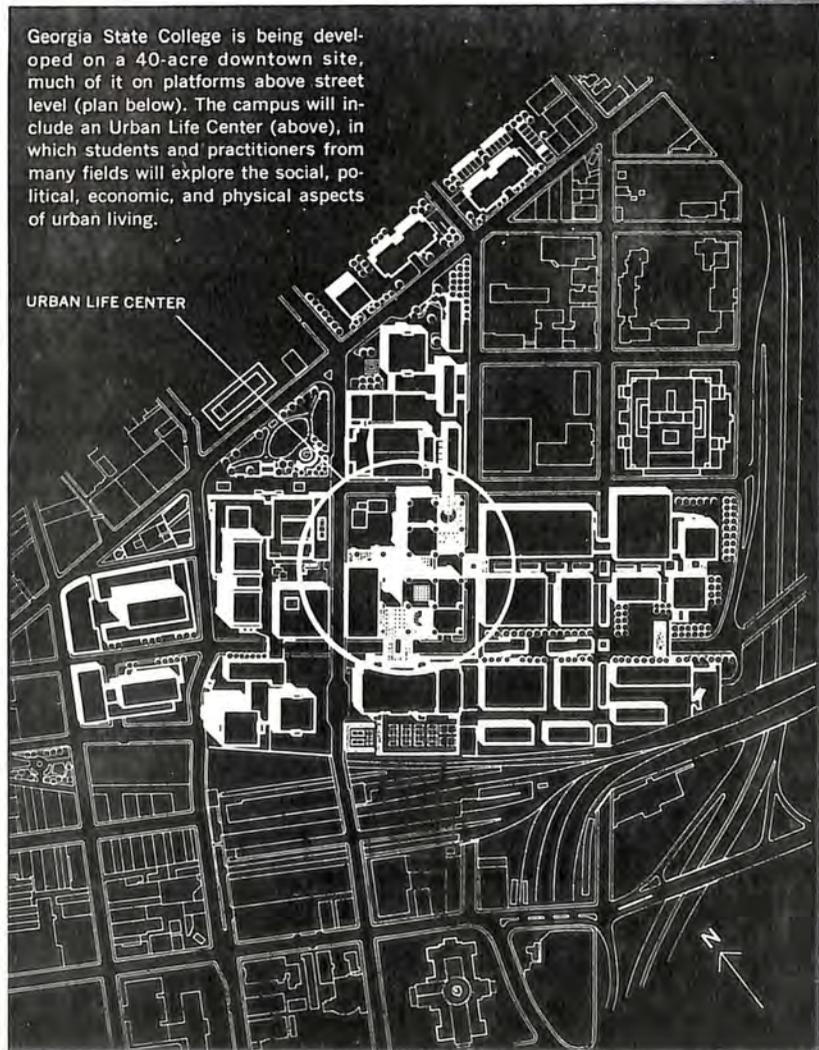
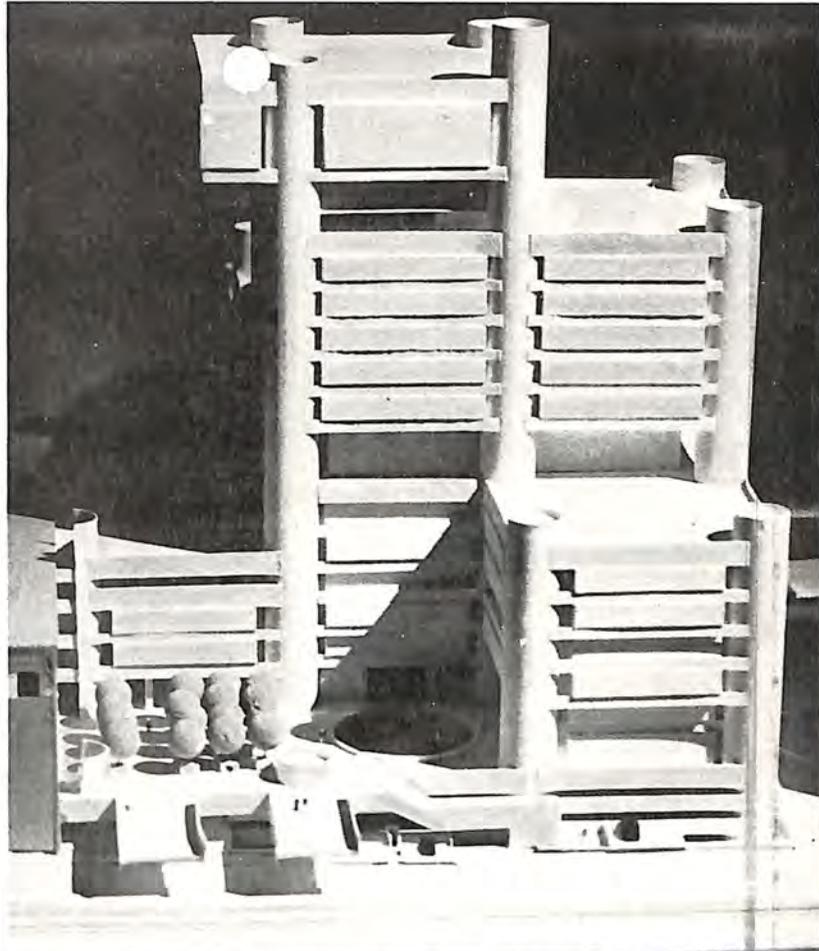
With a little luck and a lot of coordinated planning, the three projects pictured on these pages could be the springboard for making downtown Atlanta a multilevel "platform city," in which all the transportation and pedestrian activities would be sorted out and meshed in a series of interrelated levels.

- The flat-topped parking structure pictured on the opposite page is the first phase of what will probably be the largest of the three projects. It will be built on air rights over a downtown railroad yard. Its developer, Thomas G. Cousins of Atlanta, has not released details of his plan, but it has been reported that the development will represent an investment of some \$500 million and will contain office buildings, apartments, hotels, stores, and possibly a sports arena. Architects for the development are Toombs, Amisano & Wells of Atlanta.

- On a pie-shaped site adjacent to Atlanta's state-county-city government center, Dallas Developer Raymond D. Nasher will build Park Place, an 18-acre, \$200-million complex that will also rise above railroad tracks. Its first building, a 22-story office structure, is now being designed, and plans call for construction of a hotel, additional office buildings, apartments, and a shopping concourse beneath a landscaped plaza. Architects are Skidmore, Owings & Merrill (New York) and Finch, Alexander, Barnes, Rothschild & Paschal of Atlanta.

- The third development, the Georgia State College campus, is already under way in a 40-acre area lying adjacent to the Park Place site. When it is completed in 1975, the campus will rest on a pedestrian platform built over existing streets. The focal point of the campus will be a 500,000-sq.-ft. Urban Life Center (model photo) designed by Finch, Alexander, Barnes, Rothschild & Paschal. It will draw upon all the school's departments to carry out comprehensive studies of the urban ecology. Georgia State's master plan was prepared by Robert & Co. of Atlanta.

The almost simultaneous emergence of the three multilevel de-



Georgia State College is being developed on a 40-acre downtown site, much of it on platforms above street level (plan below). The campus will include an Urban Life Center (above), in which students and practitioners from many fields will explore the social, political, economic, and physical aspects of urban living.

developments flanking the center of downtown has suddenly made the possibility of creating a "platform city" more than just a dream. "The potential is fantastic," says Planner Robert W. Bivens. "This thing is absolutely loaded."

Bivens is executive director of Central Atlanta Progress Inc. (CAP), a unique public-private planning organization set up by the city's civic and business leaders to coordinate and guide the future development of downtown. Working with funds provided by the business community, the city, and the federal government, CAP is now conducting planning studies that eventually will lead to a comprehensive set of guidelines for creating the "platform city." In addition to the three big air-right projects, CAP has these three major elements to work with:

- A proposed rapid-transit system (dotted lines on conceptual diagram at right) converging at a downtown Transit Center located between the three new platform developments. Its underground mezzanine would tie in with the three developments to form a continuous pedestrian concourse. (A referendum to construct a 44-mile metropolitan transit system was defeated at the polls last November, but its advocates consider the turndown only a temporary setback. The plan is now being restudied by the Metropolitan Atlanta Rapid Transit Authority, and a revised proposal will be presented to the voters at a later date.)

- A small-scale movement system (dotted lines) serving pedestrians in the downtown area. Atlanta—along with Dallas, Denver, and Seattle—was selected last month by the Department of Transportation to participate in a \$1.5-million "action program" leading to the development of central transportation systems that will "blend with the human environment."

- "Railroad Gulch," a vast area of downtown railroad yards crisscrossed overhead by a network of elevated street viaducts. The gulch and its viaducts provide a built-in framework for development of the "platform

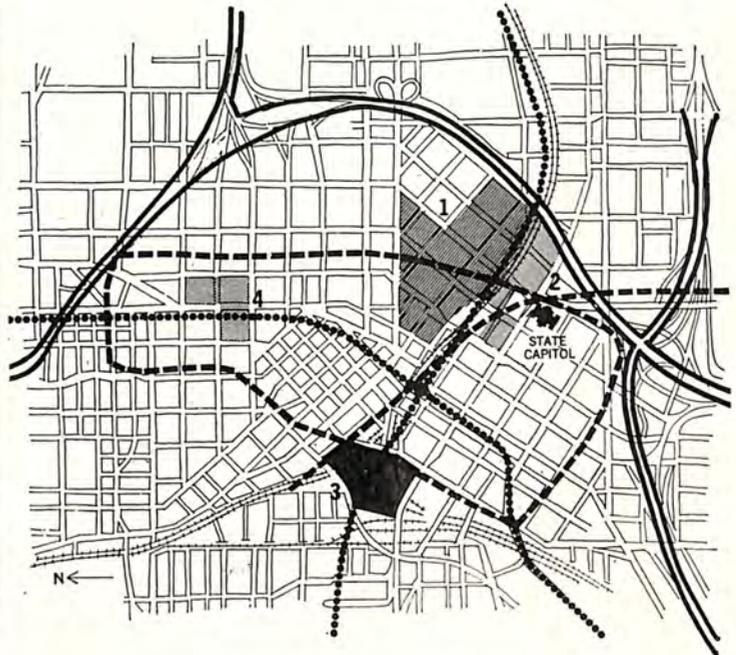
city." The Nasher and Cousins projects, both of which use air rights over sections of the gulch, are the first to take advantage of this framework, and Georgia State's platform over existing, grade-level streets will tie in with it. CAP's plan will establish guidelines for incorporating future projects into the framework. (There are likely to be many opportunities to do so, since the size of downtown is expected to double by 1983, and the gulch will be the most desirable area for the growth to take place.)

Multilevel network

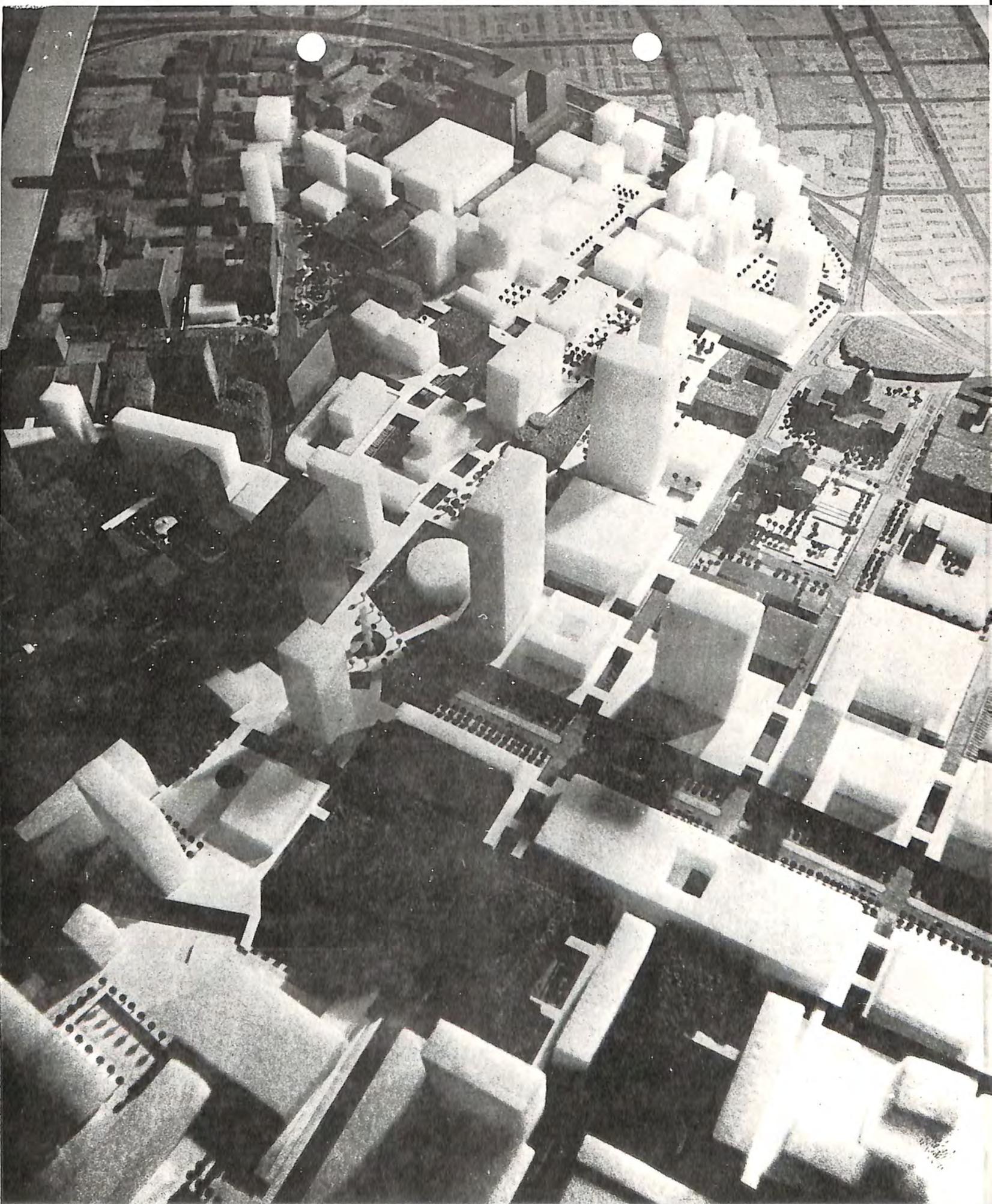
If CAP is able to coordinate and guide all of these converging elements, the result could be a downtown something like the model pictured on the opposite page. It was prepared by Houshang Fahadi, a member of CAP's staff, to stimulate community discussion leading to the development of a master plan.

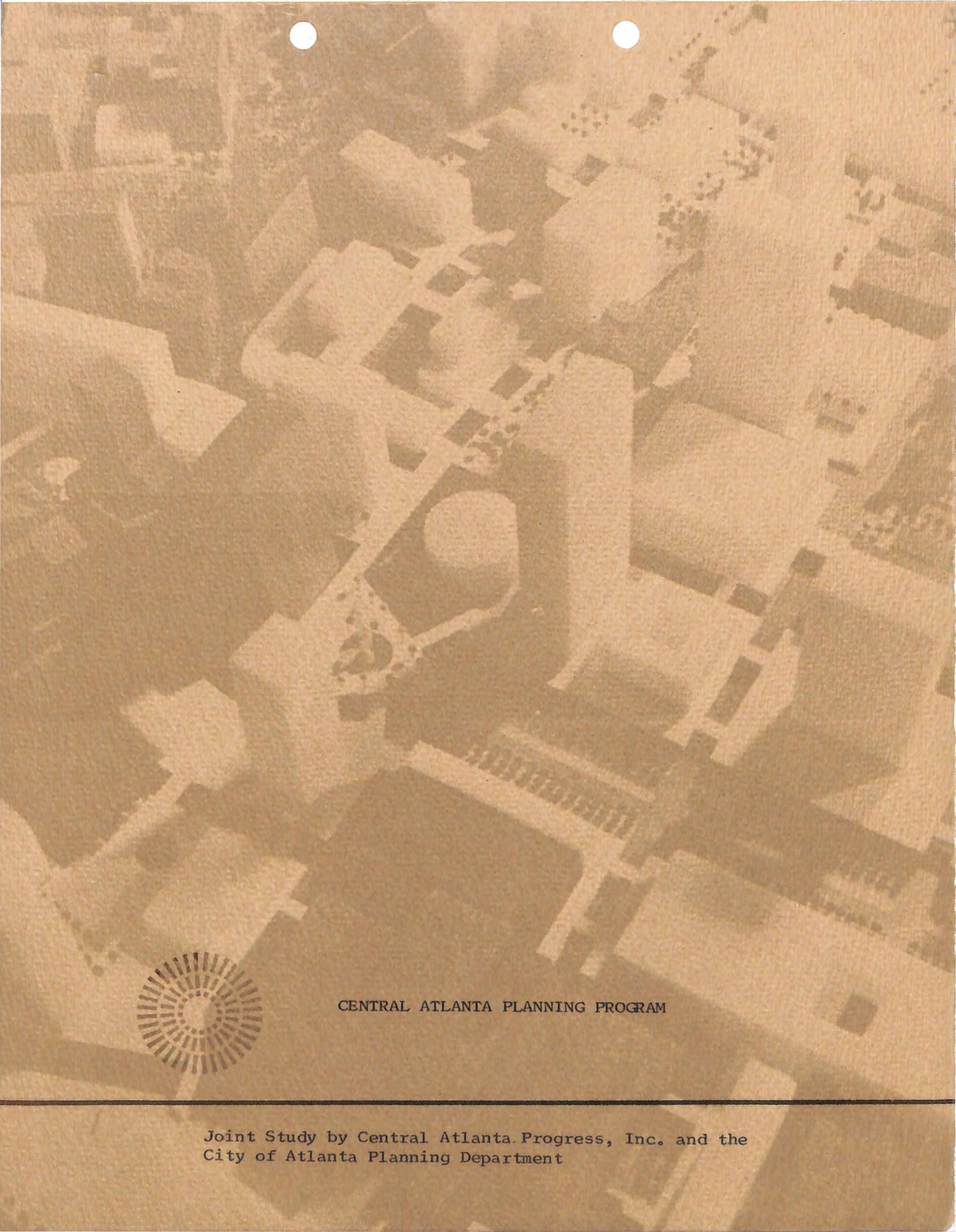
At the upper right-hand corner of the model photo are the Georgia State campus, the Nasher development, and the government center (note the dome of the State Capitol); at the lower left-hand corner is the Cousins project; and between them is the circular Transit Center. From this nucleus, a network of traffic-free pedestrian platforms spreads out in all directions to tie in with the existing downtown and with new developments in the railroad gulch. Beneath the platforms are separated levels for cars and transit, plus a mezzanine-level pedestrian concourse lined with shops.

Atlanta's "platform city" is a long way from fruition, but the city's decision-makers, both public and private, have already demonstrated that they consider it more than just a vague possibility. As the first year's public-private effort, they have jointly provided some \$300,000 to finance studies by CAP and the city's planning staff. "This represents a new dimension," says Planner Donald G. Ingram, CAP's associate director, who is coordinating the effort. "With both the city and the business community committed to it, we think we can make it happen."



The conceptual diagram above and the model pictured on the opposite page are the initial steps in downtown Atlanta's plan for becoming the nation's first "platform city." The plan centers on four large existing or proposed downtown developments: (1) the Georgia State College campus; (2) Park Place; (3) a third large air-rights development; and (4) Peachtree Center. Incorporated in the plan are a proposed rapid-transit system (dotted lines) converging at a Transit Center in the downtown core, and a "mini-system" (dashed lines) for transporting pedestrians throughout the downtown area. The result would be a multilevel network separating cars, transit, and people in a series of interrelated levels. PHOTOGRAPHS: Page 43, Wray Studio; pages 44 and 48 (top); William A. Barnes.





CENTRAL ATLANTA PLANNING PROGRAM

Joint Study by Central Atlanta Progress, Inc. and the
City of Atlanta Planning Department

PREFACE

Atlanta's central area will experience a growth rate that only a handful of cities in the world have ever experienced. Employment, travel and other central area activity will double between 1961 and 1983. Only two or three major cities on the North American continent are expected to achieve such growth. Obviously this growth will impose many transportation and development problems.

This Study Design represents the joint effort of the Central Atlanta Business community and the City of Atlanta to help tackle these problems.

Both the Department of Transportation and the Department of Housing and Urban Development are being asked to prescribe those programs most applicable to serve Atlanta's needs.

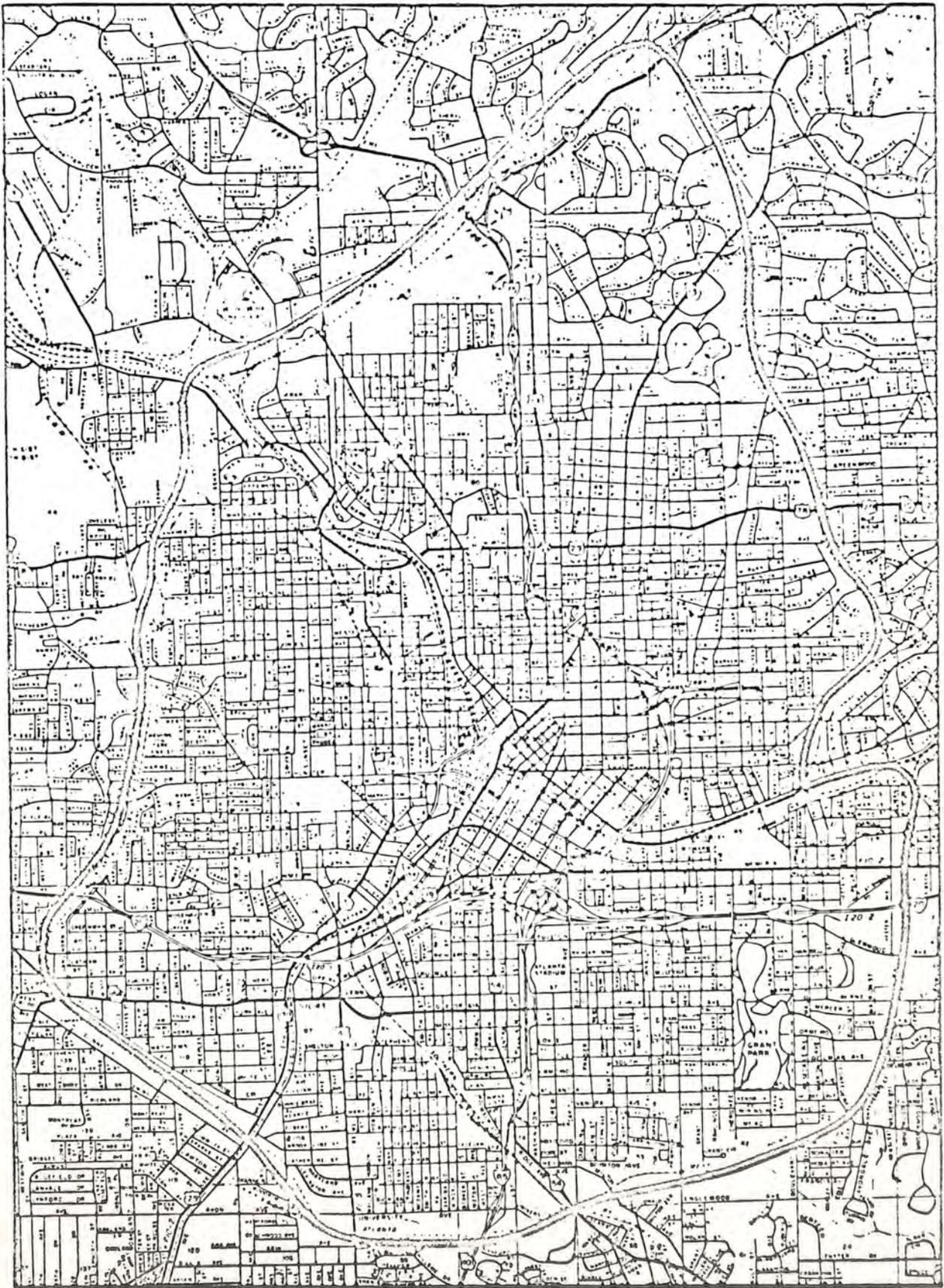


Figure 2.

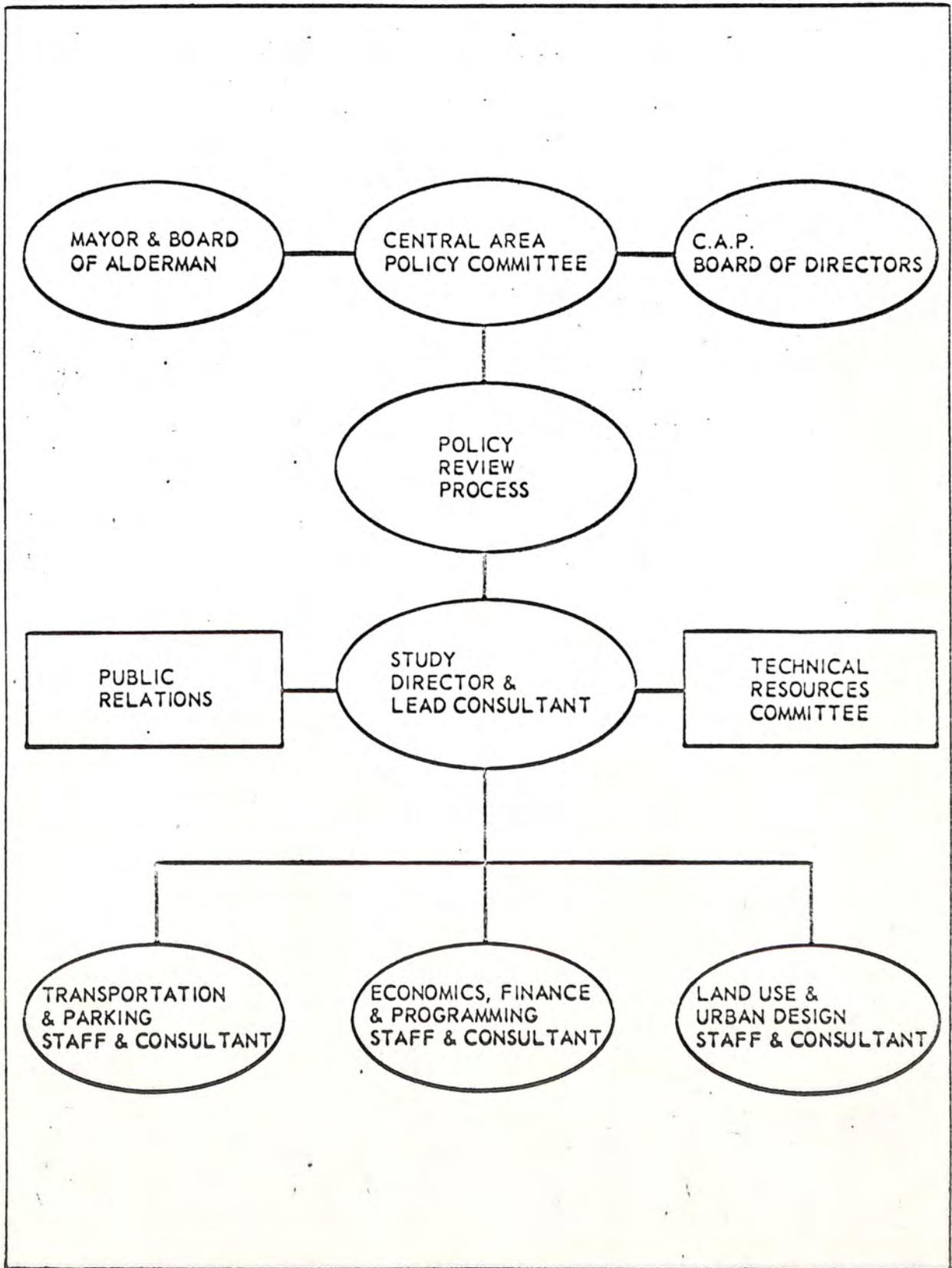


Figure 3.

Section 1

The City and C. A. P. do hereby agree to jointly undertake a Central Atlanta Planning Program substantially in accord with the Outline of the Study Design for the Central Atlanta Planning Process as contained in the attached Exhibit " A " and made a part hereof by reference.

Section 2

That the Work Program for the Central Atlanta Planning Planning Program which is attached as Exhibit "B" and made a part hereof by reference is agreed to as the guide for the accomplishment of the Central Atlanta ~~Plan~~ ^{Planning Program} except that such work program may be altered or changed at any time upon the agreement of both the City and C. A. P.

Section 3

15,000 > city
29,000

in kind

financial

25,000 > cap
43,000

Section 4

city apply to Dept of Trans. for any available

fund