



CENTRAL ATLANTA PROGRESS, INC.

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

November 2, 1967

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ROBERT M. WOOD, General Counsel
Sears, Roebuck and Company

MEMORANDUM TO:

Honorable Ivan Allen, Jr., Mayor, City of Atlanta
Alderman Rodney Cook, Chairman, Planning and Development Committee
Alderman Milton Farris, Chairman, Aldermanic Finance Committee
Alex W. Smith, President, Central Atlanta Progress, Inc.
Robert M. Wood, First Vice President, C.A.P., Inc.
Jack Tarver, Chairman, Executive Committee, C.A.P., Inc.
Frank M. Malone, Chairman, Ways and Means Committee, C.A.P., Inc.
Richard H. Rich, Director, C.A.P., Inc.
Mills B. Lane, Director, C.A.P., Inc.
Lucien E. Oliver, Chairman, Finance Committee, C.A.P., Inc.
George S. Craft, Chairman, Membership Committee, C.A.P., Inc.
John C. Portman, Jr., Director, C.A.P., Inc.

SUBJECT: PRELIMINARY PROPOSAL FOR DEVELOPMENT OF A CENTRAL ATLANTA PLAN

Attached for your preview is a preliminary proposal for development of an action program for Central Atlanta ("Study Design for Central Atlanta Planning Process") developed jointly by the City Planning Department and Central Atlanta Progress, Inc., and incorporating the counsel of national experts in the specialized fields of transportation and economics.

May we stress that this is NOT A FINAL PROPOSAL, but represents enough research and advanced thinking to warrant a review by key representatives of the City and Central Atlanta Progress, Inc.

We hope that you will review the entire proposal, but for your convenience, some key elements are summarized on the attached pages.

A MEETING OF THE ABOVE ADDRESSEES IS SET FOR TUESDAY, NOVEMBER 7th, at 3:00 PM, in the Conference Room of Central Atlanta Progress, Inc., Suite 2740, new First National Bank Building, for the purpose of discussing this proposal and making vital decisions relative to approach and finance. Please notify Mrs. Roberson, 577-3976, that you will attend.

Sincerely,

Collier B. Gladin
Planning Director, City of Atlanta

Robert W. Bivens
Executive Director, C.A.P., Inc.

11/2/67

HIGHLIGHTS OF
PROPOSAL FOR DEVELOPMENT OF CENTRAL ATLANTA ACTION PROGRAM

BACKGROUND:

It has been agreed that a Central Atlanta Action Program is essential for the following reasons:

1. To determine practical goals for CA
2. For systematic approach to problem-solving
3. A requirement for getting further Federal Highway funds
4. To determine systematic priority of needs and program for financing.

CITY-C.A.P. TEAM:

It has been agreed by the Mayor, Alderman Cook, the Planning Department Director, and the Directors of C.A.P., to pool manpower and financial resources in a team effort, with the following unique features:

1. Technical team of City-C.A.P., under technical direction of Don Ingram, of C.A.P.
2. Continuous involvement of CA Business Community
3. Systematic review and involvement of Mayor and Planning & Development Committee.

CONSULTANTS:

It is proposed that top, nationally recognized experts be used to assist in three specialized fields:

1. Transportation
2. Economics
3. Urban Design

Specifically, we have had numerous work sessions with Alan M. Voorhees & Associates. Mr. Voorhees is an outstanding City Planner and Transportation expert --- highly regarded by the Bureau of Public Roads, acceptable to the State Highway Department, and currently being considered to work with the Rapid Transit Authority. We feel that it is most important that all elements of transportation be tied together through a competent transportation expert.

CONSULTANTS:
(Continued)

Because his firm is working with MARTA, and because he has more information readily available, Phil Hammer, of Hammer, Siler, Greene and Associates, looks like the most likely choice for economic elements within our study.

The Urban Design consultant is less clear at this time, although we have inquired into many different possibilities.

TIMETABLE:

Development of this "Action Plan" would be done over an 18-month period, hopefully beginning on January 1, 1968, and ending on June 30, 1969.

SHORT RANGE PROGRAM:

A unique feature of this proposed approach is that it provides for a quick determination of goals and objectives for the Central Atlanta Area.

Next, a short-range program will be developed for the purpose of evaluating existing actions against the yardstick of the above goals and objectives. This will synchronize Central Core planning with other programs already underway --- i.e., Rapid Transit planning.

Out of this short-range program may come some specific interim projects on which we can be working while the more sophisticated, long-range planning proceeds.

WHAT THIS APPROACH WILL NOT DO:

This is no instantaneous cure-all for Central Atlanta ills, BUT IT REPRESENTS AN IMPORTANT BEGINNING OF A PROCESS.

WHAT THIS APPROACH WILL DO:

1. It sets forth goals for Central Atlanta.
2. It is a beginning toward problem-solving.
3. It puts City and Business Community together in a team effort.

WHAT THIS APPROACH
WILL DO:

(Continued)

4. It is a systematic approach toward tackling problems in a planned, logical sequence.
5. It seeks to determine space requirements for various functions needed in Central Atlanta to serve a Metro Area of 2-Million in 1983 --- and 3-Million shortly after the turn of the Century.
6. It sets up the necessary sophisticated planning system prerequisite to continued eligibility for Federal funds.
7. It put goals, plans, and steps on paper so that public and private forces can work intelligently together toward building an exciting, efficient Central Atlanta to serve and build a GREAT CITY.

NOTE: THE ABOVE PROPOSAL IS NOT FINAL, BUT IS PRELIMINARY, AND FOR DISCUSSION PURPOSES ONLY.

STUDY DESIGN FOR
THE CENTRAL ATLANTA
PLANNING PROCESS

TENTATIVE DRAFT FOR COMMENT ONLY
NOT FOR PUBLIC RELEASE

CITY OF ATLANTA PLANNING DEPARTMENT

Prepared for
CENTRAL ATLANTA PROGRESS, INC.

Final Draft

By
ALAN M. VOORHEES & ASSOCIATES, INC.
7670 Old Springhouse Road
Westgate Research Park
McLean, Virginia 22101

October, 1967

INTRODUCTION

This prospectus has been prepared for Central Atlanta Progress, Inc. to describe a process for developing an action program. The prospectus covers a period of approximately 18 months. During that period both a short range and long range action program will be developed together with a method for continuous planning and programming for the future.

The prospectus 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 of the Central Area.

The purpose of this continuing policy review is twofold. First, the plan and 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 carrying out the program.

The program will be carried out by a special team from the City of Atlanta and Central Atlanta Progress, Inc. with the assistance of consultants in transportation, economics and urban design.

The work program places primary emphasis on the analysis and interpretation of information, 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 Atlanta Area Transportation Study, the Atlanta Region Metropolitan Planning Commission, and the Metropolitan Atlanta Rapid Transit Authority.

The prospectus includes a description of the organization needed to carry out the study and a diagram (see Figure 1) showing the time available for individual elements of the program. This will assist in better management of the study program. Planning programs of this kind, if not carefully managed, can result in delays, inadequate policy review and a final report which introduces whole new concepts or goals not previously tested for policy approval. The program has been generalized for this prospectus and it is expected that major elements of it would be programmed in greater detail for project management purposes.

STUDY AREA

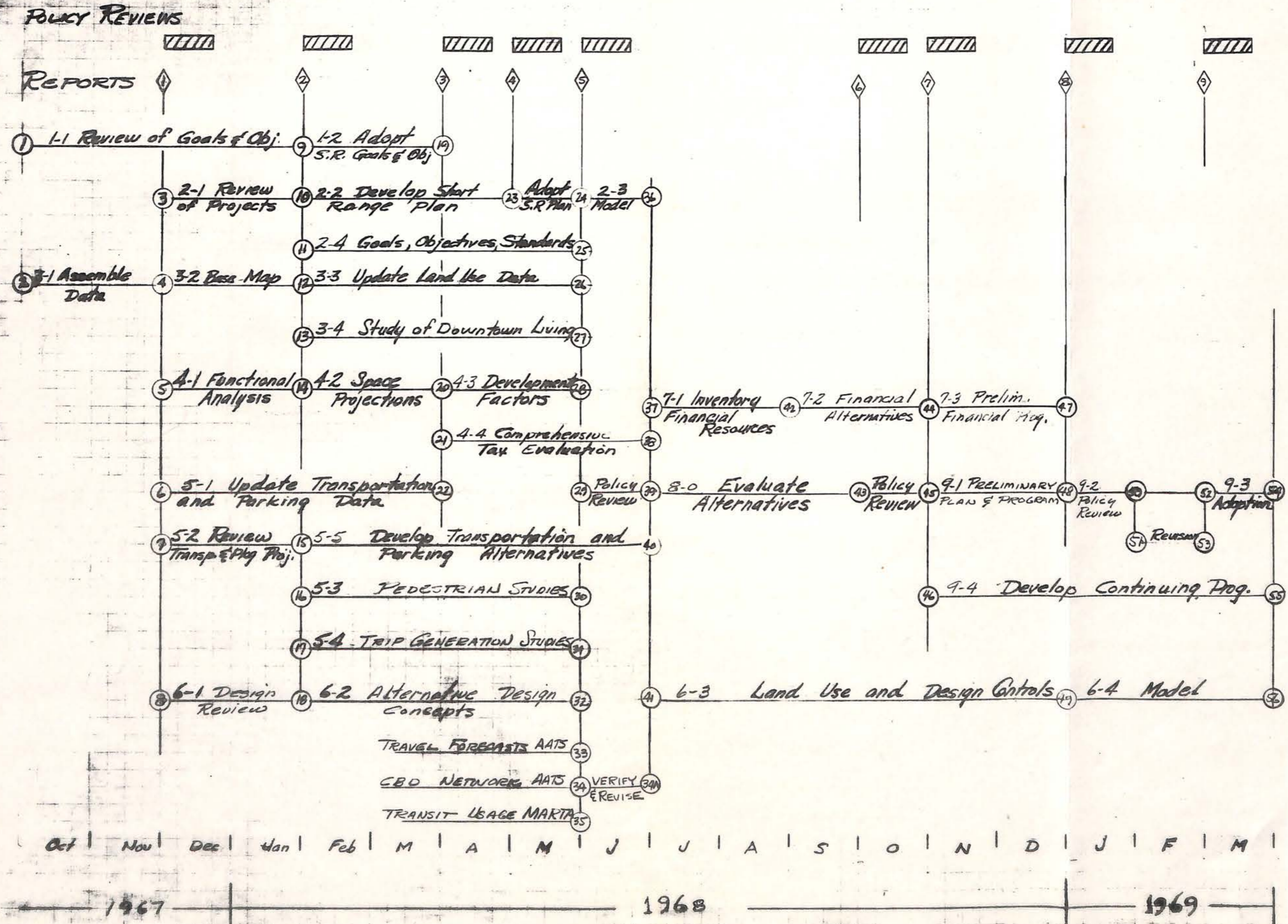
The proposed Study Area is shown in Figure 2. The boundaries were selected to permit analysis of various transportation alternatives and to reflect the impact of major redevelopment projects on the downtown core.

The core area will be the subject of the most intensive analysis. It is the area bounded by North Avenue, the Expressway and the Georgia Railroad tracks. Within the core area, data collection, analysis and forecasts will be related to small zones, usually blocks. Outside the core larger zones will be employed and greater reliance will be placed on using data and forecasts, from other sources.

Organization and Management

The management of the program will be carried out by the CAP - City team. The functions assigned to this team include the making of studies, coordination with other agencies, scheduling and preparation for review meetings and supervision of consultants. The team will consist of four full time professionals, one part time professional and one full time sub-professional. The team will be organized to perform tasks in three basic

FIGURE 1



specialities. These are, transportation, land use and design, and economics, finance and programming. (See Figure 3)

The first actions required to get the program underway are: the selection of consultants for urban design, economics and finance and transportation and parking, and the assembly of basic information and identification of sources. The second step is the appointment of the policy and technical review committees or boards.

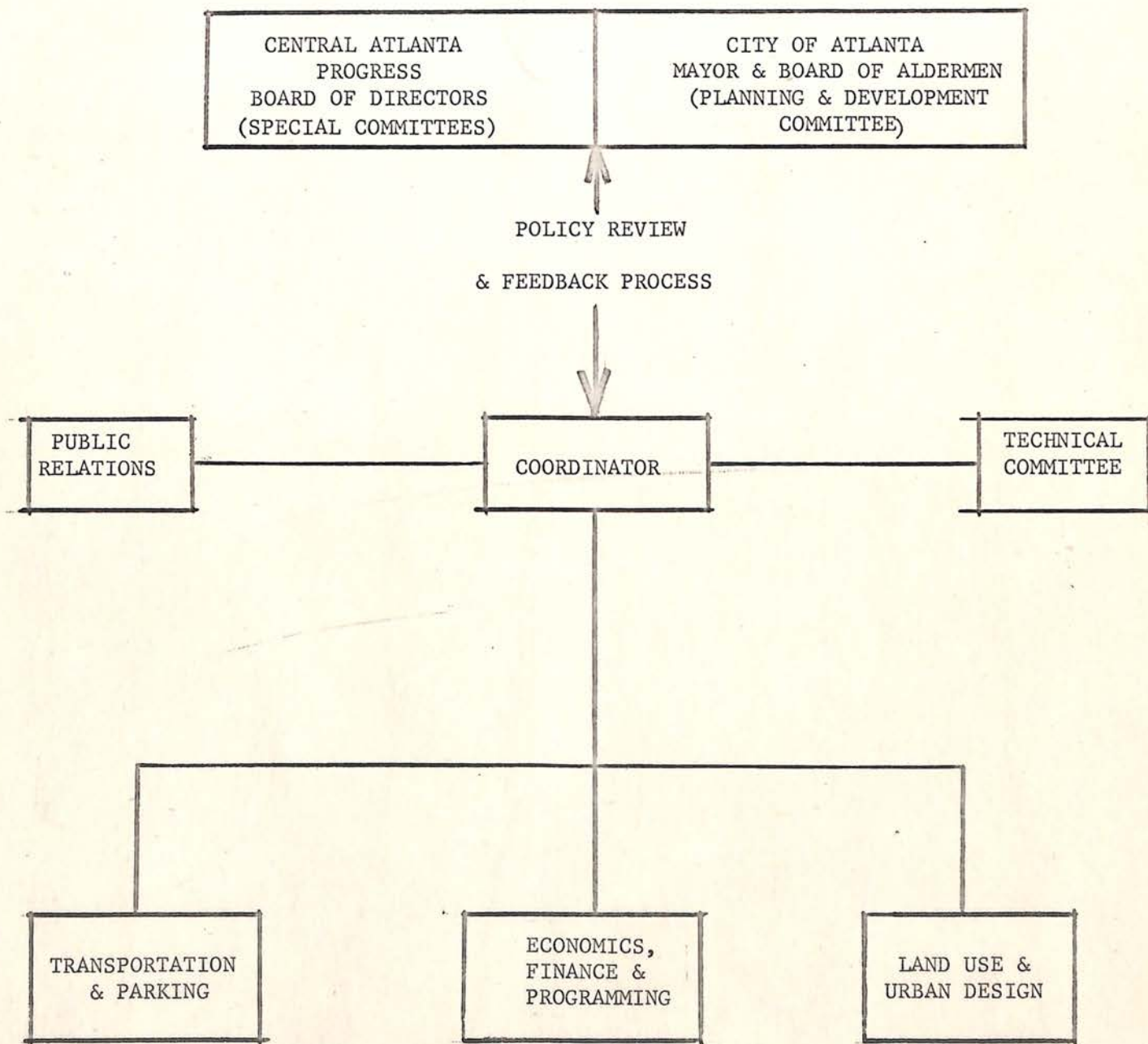
Policy Review Process

To achieve the widest possible agreement on Goals, Objectives, Concepts and Standards, to guide and coordinate the efforts of the study team and the consultants and to assure, to the maximum extent possible, that the plan and program developed by this study process is in agreement with the desires and aspirations of the people of Atlanta, it is necessary to have frequent policy review. This review should be the responsibility of an established review board or committee representing a broad spectrum of interests in central Atlanta and its surrounding area.

Membership of the review board should include representatives of:

- City of Atlanta
- Metropolitan Atlanta Regional Planning Commission
- Georgia Highway Department
- Metropolitan Atlanta Rapid Transit Authority
- Civic organizations in the Central Area
- Central Atlanta Progress Inc.
- Public Utilities serving the Central Area

FIGURE 3



The City - CAP study team and consultants employed on the study will be responsible for presentations to the Board at regular intervals. The presentations will include alternatives for policy issues with supporting factual information on the implications of each alternative.

Figure 1 shows the schedule of reports and policy board meetings through the period covered by the study process.

1. Development of Goals, Concepts, Objectives and Standards

The broad goals for development of Downtown Atlanta should be developed by obtaining the views of the widest possible cross-section of the citizens and public officials of the region. The goals must be consistent with those adopted by the Region and the City. It would be desirable to utilize those public hearings and interviews which are to be held in connection with the planning of the metropolitan region. Goals should be stated in broad terms, while objectives should be more specific and should usually include definite target dates.

For example, one of the expressed goals of Central Atlanta Progress is to "Attract a strong middle income segment." An objective might be to attract 400 new middle income families by 1970. To realize this objective, it will be necessary to develop one or more programs which might include a housing construction program, a school construction program, or other community facilities.

In other cases, a goal may be in terms of quality. For example, creation of a more beautiful downtown environment. In this case an objective might be to have approved design standards, concepts and review boards for various sections of Central Area by 1969.

Because the future of Central Atlanta will depend on the actions of numerous individual businessmen, different City departments and regional agencies, it is important that the goals and objectives be stated in explicit terms and that they be published and widely distributed.

The development of goals, objectives, standards and concepts will be performed in two phases. The first phase will be compressed into the first six months to achieve agreement on as many issues as feasible and provide the basis for a short range plan. The planning process will then seek a basis for securing agreement on the remaining issues for longer range planning and programming.

Phase I

The purpose of the Phase I program is to reach agreement on goals, objectives, concepts and standards at an early date and to develop a short range program for the Central Area.

This will include a reconnaissance of the Study Area, a review of existing and programs projects and policy review. The consultants will be responsible for developing proposals and alternatives and supporting materials. The CAP - City team will coordinate this phase of the program.

1-1 Review of Existing Goals and Objectives

The purpose of this study is to identify and assemble the goals and objectives of various programs which affect the Central Area. These are not always explicitly stated, requiring an analysis of

the program or interviews with officials to elicit their goals and objectives. This study will be the responsibility of the CAP - City team.

Elapsed time - two months

1-2 Adopt Short Range Goals and Objectives

The purpose of this study is develop and secure the adoption of goals and objectives to guide the development of a short range action program. This will require interviews with businessmen and civic leaders and meetings with the Policy Committee to secure agreement. It will be the responsibility of the CAP - City study team.

It will be the responsibility of the consultants to propose alternative goals, objectives, concepts and standards for their particular areas of interest and to prepare a Phase I report describing the advantages and disadvantages of each alternative. This report should also identify those major issues requiring further study and the decisions which can be deferred until a later date.

2. Development of the Short Range Program

The purpose of this study is to develop a short range action program for the Central Area. This will require a review of proposed or programmed projects and brief evaluation of their contribution to the short range goals and objectives. Development of the short range program will be coordinated by the CAP - City team with the consultants providing recommendations and an interim report. When

approved by the Policy Committee, it will represent a set of "gives" for long range planning and will represent the action program of Central Atlantic Progress, defining the public programs and projects which it will support and the private programs it will undertake or stimulate.

2-1 Proposed and Programmed Projects

Identify projects now programmed for the area such as street improvements, proposed buildings, urban renewal projects, etc. and relate these to existing conditions. Determine which of the projects are sufficiently firm to represent "givens" in the area and which should be regarded as alternatives. This will be the responsibility of Central Atlanta Progress.

Elapsed time -

2-2 Development of the Short Range Plan

A short range plan based on a limited forecast of conditions (two to three years) will be developed. This plan will include those projects currently programmed or proposed for the Central Area as well as other immediate action projects or programs for which there is a need. In the absence of time and information to make detailed evaluations of these projects, they will be evaluated in terms of their contribution to the overall goals and the specific objectives which they will achieve.

Elapsed time -

2-3 Physical Model

A scale model showing existing conditions and the short range plan will be developed for the study area. This model will be

so constructed that alternatives can be demonstrated and evaluated visually during the evaluation phases of the study. Construction of the model will be the responsibility of the design consultant.

Elapsed time -

2-4 Develop Long Range Goals

This will produce a statement of the long range goals for Central Atlanta. It will require an analysis of explicit and implicit goals of the region and the City. Each consultant will participate in the development and review of the goals prior to review by the Policy Board. The City - CAP team will coordinate the development of these goals.

The objectives, standards and concepts prepared for each element of total plan and alternatives for each element will be related to the achievement of these goals.

Elapsed time

3. Inventories and Base Mapping

Most of the information needed to prepare preliminary alternatives is already available, or is being assembled by one or more agencies or study groups. The primary emphasis of this phase will be to identify sources of information, data collection schedules and publication schedules for the numerous agencies, public and private, who have an interest in the Central Area, the City and the region.

The phase will include the development of base maps at appropriate scales for the display of information and alternatives.

3-1 Assembly of Basic Data and Data Collection Schedules

This study will be concerned only with the assembly of existing data showing existing conditions and historical trends on population, employment, housing, building condition, travel patterns, traffic flows, transit routes and usages, pedestrian movements, parking supply and demand, and other financial, economic, and travel factors.

Elapsed time - two months

3-2 Base Mapping

This will produce base maps of Central Atlanta to several scales suitable for use in publications, by study staff and consultants for data collection and presentation. Existing maps will be used to the maximum extent. New maps will be prepared only if existing maps do not fulfill the requirements.

Elapsed time - two months

3-3 Update Land Use Inventory

This will require updating and verifying land use inventories made by other agencies for various studies in the Central Area. It will be necessary to have land use data by block for most of the study area, with accurate employment and resident population figures to facilitate estimates of trip generation (vehicular, transit and pedestrian) and parking.

Elapsed time - four months

3-4 Special Study of Downtown Living

This study will examine the trends of downtown living with particular emphasis on the trends or shifts which have occurred in the character of the resident population of the central area and attempt to identify the factors which influenced those trends

and shifts. The study will also identify the linkages between place of residence and place of work for central area residents and the transportation modes used. This study should be performed by a qualified consultant under the direction of the study team.

Elapsed time - four months

4. Economic Trends and Forecasts

The purpose of this study is to produce a forecast of the economic activity of Downtown Atlanta. This forecast will include separate forecasts for:

Housing
Retail Trade
Government
General Office
Wholesale and Warehousing
Manufacturing

The forecasts will be related to forecasts for the Atlanta Region, The State of Georgia, and Southeast and the Nation.

They will describe at least three possibilities:

1. A continuation of existing trends
2. A dispersal of "Downtown" functions into other parts of the city.
3. A further strengthening and collection of functions in downtown to develop the highest concentration of development likely to occur.

In addition to these alternative forecasts, this phase will also describe the social and economic forces which are likely to make each alternative a reality and the general kinds of policies and programs which are needed to achieve each forecast. It will also include a general analysis of the tax revenues which would be produced by different levels of development which could be expected in Downtown Atlanta.

4-1 Functional Analysis

Analysis of the major functions and activities performed in and by downtown Atlanta, the performance of these functions over time and in relation to metropolitan markets, and factors which act to restrain the optimum development of downtown functions.

Elapsed time -

4-2 Space Projections

Projections of demand for private and public space and facilities of all appropriate types by five year intervals to 1990, based on projections of metropolitan and regional markets and alternative assumptions about public policies, competition, and other incentives and constraints.

Elapsed time -

4-3 Development Factors

Identification and evaluation of public and private policies and actions that will influence the development and re-development of Central Atlanta including, but not limited to, urban renewal, public facilities investments, land assembly, rapid transit, traffic, parking, plans for private investment and fiscal policies.

Elapsed time -

4-4 Comprehensive Tax Evaluation

Analysis of actual and potential effects of all existing taxes (local, State and federal) upon downtown development efforts, including past effects on development to the present, and recommendations for changes in the types, application and administration of taxes that would provide maximum development incentives within the framework of the public interest.

Elapsed time -

5. Transportation and Parking Program

The purpose of this series of studies is to develop a transportation program for the Central Area. It will be conducted by a qualified consultant under the supervision of the CAP - City team. The final result will be a coordinated transportation system including transit, freeways, streets, pedestrian facilities and parking and a program for the orderly development of these systems.

The consultant will coordinate his activities with other transportation study groups for the metropolitan area, particularly AATS and MARTA.

In the final plan, the street system will be classified according to function and the design and operating standards for each system will be appropriate to the function it performs.

5-1 Update Parking and Traffic Data

This study will be concerned with collecting data on traffic and parking to supplement that which is available from other studies and the data collection programs of the City and State Highway Department.

Elapsed time - four months

5-2 Review Proposed Transportation

This study will involve a review of proposed transportation projects for the development of the short range program.

Elapsed time - two months

5-3 Pedestrian Movement Studies

This study will include counts of pedestrian movements and studies at selected locations to obtain trip generation characteristics for use in creating projections of future pedestrian flows.

Elapsed time - two months

5-4 Trip Generation Studies

This study by the transportation consultant will develop basic data on the trip generating characteristics of different kinds of land uses and parking facilities. Data collection will supplement the information available from AATS. The results will be used to forecast future travel demands.

Elapsed time - two months

5-5 Develop Transportation Alternatives

The study will involve a review of proposed transportation projects for the development of the short range program.

The transportation and parking consultant, working with CAP - City team and the other consultants will develop alternatives for the transportation and parking systems. These alternatives must cover the full range of land use and development possibilities as well as the range of systems - transit and highways - likely to emerge in the region during the planning period.

Elapsed time - three months

6. Urban Design

The studies in this phase of the program are needed to produce a design rationale for the Central Area. They are inter-related with land use and transportation and a high degree of correlation between the urban design and other phases will be required. Although Policy Review of urban design concepts has been scheduled in advance of the final policy review for land use alternatives, it is recognized that the interplay between the two does not permit such a neat separation. What is expected is that decisions on design concepts will influence the final decisions on land use and that the urban design consultant will have a strong role in the evaluation of alternatives as well as the development of the plan and program.

This consultant will also be responsible for developing land use and design controls which will assure not only the desired form for the central area but a design which is consistent in its quality for the structures and systems which will be built in the future.

6-1 Urban Design Review

This review will be for the purpose of identifying those design features and concepts which provide a basis for a design policy. The review should identify those structures of significant historical and architectural interest. It will also provide recommendations on methods for achieving high design standards throughout the Central Area.

This study should be conducted by a qualified urban design consultant under the supervision of the Study Team.

Elapsed time - two months

6-2 Alternative Design Concepts

This will involve the development of design concepts for the central area taking into account the spatial arrangement of land uses and structures and the functional arrangements, present and future. The design concepts will guide the land use, transportation and parking systems alternatives since these must conform to and support the concepts.

Elapsed time -

6-3 Develop Land Use and Design Controls

Following adoption of general design concepts and land use arrangements, appropriate methods of encouraging development and requiring conformance to the policies must be developed. These include zoning and design controls. This phase is concurrent with evaluation of the alternatives.

Elapsed time -

6-4 Construct Physical Model

A model of the central area should be developed showing existing conditions for use in visual evaluation of various proposals. This should be the responsibility of the Design Consultant.

Elapsed time -

7. Financial Planning

The purpose of this phase of the program is to develop a program for financing the development of the Central Area. It will include an inventory of financial resources, development of financing alternatives and the establishment of a long range financial program by the Economics Consultant in close cooperation with the CAP - City team and the other consultants.

7-1 Inventory of Financial Resources

This will include an inventory of the local, State and Federal resources which can be applied to the development of Central Atlanta. It will examine trends in tax revenues and public expenditures and proposals for financing major public programs in metropolitan Atlanta which could affect the choices of financial programs for the Central Area.

Elapsed time - three months

7-2 Develop Financial Alternatives

This task will involve the development of practical alternatives for financing the programs proposed for the Central Area.

Elapsed time - two months

7-3 Preparation of the Financial Plan

Following policy review of the financial alternatives, a program for financing the major elements the total improvement program will be developed and tested. This step will be concurrent with the development of the program. Although the development program will not be limited to a continuation of present funding levels, it will be tailored to fit reasonable financing expectations.

Elapsed time - two months

8. Evaluation of Alternatives

This phase will evaluate alternatives for the development of the central area. Alternatives should be developed by the City - CAP team and the consultants for a wide range of possibilities so that they can be tested for public program requirements. It is entirely possible, for example, that a given transit or highway system will be adequate for

a number of alternative development alternatives where another system would only be adequate for a much more limited number of alternatives. Because forces beyond the control of the City or Central Atlantic Progress, Inc. may bring about a different density or pattern of development, major public improvements should be flexible enough to accommodate a range of alternatives.

The specific areas for which alternatives will have been developed are:

1. Employment and commercial development
2. Housing and residential population
3. Transit systems
4. Freeway and major street systems
5. Local street systems classified according to function
6. Pedestrian systems
7. Goods handling systems
8. Parking systems

Alternatives for many of these programs have been proposed or are under study by other agencies. This study process will not duplicate the work of others but will relate their proposals and plans to the form and function of downtown. If clear conflicts emerge as a result of this process, the Study Team and the Consultants will be responsible for working with the interested agency toward agreement on an acceptable alternative.

The transportation and parking consultant will evaluate the alternatives by their contribution to the goals and objectives and by the use of a special traffic assignment network for the Central Area. This network will be prepared by AATS as a part of the network coding program.

The results of each analysis will be reviewed with the CAP - City team and other consultants for relationship to the land use, development, and design plans to assure that the transportation systems serve the area and the objectives of those plans.

Elapsed time - three months

9. Development of the Plan and Program

The final phase of the study will be concerned with the selection of best alternatives and a coordination of all elements into a single comprehensive plan and program, with its' associated financial program.

9-1 Develop Preliminary Plan and Program

Each program or project will be examined for the contribution it makes to the objectives of the plan in proportion to its cost. Other factors which will determine priority order will be availability of ear-marked funds, (for example, highway projects cannot be substituted for school funds), for orderly development (for example, portions of the pedestrian system may best be implemented in connection with other improvements to the street or subway system).

The final financial plan will be such that appropriate substitutions can be made depending on the timing of related developments and projects.

9-2 Policy Review of Plan and Program

9-3 Adopt Long Range Plan and Program

9-4 Develop Continuing Program

The future development of the Central Area will depend on many individuals and on forces beyond the control of Central Atlanta Progress or of the City. For example, federal aid may be reduced or expanded due to national or international situations. Housing will respond to market demand, the availability of mortgage money or other factors. Retail sales forecasts may be influenced by regional shopping centers. Office development may be accelerated by the introduction of one or more new regional offices in downtown.

For these reasons, the planning and programming process must remain flexible and it will be desirable to re-examine the goals and objectives at regular intervals.

The continuing program will include additional studies as well as recommendations for the organizational and administrative requirements for implementation of the program.

Cost Estimates

The Study costs were developed by estimating man-months of effort required to complete each phase of process. For purposes of arriving at a dollar cost estimate each man month was assumed to have an average net cost of \$1200. To this net cost, \$300 per month was added for each member of the City - CAP team. No overhead cost was added for City - CAP team members. However, an overhead estimate of 100 percent of salary was assumed for consultant staff and direct costs of \$600 per man month were assumed for consultants to reflect travel and subsistence allowances. While these are very general estimates they represent a reasonable average for budgeting purposes.

ESTIMATED MAN MONTHS AND COST BY STUDY TEAM

| Project or Phase | City - CAP Team | | Transportation Consultant | | Economics & Finance | | Design Consultant | |
|-----------------------|--------------------|--------|------------------------------|--------|------------------------|--------|----------------------|--------|
| | Man Months | Cost | Man Months | Cost | Man Months | Cost | Man Months | Cost |
| 1-1 | 4.0 | 6,000 | 1.0 | 3,000 | 0.5 | 1,500 | 2.0 | 6,000 |
| 1-2 | 4.0 | 6,000 | 2.0 | 6,000 | 2.0 | 6,000 | 1.0 | 3,000 |
| Goals & Objectives | | | | | | | | |
| 2-1 | 4.0 | 6,000 | - | - | 1.0 | 3,000 | - | - |
| 2-2 | 4.0 | 6,000 | 2.0 | 6,000 | 1.5 | 4,500 | - | - |
| 2-3 | | | | | | | | 10,000 |
| 2-4 | 6.0 | 9,000 | 2.0 | 6,000 | 2.5 | 7,500 | 2.5 | 7,500 |
| Inventories & Mapping | | | | | | | | |
| 3-1 | 2.0 | 3,000 | - | - | - | - | - | - |
| 3-2 | 4.0 | 6,000 | - | - | - | - | - | - |
| 3-3 | 8.0 | 12,000 | - | - | - | - | - | - |
| 3-4 | 8.0 | 12,000 | - | - | - | - | - | - |
| Economic Forecasts | | | | | | | | |
| 4-1 | - | - | - | - | 1.5 | 4,500 | - | - |
| 4-2 | - | - | - | - | 2.0 | 6,000 | - | - |
| 4-3 | - | - | - | - | 1.5 | 4,500 | - | - |
| 4-4 | - | - | - | - | 3.5 | 10,500 | - | - |
| Transportation | | | | | | | | |
| 5-1 | - | - | 4.0 | 12,000 | - | - | - | - |
| 5-2 | - | - | 2.5 | 7,500 | - | - | - | - |
| 5-3 | - | - | 3.5 | 10,500 | - | - | - | - |
| 5-4 | - | - | 3.0 | 9,000 | - | - | - | - |
| 5-5 | 2.0 | 3,000 | 5.0 | 15,000 | - | - | 1.5 | 4,500 |

| Project or Phase | City - CAP Team | | Transportation Consultant | | Economics & Finance | | Design Consultant | |
|----------------------------|--------------------|-------------|------------------------------|-------------|------------------------|------------|----------------------|-------------|
| | Man | | Man | | Man | | Man | |
| | Months | Cost | Months | Cost | Months | Cost | Months | Cost |
| Urban Design | | | | | | | | |
| 6-1 | - | - | - | - | - | - | 2.0 | 6,000 |
| 6-2 | 4.0 | 6,000 | - | - | 2.0 | 6,000 | 8.0 | 24,000 |
| 6-3 | - | - | - | - | - | - | 2.0 | 6,000 |
| 6-4 | - | - | - | - | - | - | - | 5,000 |
| Financial | | | | | | | | |
| 7-1 | - | - | - | - | 1.5 | 4,500 | - | - |
| 7-2 | 1.0 | 1,500 | - | - | 2.0 | 6,000 | - | - |
| 7-3 | - | - | - | - | 2.0 | 6,000 | - | - |
| Evaluation of Alternatives | | | | | | | | |
| 8.0 | 10.0 | 15,000 | 18.0 | 54,000 | 2.0 | 6,000 | 8.0 | 24,000 |
| Plan & Program Development | | | | | | | | |
| 9-1 | 6.0 | 9,000 | 2.0 | 6,000 | 1.0 | 3,000 | 2.0 | 6,000 |
| 9-2 | 2.0 | 3,000 | 1.0 | 3,000 | - | - | - | - |
| 9-3 | 4.0 | 6,000 | 0.5 | 1,500 | - | - | - | - |
| 9-4 | 4.0 | 6,000 | 2.5 | 7,500 | 1.5 | 4,500 | 1.0 | 3,000 |
| General Supervision | | | | | | | | |
| | 27.0 | 40,500 | - | - | - | - | - | - |
| <hr/> | | | | | | | | |
| TOTAL | 104.0 | \$ 156,000. | 49.0 | \$ 147,000. | 28.0 | \$ 84,000. | 30.0 | \$ 105,000. |
| GRAND TOTAL \$492,000. | | | | | | | | |



CENTRAL ATLANTA PROGRESS, INC.

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

June 30, 1967

OFFICERS

ALEX W. SMITH, President
ROBERT M. WOOD, 1st Vice President
ALVIN B. CATES, 2nd Vice President
RICHARD A. OGLESBY, Sec'y-Treasurer
WILLIAM B. HART, Asst. Sec'y-Treasurer

ROBERT W. BIVENS, Executive Director
DONALD G. INGRAM, Associate Director
CHARLES C. CARRINGTON, Associate

DIRECTORS

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Adair Realty and Loan Company
CECIL ALEXANDER, Architect
Fisch, Alexander, Barnes,
Potshnick and Pascho
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The Coca-Cola Company
JOSEPH E. BIRNIE, President
The National Bank of Georgia
HENRY L. BOWDEN, Chairman
Trustees, Emory University
W. LEE BURGE, President
Retail Credit Company
ALVIN B. CATES, President
Adams-Cates Company
RICHARD W. COURTS
Courts & Co.
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Cousins Properties, Inc.
GEORGE S. CRAFT, Chairman
Trust Company of Georgia
L. GLENN DEWEESY, JR., President
Atlanta Steel Company
R. HOWARD DOBBS, JR., President
Life Insurance Company of Georgia
W. O. DUVALL, Chairman
Atlanta Federal Savings and
Loan Association
MILTON G. FARRIS, Vice President
Chaff Oil Corporation
HIX H. GREEN
Hix Green Buick Company
EDWIN I. HATCH, President
Georgia Power Company
GORDON JONES, President
Fulton National Bank
ALFRED D. KENNEDY, President
North Pryor Street Corporation
MILLS B. LANE, JR., President
Citizens and Southern National Bank
WALLACE L. LEE, President
Atlanta Gas Light Company
FRANK M. MALONE, President
Southern Bell Telephone and
Telegraph Company
ROLLAND A. MAXWELL, President
Davison's
RICHARD A. OGLESBY
First National Bank
LUCIEN E. OLIVER, Vice President
Sears, Roebuck and Company
HAROLD T. PATTERSON, President
Federal Reserve Bank
JOHN C. PORTMAN, JR., Architect
Edwards and Portman
I. LEONARD REINSCH, President
Cox Broadcasting Company
RICHARD H. RICH, Chairman
Rich's, Inc.
HUGH J. RICHARDSON, President
Richardson Realty Company
JAMES D. ROBINSON, JR., Chairman
First National Bank
JESSE SHILTON, President
Robert and Company Associates
MRS. CAROLINE M. SELIG
Massell-Selig Builders, Inc.
ALEX W. SMITH, Attorney
Smith, Cohen, Riegel, Kohler,
Martin and Lowe
JACK TARVER, President
Atlanta Newspapers, Inc.
POLLARD THURMAN, Chairman
I. M. Tull Industries, Inc.
MILTON WEINSTEIN, President
National Service Industries, Inc.
ROBERT M. WOOD, General Counsel
Sears, Roebuck and Company

DIRECTORS' MEETING:

This is to remind you of our Directors' Breakfast Meeting at 8:00 AM, Wednesday, July 12th, Bel Air Hotel, 2140 Peachtree Road NW.

The main order of business is a progress report on proposals for development of a "Central Atlanta Action Plan" as adopted at our Meeting on June 1st.

Although unconfirmed as of the time of this letter, we are hopeful that Mayor Allen can meet with us then.

See you July 12th,

Robert W. Bivens
EXECUTIVE DIRECTOR

P.S. Please call Mrs. Roberson, 577-3976 and let her know that you will attend.

Mayor Allen:

Sorry I couldn't confirm this before the notices were mailed, but your office indicated you were tied up in meetings. However, we especially hope that you can meet with us.

*Meanwhile, Alec Smith and I need to see you at your earliest convenience prior to this meeting. Best regards,
1/5/67*

MINUTES

BOARD OF DIRECTORS, CENTRAL ATLANTA PROGRESS, INC.

8:00 AM, JUNE 1, 1967, BEL-AIR HOTEL

PRESENT:

Eugene Yates
for E. I. Hatch
Cecil Alexander
Henry Bowden
Richard W. Courts
L. Glenn Dewberry
Harold T. Patterson
Cliff Kirtland
for Leonard Reinsch
Hugh I. Richardson, Sr.
W. Lee Burge
Thomas G. Cousins
George S. Craft
Frank M. Malone

Joe LaBoon
for W. L. Lee
Rolland A. Maxwell
Richard Oglesby
Richard H. Rich
Mrs. Caroline M. Selig
Alex W. Smith
John C. Portman
Jack Tarver
Jack Burton for
Gordon Jones
Robert W. Bivens
Donald G. Ingram
Charles C. Carrington

ABSENT:

Jack Adair
Milton Farris
Hix H. Green
W. O. DuVall
Alfred D. Kennedy
Pollard Turman
J. Paul Austin
Joseph E. Birnie

Alvin B. Cates
R. Howard Dobbs, Jr.
Mills B. Lane
Lucien E. Oliver
James D. Robinson, Jr.
Robert M. Wood
Jesse Shelton

President Alex W. Smith presided and called the meeting to order.

1. President Smith introduced Mr. Charles C. Carrington, who was joining the staff as the third professional on the Central Atlanta Progress, Inc., staff.
2. Upon motion made, seconded and carried, Minutes of the May 4th Directors' Meeting were accepted as written and previously mailed to all Directors.
3. Next, President Smith reported that the Downtown Beautification Committee (Chairman Mills B. Lane) had met on May 29th to consider downtown beautification and initiate appropriate action.

4. Next, Mr. George Craft, Chairman of the Membership Committee, reported the following highlights of membership to date:

| | |
|--|------------------|
| Executive Committee paid to date | \$ 81,500 |
| Other new Directors paid to date | 14,500 |
| Central/Uptown Members paid to date (new dues schedule) | 7,975 |
| <u>TOTAL PAID TO DATE</u> | <u>\$103,975</u> |

Other income potential, 1967:

| | |
|------------------------------|------------------|
| New Directors | \$ 15,000 |
| Other Central/Uptown Members | 10,000 |
| | <u>\$ 25,000</u> |

He reported that the response has been outstanding, with minimum follow-up needed.

5. Next, Mr. Frank Malone, Chairman, reported that the Ways and Means Committee met on May 25th to consider a specific work program for the organization and how it should be undertaken. Mr. Malone asked Executive Director Bivens to present the alternatives considered and the recommended course of action.

Mr. Bivens explained the urgency of initiating a formal "plan" or "action program" for Central Atlanta. He explained that other elements such as community renewal, rapid transit, public housing, and highways are being planned extensively without any planning for the most important part of the wheel - the hub. He cited recent news articles in which the City is considering Federal funds for a "downtown plan." He pointed out that planning for the Central Core is going to be done, either by default or through initiative of the business sector; by positive, cohesive action, or by reaction.

Mr. Bivens then described the various alternatives for Central Atlanta planning as considered by the Ways and Means Committee:

1. By the City Planning Department
2. By the Atlanta Regional Metropolitan Planning Commission
3. By the Rapid Transit Authority
4. By outside consultants as coordinator
5. By Central Atlanta Progress, Inc., with public agency help.

The first four alternatives were considered unsatisfactory because of: (1) the lack of built-in involvement of the business community necessary to assure practical planning, (2) the urgency, and (3) the need for follow-through and a positive implementation schedule.

*CIP
Dept.
than majority
of work in
CBD.*

✓ Alternate #5 was considered to be the only approach capable of fulfilling the needs for action in Central Atlanta within critical time limits.

Cost of developing such a program is estimated in the \$250,000-350,000 range.

✓ Rather than the slow, cumbersome, and historically ineffective approach of dependence on Federal planning funds, it is proposed that the Central Atlanta Progress budget be used in lieu of Federal funds and matched by the City as follows:

- ✓ From Central Atlanta Progress budget \$200,000 (staff time and facilities)
- ✓ From City of Atlanta 100,000 (cash & services)
- ✓ Possible Federal matching funds 50,000 (to be used on non-critical elements only)

State funds (to be investigated as a possibility)

UNKNOWN

TOTAL

\$350,000 over a 1½ year period

It is contemplated that specific working arrangements be spelled out through memoranda of agreement with all involved public agencies. The proposed steps and timetable are as follows:

STEPS AND TIMETABLE

1. Ways and Means Committee action 5/25/67
2. Action by Board of Directors 6/ 1/67
3. Informal agreement of Mayor, Aldermen 6/15/67
4. Memoranda of Agreement: 7/ 1/67
 - City
 - ARMPC (sub-area study)
 - State County
5. Develop policy/technical structure
6. Start formal program development 8/ 1/67
7. Review with public agencies/business community continuous
8. Public relations and public support continuous
9. Official adoption of Plans & Program December, 1968
10. Implementation, Review and Adjustments continuing **

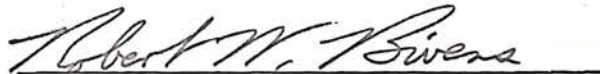
** Some urgent, clear-cut elements would be initiated at the outset, and implemented from such funds as operating budgets and bond issues.

✓ (A copy of the type of structure for developing this program is attached.)

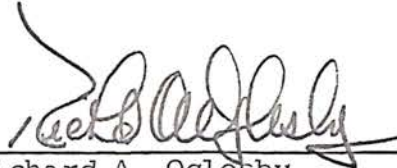
Mr. Malone made a motion, which was seconded and carried unanimously, that Alternate #5 be adopted, as described above, and that a committee be appointed to present it to the Mayor.

President Smith asked Mr. Malone and Mr. Robinson to serve on a committee to present this proposal to the Mayor as soon as possible.

There being no further business, the meeting adjourned at 9:00 AM.



Robert W. Bivens
EXECUTIVE DIRECTOR

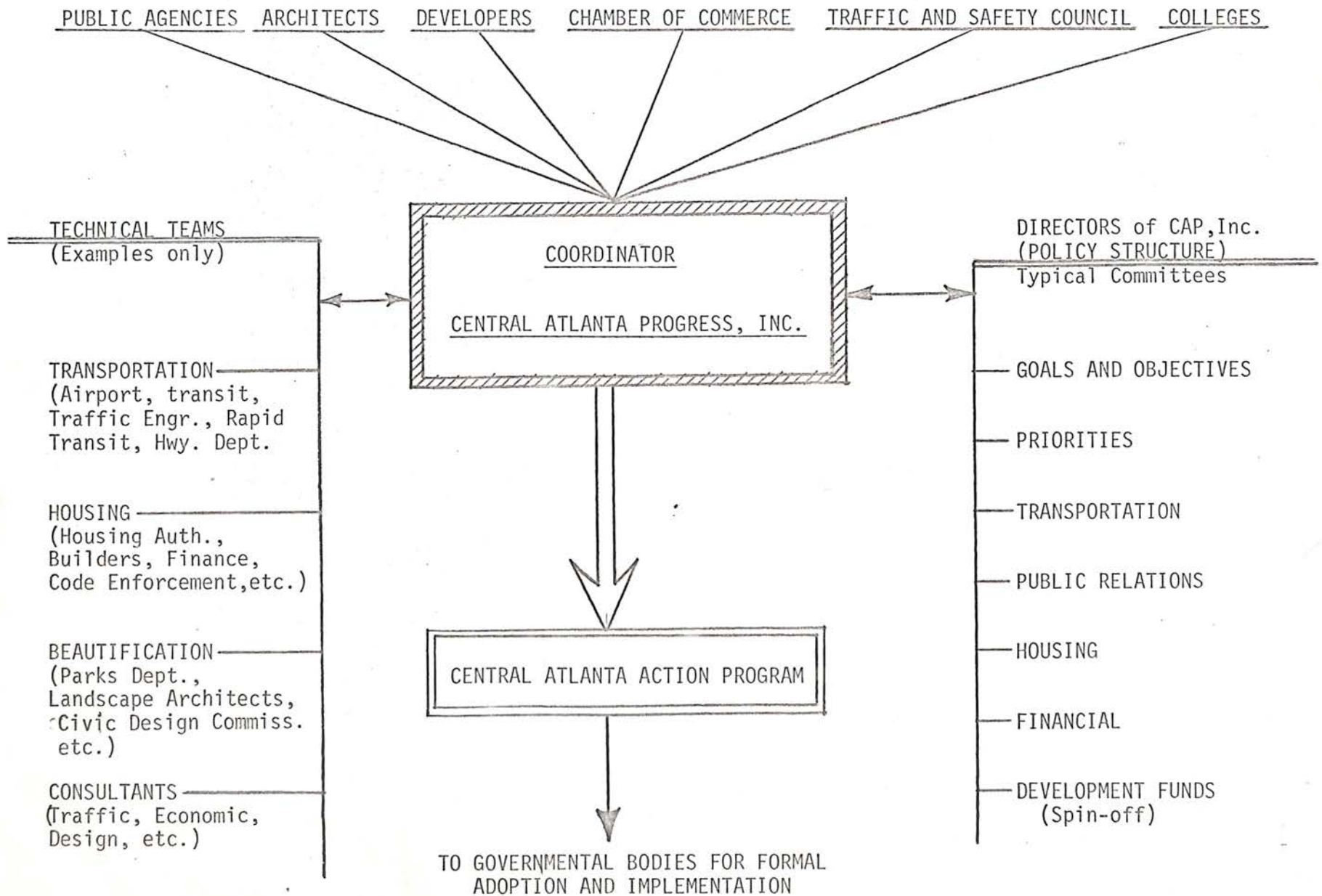


Richard A. Oglesby
SECRETARY

(FOR DISCUSSION PURPOSES ONLY)

(AS ADOPTED IN PRINCIPLE BY DIRECTORS ON 6/1/67)

TYPE OF STRUCTURE FOR CENTRAL ATLANTA ACTION PROGRAM DEVELOPMENT AND COORDINATION



CITY OF ATLANTA



June 22, 1967

CITY HALL ATLANTA, GA. 30303

Tel. 522-4463 Area Code 404

DEPARTMENT OF PLANNING
COLLIER B. GLADIN, Director

MEMORANDUM

TO: Mayor Ivan Allen, Jr.

FROM: Collier B. Gladin

SUBJECT: Plan for Central Business District

With reference to the proposal presented by Mr. Bob Bivens, Executive Director of Central Atlanta Progress, Inc. (C.A.P.) to the C.A.P. Board of Directors at their meeting of June 1, 1967, concerning the development of a plan for the Central Business District, first of all I want to agree with Mr. Bivens and C.A.P. that a C.B.D. Plan is vitally needed for downtown Atlanta. The advent of rapid transit, the relocation of garment wholesalers from the C.B.D., the extensive developments of John Portman at Peachtree Center, the Nasher Air-Rights and the Cousins Air-Rights developments, the proposals for urban renewal in the C.B.D. area by the C.I.P., and the Georgia State College development plan, all will have a tremendous impact on the future development of downtown Atlanta.

The City Planning Department has long advocated the development of a C.B.D. Plan. In 1962 this department published a report entitled "Central Atlanta," which contained an inventory of retail and office uses in the C.B.D., and recommended that a plan be developed. In 1965 I wrote to Mr. Pollard Turman, then president of the Atlanta Chamber of Commerce, advocating such a plan in response to inquiries by the Chamber. I have had recent discussions with Mr. Cecil Alexander, representatives of the Chamber of Commerce, the Metropolitan Planning Commission, and with Mr. Bivens, regarding the development of a C.B.D. Plan. Considerable data has been gathered through the update of our Land Use Plan. The C.B.D. has not gone unnoticed by the City's Planning Department.

I strongly disagree with Mr. Bivens over the method he is advocating for preparing such a plan, however. Mr. Bivens, Mr. Jeff Wingfield of the Metropolitan Planning Commission (M.P.C.), and I have recently discussed this matter and agreed that each of our respective organizations has an interest in and a role to play in the development of such a plan.

June 22, 1967

We agreed, however, that no one organization should play a dominant role. C.A.P., of course, is vitally interested in what happens to the immediate downtown area, but is not too concerned with the effect on the rest of the city or the Metropolitan region. M.P.C. is more concerned with the impact the C.B.D. has on the region as a whole and is not primarily concerned with the City of Atlanta. The City Planning Department, on the other hand, is most concerned with the C.B.D. and its relationship to the corporate limits of the city. All three agencies then are concerned with a different segment or interest of the population.

In order to assure the enthusiastic support of these three agencies as well as others such as the Chamber of Commerce, the C.B.D. planning process must be set up to allow the conflicting interests of the various agencies to be resolved. Without the wholehearted support of each of these bodies, the plan cannot be successfully implemented. C.A.P. represents the leaders of the business community whose property and business interests are involved and whose political support will be necessary to carry out the plan. Most of the funds to carry out the plan will no doubt come from bond funds paid for by the City of Atlanta and will require the support and approval of the Mayor and Board of Aldermen. Any federal funds used in the planning phase must be channeled through M.P.C. or through M.A.R.T.A., the agency responsible for the greatest single impact on the future development of the C.B.D.

It was generally agreed by Mr. Bivens, Mr. Wingfield, and myself that the approach designated as Number 4 in the C.A.P. minutes of June 1, 1967, more closely fitted the bill (i.e., using an outside consultant as coordinator).

Through his recommendations to C.A.P., Mr. Bivens has placed us in an awkward position. He has chosen to attempt to have C.A.P. play the dominant role and has almost completely left the City and M.P.C. out of the planning phase. Although he mentions the need for public (i.e., City) support, and the need for formal adoption and implementation by the City, and even proposes that the City supply a large part of the funds in cash, no where does he specify the role of the City's planning staff in the process.

By his action he has created an impasse between the City, C.A.P., and M.P.C. Unless the City wishes to turn the dominant role of C.B.D. planning over to C.A.P., then it must reject C.A.P.'s proposal. On the other hand, if the City were to undertake to prepare the plan itself, then we could expect little or no cooperation from Mr. Bivens and C.A.P., which cooperation is vital to its accomplishment. If we reject the C.A.P. proposal without explanation, then it puts us in the embarrassing position of not supporting planning for the C.B.D. as is implied by Mr. Bivens in his report to C.A.P. If either agency plays the predominant role, the other agencies will be constantly snipping at the results.

June 22, 1967

It is my recommendation that C.A.P.'s proposal be rejected, and the reasons explained to the representatives of C.A.P.'s Board of Directors. Then I recommend that an alternate procedure be proposed to C.A.P. utilizing the private consultant as coordinator concept, originally discussed between Mr. Bivens, Mr. Wingfield and myself. Such an alternate proposal is discussed below.

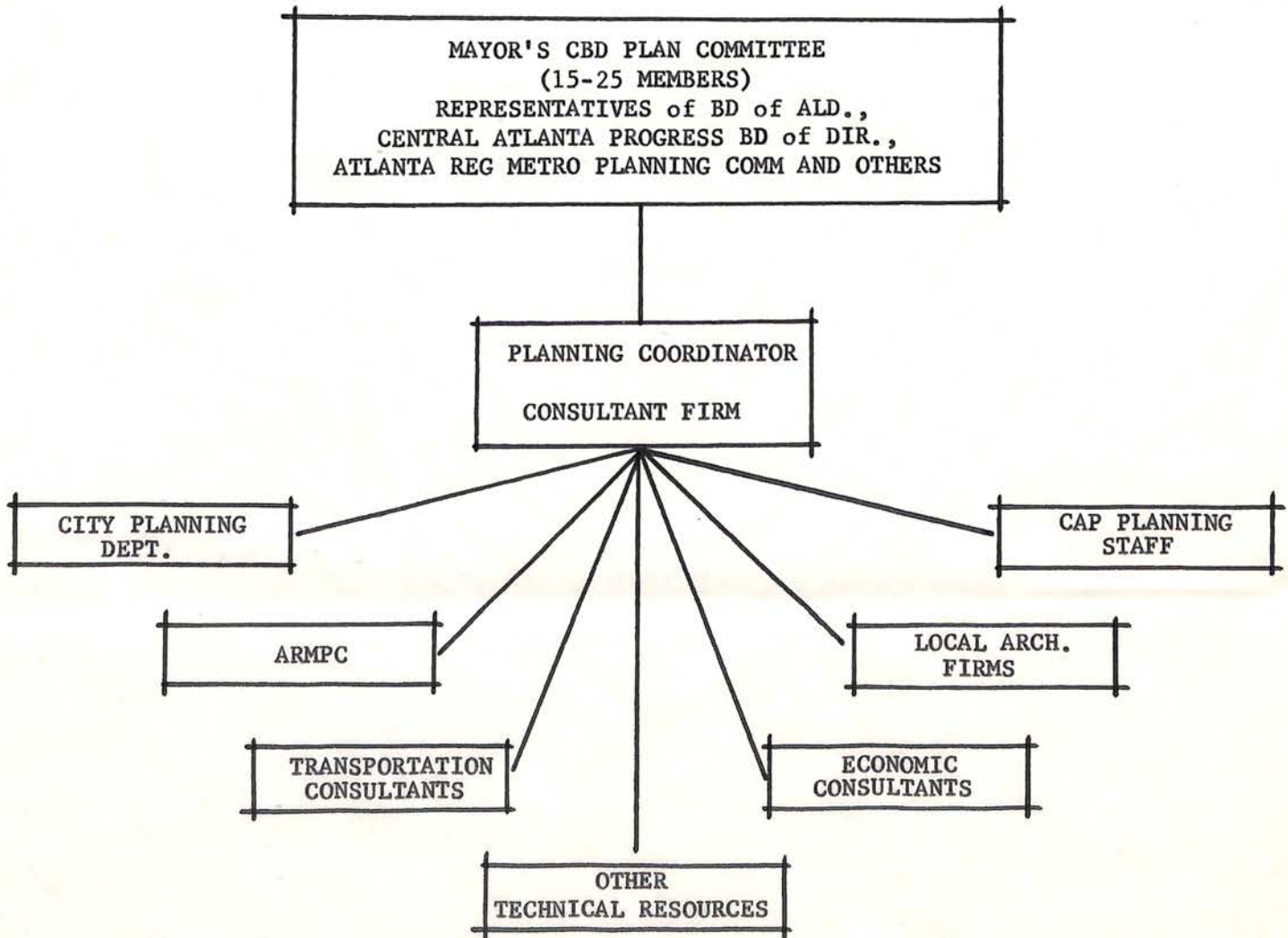
I propose that a 15 - 25 member Central Business District Planning Committee be established by the Mayor and Board of Aldermen to supervise the preparation of a C.B.D. plan. That this committee be composed of representatives from the various affected bodies or groups such as the City (e.g., chairmen of Planning and Development Committee and Finance Committee of the Board of Aldermen), C.A.P., M.P.C., M.A.R.T.A., Chamber of Commerce, A.I.A., A.I.P., etc.; that the City of Atlanta, C.A.P. and the federal government through A.R.M.P.C. or M.A.R.T.A. appropriate funds to this committee for the purpose of preparing the plan; that the committee be authorized to employ a planning consultant (e.g., Eric Hill and Associates) to coordinate the activities of various technical specialists such as an economic consultant (e.g., Hammer, Silas, Green and Associates), traffic engineering and parking consultant (e.g., Allan Voorhees), architects (e.g., any one of a number of local architects), and the technical staffs of the City Planning Department, C.A.P., M.P.C., M.A.R.T.A., and to prepare a final plan based on the results of the work of the various technical specialists. Upon approval of the plan by the C.B.D. Planning Committee, it would be presented to various public and private bodies, including the Mayor and Board of Aldermen for their approval and adoption

This proposal is similar in some respects to the way our C.I.P. was set up; except that for the C.I.P. the wrong consultant was chosen for coordination, and the work programs and contracts did not sufficiently spell out the exact responsibilities and requirements of the participating consultants. After our experience with the C.I.P., we are able to profit from these mistakes and are in a better position to assist in establishing a more workable and successful arrangement.

Under the above proposal, the staffs of C.A.P., M.P.C., and the City Planning Department can be better utilized to make a more realistic contribution, since no one staff is able to do the complete job adequately alone. The C.B.D. Planning Committee will perform the role of resolving conflicts between C.A.P., the City and M.P.C. Each will have an opportunity to participate on an equal footing.

The above proposal seems eminently more feasible than that proposed by Mr. Bivens and C.A.P. Certainly a C.B.D. plan cannot be developed overnight - at least one that is workable and reasonably acceptable to all parties involved. But what good is a plan - no matter how quickly it is produced - which has virtually no chance of ever being implemented.

PROPOSED ORGANIZATION
June 22, 1967



, NS
2

CONSTRUCTIVE YOUTH COUNCIL OF THE
Northwest Perry Homes Area
2339 Arno Court, N. W.
Atlanta, Georgia

Today there is an ever-increasing desire on the part of the young people to be heard, probably moreso in low-income areas.

It goes without saying that in the Northwest Perry Communities there are hundreds of young people who are without any or have very few meaningful programs in which to participate. It has been said that "an idle mind is the devil's workshop."

The rising rate of Crime, Delinquency, Truancy and drop-outs among the youth in our communities, indicate that city, public and private agencies are failing to provide young people with the inner controls of behavior which are basis for a healthy way of life and a clean community.

Due to the many inadequacies in the areas of supervised recreation in the Northwest Perry Communities, we the recreation committee, in keeping with your request, recommend the following services, program and facilities for your consideration and evaluation.

Suggested Areas of Concern and Responsibilities:

1. Keep the communities informed of available resources and opportunities in the fields of recreation and youth.
2. Allow the community the opportunity to assist in the planning, developing and running of recreational programs for youth and young adults in the communities.

It generally felt that the communities in the Northwest Perry area are faced with the same types of problems that exist in other communities throughout the city. In trying to offset some of these problems, we are further recommending the hiring of recreation personnel on a permanent basis from the Northwest communities through the Neighborhood Youth Corps in-school and out-of-school programs.

3. Recommendation for the placement of Recreational Leaders.
 - (a) Pitts Elementary School Perry Boulevard, N. W.
 - (b) Finch Elementary School Ajax Drive, N. W.
 - (c) Chattahoochee Elementary School Peyton Road, N. W.
4. The hiring of recreation personnel on a permanent basis by the Housing authority to supervise recreation in the Perry Homes projects.
5. The completion of the Gun Club Park.
6. Additional Play Lots for the area.
 - (a) Possible Location of Play Lots.
 - (1) Intersection of Hollywood Road and Main Street, N. W.
 - (2) Intersection of Marco and Argyle Drive
 - (3) 2000 McCallie Boulevard
 - (4) Westmoreland Circle (near 1333)
 - (5) Clarissa Drive (Between Buildings 1602-2215)
 - (6) Perry Boulevard (near 1395 Drew)
7. The Extension of the "Champ" Program to include other communities.
8. Swimming Pool for the area.

The committee, along with other members of the Council, will be willing to meet you and/or other responsible representatives of the City Parks Department, in trying to make our community a better place in which to live.

CC: Mayor Ivan Allen
Virginia Carmichael
John Cox
Bud Stone
J. H. Robinson
Dan Sweat

Newsletter

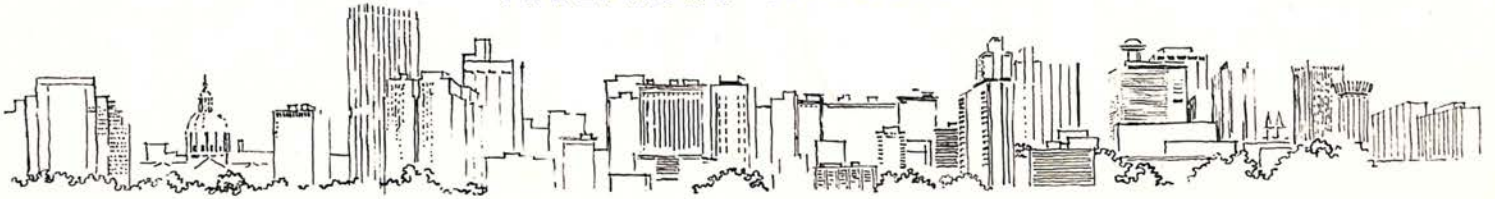
CENTRAL ATLANTA PROGRESS, INC.

SUITE 2740 ■ 2 PEACHTREE STREET ■ ATLANTA, GA. 30303

Number 7

TELEPHONE 577-3976

June 19, 1967



INTRODUCING NEW C.A.P. ASSOCIATE

Meet Charles C. Carrington, who has just joined the staff of Central Atlanta Progress as Associate.

Charles comes to us from Knoxville, Tennessee, where he served as Associate Planner with the Knoxville Metropolitan Planning Commission and was in charge of an industrial site survey and a comprehensive four-county industrial base study.

Prior to going to Knoxville to further his education, Charles worked for five years with the General Telephone Company in the Metro Tampa, Florida, Area, where he was responsible for analyzing growth patterns and forecasting communications needs as the basis for capital improvements programming. He worked closely with public agencies and private enterprise in comprehensive market development studies.

Other Points of Interest: Graduate, East Tennessee State University in Business and Economics; Masters Degree, University of Tennessee in City Planning.

Married: three children, 3, 6, and 9 years of age.

C.A.P., Inc. IS FORTUNATE IN HAVING CHARLES JOIN US, ADDING SOUND, PRACTICAL EXPERIENCE AND A SOLID EDUCATIONAL BACKGROUND TO HELP BUILD A BETTER CENTRAL ATLANTA.



CHARLES C. CARRINGTON

NEW DIRECTORS

In an unprecedented display of enlightened concern for the health of Central Atlanta and an enthusiastic desire to do something about it, the following civic and business leaders have become active, participating DIRECTORS of Central Atlanta Progress:

Jack Adair, President, Adair Realty & Loan Co.

Cecil Alexander, Architect, Finch, Alexander, Barnes, Rothschild and Paschal

Henry L. Bowden, Chairman, Trustees, Emory Univ.

Richard W. Courts, Courts and Company

Oby T. Brewer, Chairman, Muse's

L. Glenn Dewberry, President, Atlantic Steel Co.

W. O. DuVall, Chairman, Atlanta Federal Savings & Loan Assoc.

Milton G. Farris, Vice President, Gulf Oil Corp.

Hix H. Green, Hix Green Buick Company

Alfred D. Kennedy, President, North Pryor Street Corp.

Harold T. Patterson, President, Federal Reserve Bank

J. Leonard Reinsch, President, Cox Broadcasting Co.

Hugh I. Richardson, President, Richardson Realty Co.

Jesse Shelton, President, Robert and Company Assoc.

Pollard Turman, Chairman, J. M. Tull Industries, Inc.

Milton Weinstein, President, National Service Industries, Inc.

This massive cooperative effort of business leaders to involve themselves in planning and implementing an action program for improving the Central Core of Metro Atlanta is a great positive step forward in building a better City and State.

C.A. PROGRESS IN BRIEF

Competent professional staff here and in action...offices set up and serving Central Atlanta...people coming in to seek advice and learn about C.A.P.'s Mills Lane's Beautification Committee at work...Frank Malone's Ways and Means Committee has made some sweeping, positive proposals for Central Atlanta Action Plan (adopted by Board of Directors)...proposals being presented to public agencies...George Craft's Membership Committee having great response from people interested in their City..... ALL SYSTEMS GO.

----- Bob Bivens

5/4

CENTRAL ATLANTA PROGRESS, INC.

SUITE 2740 ■ 2 PEACHTREE STREET ■ ATLANTA, GA. 30303
TELEPHONE 577-3976

April 21, 1967

OFFICERS

- Alex W. Smith, PRESIDENT
- Robert M. Wood, 1st VICE PRESIDENT
- Alvin B. Cates, 2nd VICE PRESIDENT
- Richard A. Oglesby, SEC'Y-TREASURER
- William B. Hart, ASS'T SEC'Y TREASURER

- Robert W. Bivens, EXECUTIVE DIRECTOR
- Donald G. Ingram, ASSOCIATE DIRECTOR

EXECUTIVE COMMITTEE

- J. PAUL AUSTIN, President
The Coca-Cola Company
- JOSEPH E. BIRNIE, President
The National Bank of Georgia
- W. LEE BURGE, President
Retail Credit Company
- ALVIN B. CATES, President*
Adams-Cates Company
- THOMAS G. COUSINS, President
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- GEORGE S. CRAFT, Chairman
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- MILLS B. LANE, JR., President
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- WALLACE L. LEE, President
Atlanta Gas Light Company
- FRANK M. MALONE, President
Southern Bell Tel. & Tel. Company
- ROLLAND A. MAXWELL, President
Davison's
- RICHARD A. OGLESBY*
First National Bank
- LUCIEN E. OLIVER, Vice President
Sears, Roebuck and Company
- JOHN C. PORTMAN, JR., Architect
Edwards and Portman
- RICHARD H. RICH, Chairman
Rich's, Inc.
- JAMES D. ROBINSON, JR., Chairman
First National Bank
- MRS. CAROLYN M. SELIG
The Maxwell Companies
- ALEX W. SMITH, Attorney
*Smith, Cohen, Ringel, Kohler
Martin & Lowe*
- JACK TARVER, President
The Atlanta Newspapers
- ROBERT M. WOOD, General Counsel
Sears, Roebuck and Company

*ex officio

Honorable Ivan Allen, Jr.
The Ivan Allen Company
221 Ivy St., N.E.
Atlanta, Georgia 30303

Dear Ivan:

You are invited and urged to attend the meeting of our Board of Directors on Thursday, May 4th, 1:45 PM, in the Atlanta Room of the Citizens and Southern National Bank, Main Office.

Atlanta's Central Core faces some crucial decisions which justify, and need your personal attention and counsel.

Will you please notify Mrs. Roberson, 577-3976, that you will attend this important meeting.

Sincerely,

Alex W. Smith
PRESIDENT

Enclosure

Alve
Yes
after FCC meeting

9

PROPOSED AGENDA

MEETING, BOARD OF DIRECTORS, CENTRAL ATLANTA PROGRESS, INC.

Thursday, May 4, 1967, 1:45 PM, Atlanta Room,
Citizens and Southern National Bank

President Alex W. Smith presiding.

1. Welcome
2. EXPLANATION OF NEW ORGANIZATION TO
NEW DIRECTORS AND VISITORS Alex W. Smith
3. REPORT OF BUDGET COMMITTEE L. E. Oliver
4. REPORT OF MEMBERSHIP COMMITTEE George S. Craft
5. REPORT OF THE EXECUTIVE DIRECTOR Robert W. Bivens

"PROPOSED APPROACHES TOWARD SOLUTIONS"
(The \$800,000 Community Improvement
Program; Rapid Transit and surface
transportation; beautification;
plans for government activity;
"air rights"; getting middle-
income people back into town;
coordinating the piecemeal and the
uncoordinated; priorities for capital
improvements in the Central Core
--- THE BEGINNING OF A MEANINGFUL
ACTION PROGRAM.)

6. Adjournment

CAPsule ----- A 30-SECOND PROGRESS REPORT

CENTRAL ATLANTA PROGRESS, INC.

SUITE 2740 ■ 2 PEACHTREE STREET ■ ATLANTA, GA. 30303

TELEPHONE 577-3976

April 28, 1967

NOTICE TO THE BOARD OF DIRECTORS:

OFFICERS

Alex W. Smith, PRESIDENT
Robert M. Wood, 1st VICE PRESIDENT
Alvin B. Cates, 2nd VICE PRESIDENT
Richard A. Oglesby, SEC'Y-TREASURER
William B. Hart, ASS'T SEC'Y TREASURER

Robert W. Bivens, EXECUTIVE DIRECTOR
Donald G. Ingram, ASSOCIATE DIRECTOR

EXECUTIVE COMMITTEE

J. PAUL AUSTIN, President
The Coca-Cola Company
JOSEPH E. BIRNIE, President
The National Bank of Georgia
W. LEE BURGE, President
Reta's Credit Company
ALVIN B. CATES, President*
Adams-Cates Company
THOMAS G. COUSINS, President
Cousins Properties, Inc.
GEORGE S. CRAFT, Chairman
Trust Company of Georgia
R. HOWARD DOBBS, JR., President
Life Insurance Company of Georgia
EDWIN I. HATCH, President
Georgia Power Company
GORDON JONES, President
Fulton National Bank
MILLS B. LANE, JR., President
Citizens & Southern Nat'l Bank
WALLACE L. LEE, President
Atlanta Gas Light Company
FRANK M. MALONE, President
Southern Bell Tel. & Tel. Company
ROLLAND A. MAXWELL, President
Davison's
RICHARD A. OGLESBY*
First National Bank
LUCIEN E. OLIVER, Vice President
Seave, Roebuck and Company
JOHN C. PORTMAN, JR., Architect
Edwards and Portman
RICHARD H. RICH, Chairman
Rich's, Inc.
JAMES D. ROBINSON, JR., Chairman
First National Bank
MRS. CAROLYN M. SELIG
The Massell Companies
ALEX W. SMITH, Attorney
*Smith, Cohen, Ringel, Kohler
Martin & Lowe*
JACK TARVER, President
The Atlanta Newspapers
ROBERT M. WOOD, General Counsel
Seave, Roebuck and Company

* ex officio

1. DIRECTORS TO MEET THURSDAY, MAY 4th, 1:45 PM
ATLANTA ROOM, C & S NATIONAL BANK (DOWNTOWN).
2. C.A.P., Inc., were hosts last Wednesday to Downtown
Dayton (Ohio) Association. Itinerary included:
 - visit with the Mayor
 - briefing on Central Atlanta and C.A.P., Inc.
 - skyview of Atlanta from 41st Floor, FNBB
 - luncheon at White Columns as guests of Cox
Broadcasting Co., per CAP Director J. Leonard
Reinsch
 - visit with Governor Maddox --- tour of Capitol
 - bus tour of Central Atlanta
 - guided tour of Peachtree Center, per arrangements
by CAP Director John Portman
3. Many central core projects are moving along independently,
and precariously piecemeal. CAP, Inc. is bringing
principals together for coordination, cooperation,
and unified action. Much more needed.
4. Rapid Transit planning moving along, largely in vacuum
from business community, to date.

This \$500-Million project MUST CONSIDER WHAT IT CAN DO
TO BUILD CENTRAL CORE --- as well as move people.

Central Atlanta must be involved now as well as when
bills to be paid.
5. Major outside investors are coming by CAP offices to see
what is being done to protect and enhance their investments
now and into the future.

THEY ARE IMPRESSED WITH CAP'S PROPOSED ACTION PROGRAM
INVOLVING ENLIGHTENED BUSINESSMEN WORKING TOGETHER IN
CENTRAL ATLANTA PROGRESS.

See you Thursday,



Robert W. Bivens
EXECUTIVE DIRECTOR

file

Newsletter

CENTRAL ATLANTA PROGRESS, INC.

Temporary Address is: Suite 1211, 615 Peachtree Street NE, Atlanta, 30308, Tel. 873-6983
SUITE 2740 ■ 2 PEACHTREE STREET ■ ATLANTA, GA. 30303

NUMBER 4

TELEPHONE 577-3976

JANUARY 26, 1967

NO ISLAND TO ITSELF:

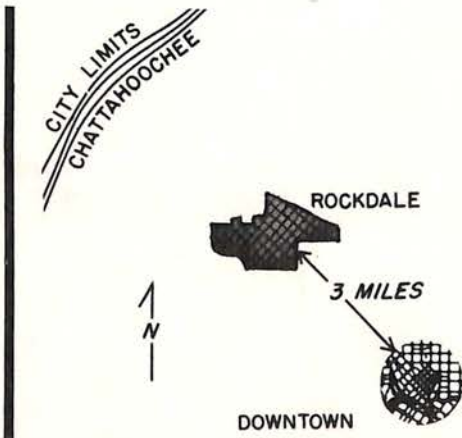
Often a City's problems go undetected until a chronic accumulation creates an acute crisis.

Atlanta's 'golden heart' is no island to itself. Atlanta's housing is related to its heart --- and vice-versa. Neither will live without the other.

THE CRISIS OF HOUSING:

To solve what Mayor Allen describes as a pressing need for 17,000 low-moderate-income housing units, he has appointed a Committee on Housing Resources, headed by Cecil Alexander.

WHERE? At best, a tough problem in a City developing so rapidly and beseiged by simultaneous demands for vital commercial development ---- and housing for those attracted by such commercial development.



THE PARADOX OF ROCKDALE:

Three miles northwest of "Five Points" is Rockdale Urban Renewal Project --- 150 acres of prime residential land, cleared, publicly-owned, and currently out for bid --- fixed price of \$896,000, including 9.14 acres for commercial development --- award to best proposal for 1500 units of 221(d)(3) housing.

Agonizing timetable began in August, 1957 with designation as Urban Renewal Project --- Survey and Planning Application approved in April, 1958; Entered execution (acquisition, etc., June, 1960. Bids to be opened March 15th, 1967.

A FLY IN THE OINTMENT:

A major problem now threatens the whole project. Under provisions of Sect. 221(d)(3) of the National Housing Act, FHA "has indicated a willingness to issue commitments to an acceptable developer, insuring mortgages on special terms at a mortgage interest rate below the current rate on FHA-insured mortgages."

BUT, it was reported in the Citizens Advisory Committee on Urban Renewal Meeting on 1/19/67 that FHA has agreed to tentative approval OF ONLY 150 UNITS FOR THE FIRST YEAR ---- subsequent units to be approved based on success of the first units, etc. etc., etc.

..... in a City crying for more housing units in a Nation with the avowed policy of helping to house its people in a Nation whose Number 1 domestic problem is the decay of its cities. IT DOESN'T MAKE SENSE.

Bidder interest must diminish --- if not totally disappear under such uncertainties of finance. A 10-year program of development removes all chances for planning and economies of construction. IT DOESN'T MAKE SENSE. TOP-LEVEL FHA POLICY MUST BE RE-EVALUATED AND ADJUSTED TO HANDLE SUCH SITUATIONS. SUCH FEDERAL PROGRAMS MUST BECOME A PART OF THE SOLUTION ----- NOT THE PROBLEM.

..... and 10 years from designation to bidding is a long time.

---- Bob Bivens

Handwritten initials

Newsletter

CENTRAL ATLANTA PROGRESS, INC.

Note: Our temporary address is Suite 1211, 615 Peachtree St., NE, Atlanta 30308, Tel. 873-6983
SUITE 2740 ■ 2 PEACHTREE STREET ■ ATLANTA, GA. 30303

TELEPHONE 577-3976

NUMBER 1

JANUARY 5, 1967

In Business

This is the first newsletter of new Central Atlanta Progress, Inc., representing merger of Uptown and Central Atlanta Associations. This new organization will devote its entire efforts to the planning and improvement of the heart of our great City to make it more pleasant, more productive, and stronger as the hub of economic, educational, cultural and religious activity of Metropolitan Atlanta.

Officers and Directors

Joint Merger Committees of the Uptown and Central Atlanta Associations elected the following Officers and Directors to get the organization underway. Other Directors will be elected by this Board.

- PRESIDENT..... Alex W. Smith
Smith, Cohen, Ringel, Kohler, Martin and Lowe
- 1st VICE PRESIDENT..... Robert M. Wood
General Counsel, Sears, Southern Territory
- 2nd VICE PRESIDENT..... Alvin B. Cates
Adams-Cates Company
- SECRETARY-TREASURER..... Richard Oglesby
First National Bank
- EXECUTIVE DIRECTOR..... Robert W. Bivens, AIP

DIRECTORS:

- J. PAUL AUSTIN
President, The Coca-Cola Company
- JOSEPH E. BIRNIE
President, The National Bank of Georgia
- W. LEE BURGE
President, Retail Credit Company
- ALVIN B. CATES
President, Adams-Cates Company
- GEORGE CRAFT
Chairman of Board, Trust Company of Georgia
- R. HOWARD DOBBS, JR.
President, Life Insurance Company of Georgia
- EDWIN I. HATCH
President, Georgia Power Company
- GORDON JONES
President, Fulton National Bank
- MILLS B. LANE, JR.
President, Citizens and Southern Nat'l Bank
- WALLACE L. LEE
President, Atlanta Gas Light Company
- FRANK MALONE
President, Southern Bell Telephone Company

- ROLLAND L. MAXWELL
President, Davison's
- RICHARD OGLESBY*
First National Bank
- LUCIEN E. OLIVER
Vice President, Sears, Southern Territory
- JOHN C. PORTMAN, JR.
ARCHITECT
- RICHARD H. RICH
Chairman of Board, Rich's
- JAMES D. ROBINSON, JR.
Chairman of Board, First National Bank
- MRS. CAROLYN M. SELIG
The Massell Companies
- ALEX W. SMITH
Attorney
- JACK TARVER
President, Atlanta Newspapers
- ROBERT M. WOOD
Sears, Roebuck and Company

Atlanta's progress is largely attributable to a business leadership that cared enough about her future to do something about it. Central Atlanta Progress, Inc., represents a dramatic and meaningful extension of that foresight and interest. The challenges are great; the opportunities unlimited. I look forward to working with you in planning and building a better Atlanta.

..... Bob Bivens

Newsletter

CENTRAL ATLANTA PROGRESS, INC.

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SUITE 2740 ■ 2 PEACHTREE STREET ■ ATLANTA, GA. 30303

NUMBER 3

TELEPHONE 577-3976

JANUARY 19, 1967

What It Takes to Make Great Cities

*Excerpts from
FORTUNE
Jan. 1967*

An attack on slums isn't enough.

Cities need middle-class residents—and downtowns that are “cathedrals.”

FORTUNE January 1967

by Edmund K. Faltermayer

Two characteristics, however, are common to all great cities. They all have an exciting downtown filled with a great variety of shops, theatres, museums, and other attractions, and laid out as a place of great beauty—designed, in the words of architect Louis Kahn, to be “the cathedral of the city.” Equally important, they have a large middle-class population residing near downtown, possessing the purchasing power and the tastes to help sustain its activities.

The anti-city bias shows in the limited aspirations of most recent city building. Urban-renewal funds available each year have been only a fraction of what the country spends on farm subsidies or space exploration. And they have been employed mainly for only two purposes, to revitalize central business districts—mostly through face-lifting rather than true “cathedral” designing—and to eradicate the worst slums. It takes more than that to achieve greatness.

Despite the high-sounding rhetoric used to promote it, the demonstration-cities program passed last year by Congress is not going to create great cities, either. It promises a stepped-up attack on the slums, with physical reconstruction and social services closely coordinated. While this kind of effort is commendable and long overdue, the program will do nothing directly toward rebuilding downtowns or making cities attractive places for middle-class citizens to live.

Robert C. Weaver, Secretary of Housing and Urban Development, argues that the new legislation will help middle-class neighborhoods by removing the blighting effects of slums that adjoin them. “There is nothing inconsistent in working on the cancerous part and improving the whole city,” he says. But many authorities on urban affairs are sharply critical of the one-sided emphasis on the slums. “For political reasons,” as one of them puts it, “we have decided to throw most of our resources into the deficient areas of the cities, and let the others fend for themselves.”

The middle-class citizen who prefers the city's sidewalks to suburbia's lawns is the forgotten man in today's city-building efforts. Cities have devoted only the scantiest of resources to making urban living appealing to him, and federal housing programs are tailored mainly to the suburbanite and the slum dweller.

City planners, surprisingly, are not clear on what causes a neighborhood to start renewing itself, or how the process can be encouraged. Research is needed here. A selective form of urban renewal, in which only the worst eyesores and hopelessly run-down buildings are demolished, unquestionably has helped encourage the middle-class people who are refurbishing houses on Philadelphia's Society Hill and on Baltimore's Bolton Hill.

*Read the entire article
if you have time. RWB*

6 THE ATLANTA CONSTITUTION, Thursday, Jan. 12, 1967

It's Just Carl And Betty Again

By ACHSAH NESMITH

The guard had changed quickly early Tuesday night and ex-Gov. and Mrs. Carl E. Sanders were free to go home to their new town house in Ansley Park before the final official duties Wednesday.

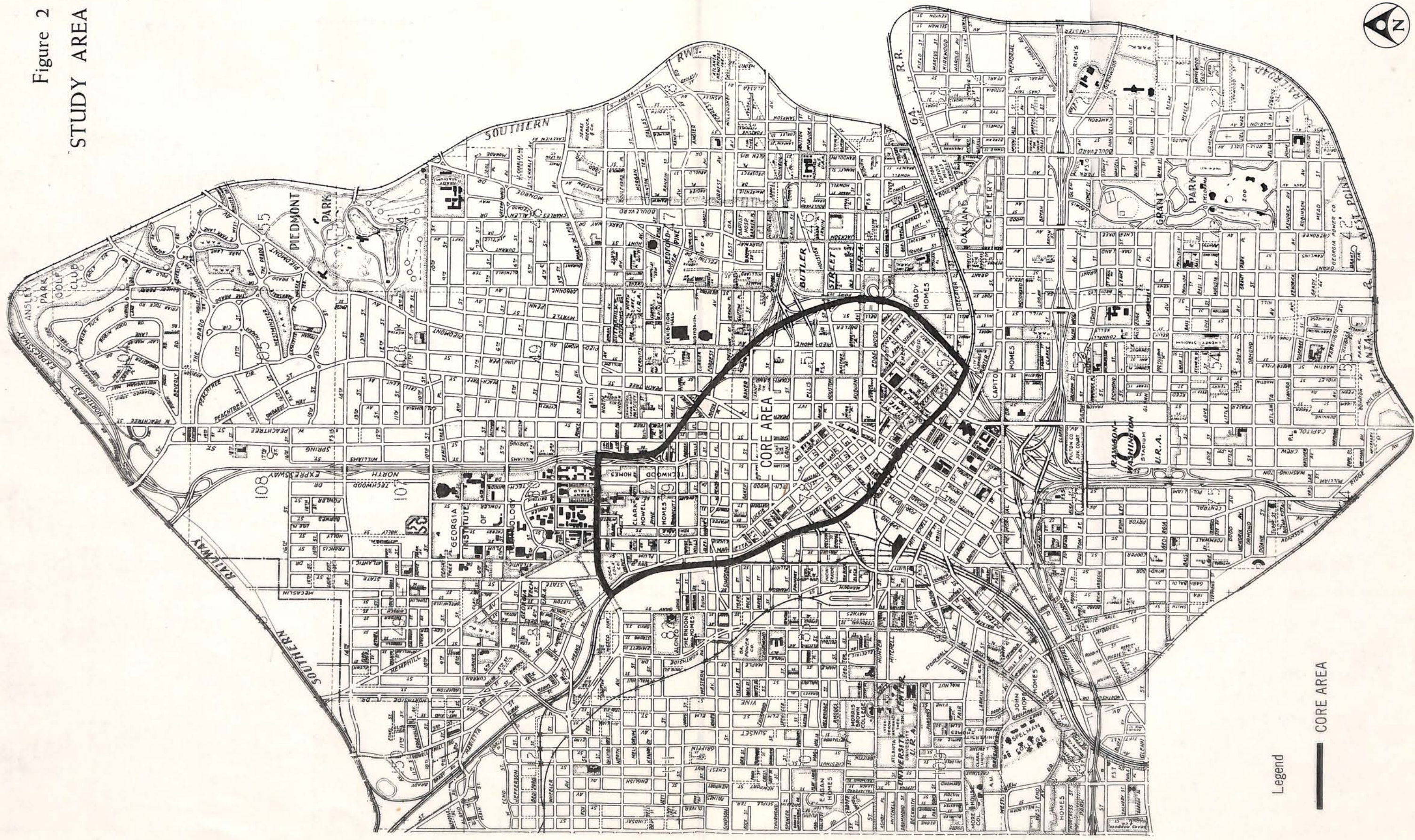
“I got up about 7 after sleeping in my new bed in my new house, drank some orange juice and looked out the window saw television cars on the street.”

*Close-in,
convenient living
is one of Atlanta's
most exciting trends.*

The difference between a living city and an urban cadaver is its heart.

----- Bob Bivens

Figure 2
STUDY AREA



Legend

— CORE AREA



Office of the Mayor
CITY OF ATLANTA
1911

Central Atlanta
Progress

file

Office of the Mayor

TELEPHONE MESSAGE

To _____

Name _____

Telephone No. _____

- | | |
|--|---|
| <input type="checkbox"/> Wants you to call | <input type="checkbox"/> Is here to see you |
| <input type="checkbox"/> Returned your call | <input type="checkbox"/> Came by to see you |
| <input type="checkbox"/> Left the following message: | |

Date: _____ Time _____ a. m. / p. m.

By _____

Office of the Mayor

TELEPHONE MESSAGE

To MAP

Name Bob Bivins

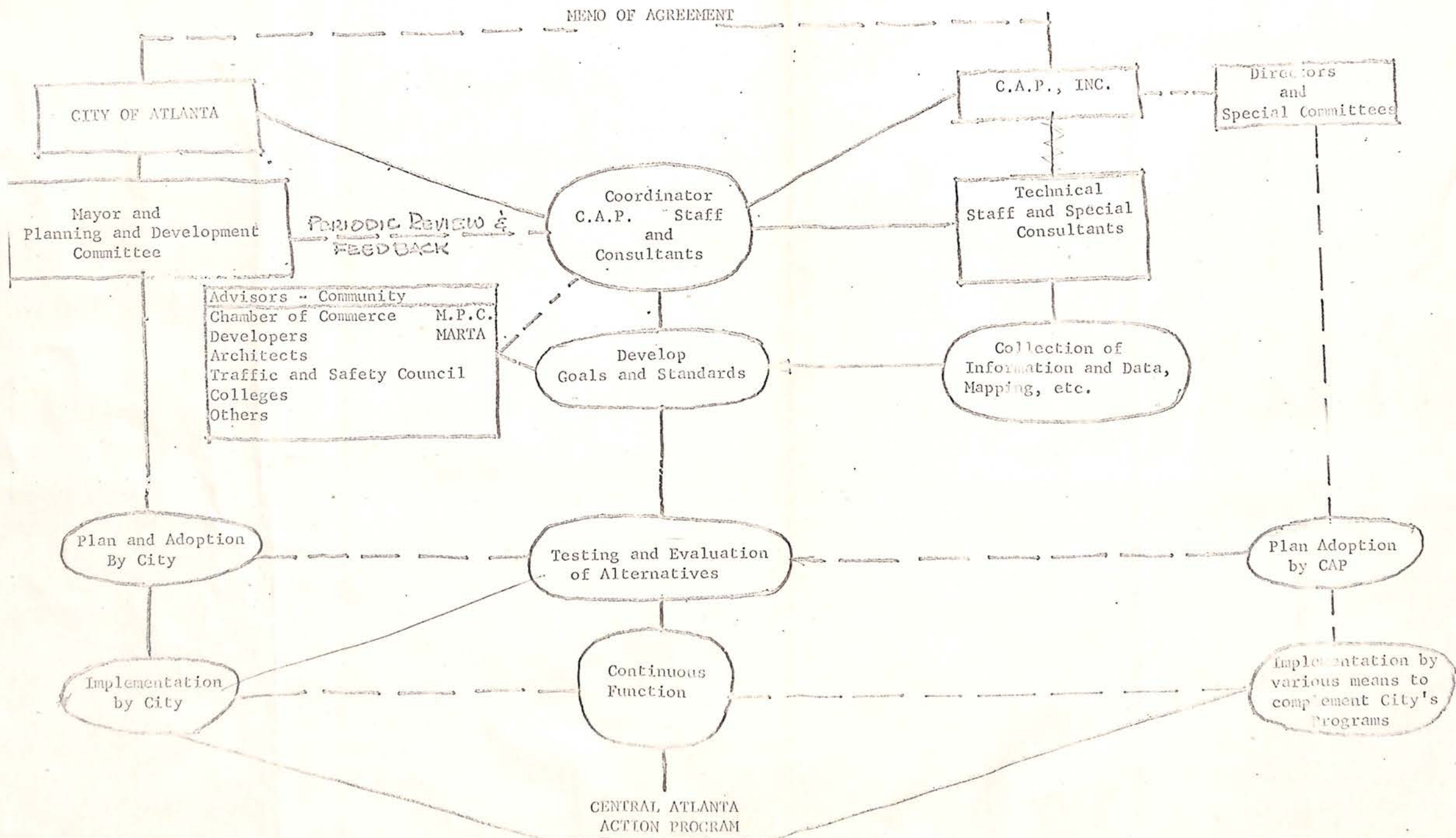
Telephone No. 577-3976

- Wants you to call Is here to see you
 Returned your call Came by to see you
 Left the following message:

He wants to know
as soon as possible
if you can speak briefly
to Directors meeting -
Central Atlanta Progress -
Bel Air Hotel -
Wed. morning - July 12th
8:00 am

Date: 6/30 Time 12 a. m. / p. m.

By B



MEMO OF AGREEMENT

CITY OF ATLANTA

Mayor and Planning and Development Committee

Advisors - Community
 Chamber of Commerce
 Developers
 Architects
 Traffic and Safety Council
 Colleges
 Others

M.P.C.
 MARTA

Coordinator C.A.P. Staff and Consultants

C.A.P., INC.

Directors and Special Committees

Technical Staff and Special Consultants

Develop Goals and Standards

Collection of Information and Data, Mapping, etc.

Plan and Adoption By City

Testing and Evaluation of Alternatives

Plan Adoption by CAP

Implementation by City

Continuous Function

Implementation by various means to complement City's Programs

CENTRAL ATLANTA ACTION PROGRAM



CENTRAL ATLANTA PROGRESS, INC.

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

November 1, 1967

TO: Mayor Ivan Allen, Jr.
Alderman Rodney M. Cook
Alderman Milton Farris
Alex W. Smith
Robert M. Wood
Frank M. Malone
Richard H. Rich
Mills B. Lane, Jr.
Lucien E. Oliver
George S. Craft
John C. Portman, Jr.

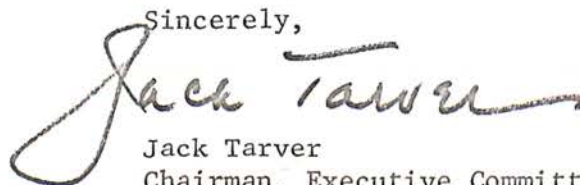
NOTICE OF IMPORTANT SPECIAL MEETING

I am asking a small group of key representatives of the City and Central Atlanta Progress, Inc., to meet on Tuesday, November 7th, at 3:00 PM in the Conference Room of C.A.P., Inc., Suite 2740, New First National Bank Building.

This is a very important meeting for the purpose of reviewing proposals developed jointly by our staff and the City Planning Department for a meaningful planning program for Central Atlanta.

IT IS MOST IMPORTANT THAT YOU BE PRESENT. Please notify Mrs. Roberson, 577-3976, that you will attend.

Sincerely,



Jack Tarver
Chairman, Executive Committee