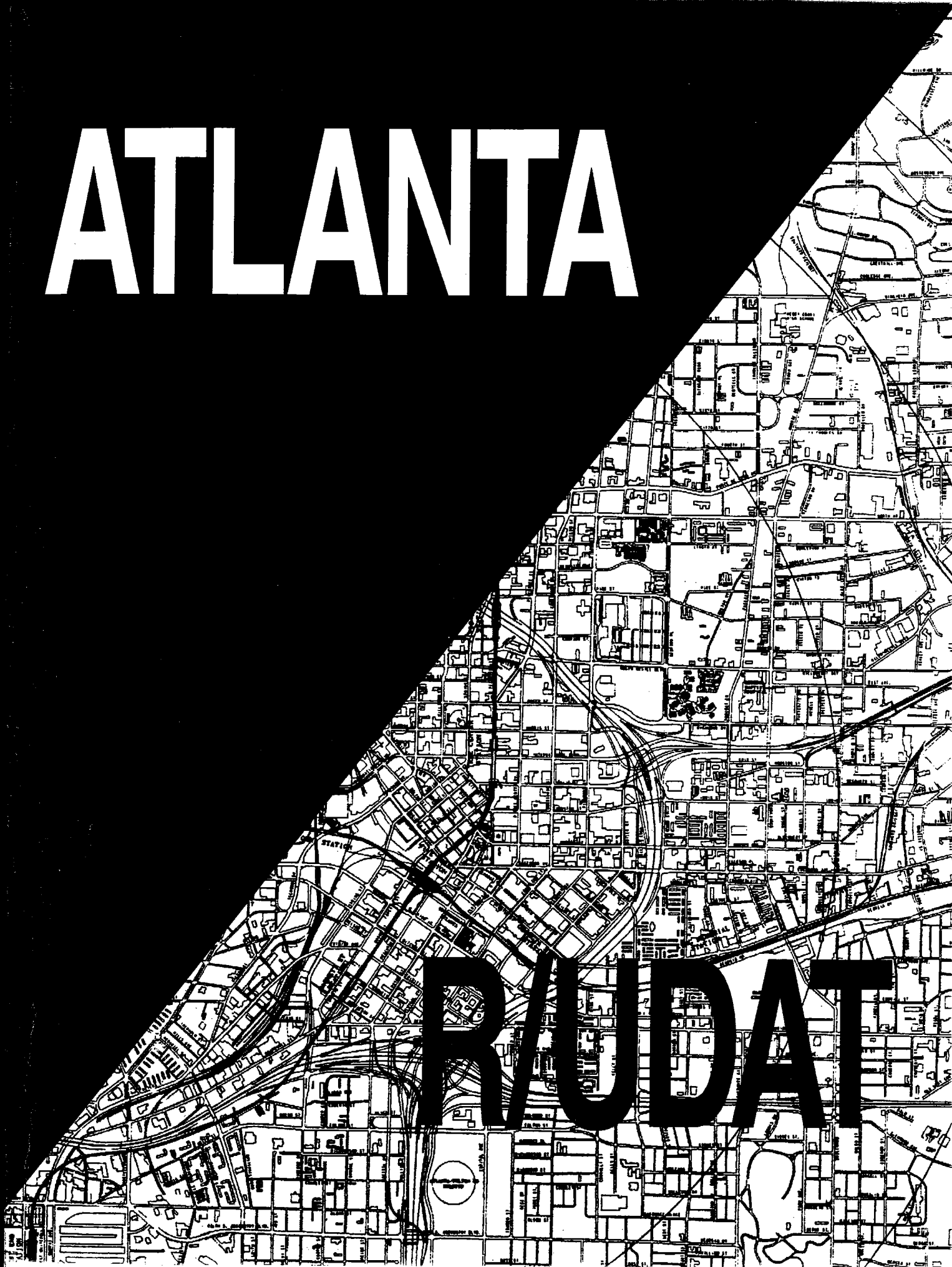


ATLANTA

RIUDAT



The Atlanta R/UDAT was carried out in downtown Atlanta, September 10 - 14, 1992.

R/UDAT means Regional/Urban Design Assistance Team, a 25-year-old public service program of the American Institute of Architects. The teams provide urban design and planning and other professional expertise to help communities solve a variety of problems.

Atlanta R/UDAT

September 14, 1992

Members of the Steering Committee
Atlanta R/UDAT

Ladies and Gentlemen:

We are pleased to deliver this report prepared in response to your request.

We have toured the City, interviewed community leaders, and reviewed ongoing plans. We believe that although the R/UDAT event was short in time we have digested the history of the City and understand the implications of the Olympic Games for the present and the future. We hope we have provided provocative documents that will induce broad discussion and participation among all concerned parties.

In that spirit, we hope you will continue the work you have initiated and assist the citizens of Atlanta as they move beyond the Olympics and into the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Alexander Cooper", followed by a long horizontal flourish.

Alexander Cooper, FAIA
Chairman
Atlanta R/UDAT

AC/eh

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THE CHARGE

The city of Atlanta, the Atlanta Chapter of The American Institute of Architects (AIA), and Central Atlanta Progress have asked the Atlanta R/UDAT to build on opportunities generated by the 1996 Olympic Games to create a greater vision of Atlanta as an international city and human rights capital. The city is particularly concerned about the need for lasting benefits from Olympic projects in some of Atlanta's poorest neighborhoods that abut a number of the Olympic venues.

The R/UDAT's goal is to develop a vision of Atlanta's urban center to help guide planning and design during and after the Olympics, as well as to determine ways to communicate the need for important new projects and activities aimed at animating the city and capturing opportunities presented by the Games.

The team was asked to address ways to enliven street life and public spaces and to enhance Atlanta's image as a world-class city through new initiatives in urban design, architecture, public art, graphic communications, landscape architecture, economic development, neighborhood revitalization, and areas such as housing and transportation.

During its intensive four-day visit, the Atlanta R/UDAT examined proposed links between Olympic venues and surrounding neighborhoods, corridors between event sites, gateways into the city, and Atlanta's rich heritage -- its diverse people and its environment.

The R/UDAT leaves this report as an "action agenda" to help the people of Atlanta take advantage of the economic, social, and aesthetic potential presented by the Games and the need to examine Atlanta's downtown as it moves toward a new level as an international city.

We, as well as many Atlantans, see the Games as a moment in history for all Atlantans to unite their resources to raise this city to the world class which it deserves. The Olympic legacy will benefit Atlanta in its continuing quest as a caring and great city on the road to reaching its maximum potential. Atlanta's uniqueness is its development capacity and its historic role in the civil rights movement, monumentalized through the continuing work of the King Center which draws three million tourists annually. In addition, Atlanta is known for its Black intellectual center through its college consortium, a center of Black academic accomplishment superior to any in the world. Atlanta is known the world over for its Southern food and humor, the Civil War and, of course, let's not overlook "Gone With The Wind". Atlanta is a major Southern city which enjoyed unparalleled growth in its downtown and airport areas with Black leadership at the helm, collaborating with the financial community. It is with these accomplishments in its rich and diverse history in mind that we suggest the capacity to come together, rise above any and all differences, and produce an Olympic Games event unparalleled in modern times, while at the same time incorporating a process to assure a tranquil and healthy future for all of its citizens.

OVERVIEW

We began our work with the assumption that the 1996 Olympic Games were to be the centerpiece of our attention. What has emerged, instead, is an understanding that the Olympics is, simply put, a major event in a long history of events that in the aggregate represent the maturing of Atlanta into a world city for the next century. The magnitude of the event, however, has created a sense of urgency and even tension which tends to cloud the more enduring proposition regarding the future of the city. We have shifted our focus to that future, with the understanding that the Olympics do provide an almost unique opportunity to accelerate the inevitable maturing process.

Two parallel events come to mind and are instructive for Atlanta; namely, Chicago and Barcelona. First, Chicago in 1893 hosted a World Exposition, now known as the World's Fair. By that time, the city was already a major center of distribution and the anchor for the Midwest. As a result of that event, Chicago not only produced an architectural vocabulary that served as a model for the city and the country for the next 50 years, but also established an infrastructure that has defined the city for 100 years. The Midway, Lakeshore Drive, and a park system were all implanted to service the event.

Second, and most recently, Barcelona has staged the highly visible and successful 1992 Summer Olympics. It is crucial to understand that Barcelona absorbed the Olympics as an "event" in its own 900-year history. Specifically, when the Franco government departed in the 1970s, the city planners opted in 1976 not to do a master plan for the entire city. Instead, they defined 10 areas within and bordering the city that would be targeted for future development. Some 12 years later, in the bid for the Olympics, those same sites were suggested as the venues for the Games. This creative opportunism enabled Barcelona to build a 20th-century infrastructure, lacking until the present time.

Atlanta has taken a starkly different tack. Its bid was based upon an in-place infrastructure that is perhaps singular in the country. The majority of venues already exist, as does access to them. This suggests that the "on-venue" or "within the fence" aspects of the games are far advanced relative to previous Olympic efforts. It further suggests the "off-venue" conditions are probably lagging and should be addressed in an aggressive manner to benefit the city far beyond the timeframe of the Games.

Our sense is that the Games will be at least as successful as Barcelona and will establish Atlanta in the world memory bank as a deeply humane and desirable city. While Barcelona showcased its history and its urbanity, Atlanta will demonstrate its efficiency and its people -- their diversity and qualities of youth, energy, tolerance, civility, and dignity. We as a team have experienced both, and it is a compelling story to tell.

We have heard numerous citizens and public officials speak to the "character" of Atlanta and we have looked ourselves at what is distinctive about the city. We have also looked at the evolution of the city and its patterns of growth from the past. In the following section of the report, we have delineated those patterns in order to suggest a theme for the next phase in building the city. But at present, we see Atlanta as part of the family of new, younger cities in the country. It is not rich in historical context physically, such as Savannah or New Orleans. It is, perhaps, more recognized for its social and cultural history as the birthplace of the civil rights movement and as the center of the country for Black culture and education. Its colleges are legendary and it is likely that many visitors to Atlanta will want to experience its traditions of jazz, blues, and spiritual music.

Its tourist attractions will be visited by most of the spectators to the games -- the Martin Luther King Center, the Carter Library, CNN -- and many others will find the more hidden treasures such as the Fox Theatre, Big Bethel Church, and the Atlanta University Center. Managing this surge of visitors and providing a quality experience for them is a major agenda item for the city. Present-day visitors, especially from Europe, already marvel at the network of modern facilities that are in place -- the roads, transit, airport, sports arenas, market centers, and telecommunications systems. The Atlanta sense of pride and boosterism is well-founded.

Beyond these elements, we have been struck by other distinguishing characteristics. Atlanta is indeed the capital of Georgia, and the entire government center occasionally plays a significant role. The fact that there is no large natural body of water is certainly uncommon in a major city, especially for one that is recognized for its park-like setting. In addition, the multi-level city is carried to an extreme in Atlanta. Other cities, such as Chicago, operate by a lower level street system under the Loop area; and Minneapolis-St. Paul has an extensive overstreet system in response to winter conditions. But only Atlanta, to our knowledge, attempts a three-level system in its downtown area. While certain conveniences are achieved, there is a net subtraction from the street level which makes downtown appear more empty than the intensity would otherwise suggest. This internalization of the city should be redrawn so that its best aspects are presented to the streets. Finally, there are the neighborhoods. While other cities in the country are making major efforts to provide downtown housing as the key to a vibrant city life, Atlanta already has substantial housing in close proximity. One needs only to perceive the boundaries of downtown as extending both north and south from Five Points to reveal the extraordinary resource represented by the close-in neighborhoods. Their futures are totally coincident with that of the commercial core.

The team has heard much discussion of the "legacy" of the Olympics -- both from those on the line to produce them and from those who will be most directly affected by them. We believe there will be multiple legacies, each of which positively contributes to the City of Atlanta and all its residents. Most obvious is the structural legacy, or the facilities themselves which will be minimal, however, because the bid was secured based upon extensive existing venues. Nonetheless, there will be, at the minimum, the reconfigured Olympic stadium, dormitories for Georgia Tech and Georgia State, athletic fields at Atlanta University, and the shooting range at Wolf Creek.

Even more pervasive, however, could be the reputational legacy that will be framed in large part by television coverage. Whether that defining reputation will be primarily for fiscal responsibility, or efficiency, or the natural setting of the city and region, remains to be crafted.

There will inevitably be a financial legacy as well. We believe the sponsors of the games will achieve their commitment to leave the jurisdiction debt free and unburdened. If revenue projections prove to be modest and expenditures contained, there could be a surplus in addition to the indirect benefits flowing from three million visitors. The team has gone further to suggest an Olympic Legacy Trust Fund, detailed in a later section, to underpin efforts to support collateral development.

A fourth element will undoubtedly be a transportation legacy which will underscore Atlanta's pivotal role in the region. The regional transportation management and monitoring system being developed for the games will serve the city well into the next century.

A fifth possibility is an urban design legacy which could alter how Atlanta approaches development into the future. We sense the City is expert at dealing with macro design issues such as transport and civil engineering. We see that Atlanta is sophisticated in designing the micro-environments

such as MARTA stations. What is missing is the town design scale which ultimately defines the public character of the city. In the course of preparing for the Olympics, the city must develop an advocacy for and expertise in the art of designing cities. These advocates for the public realm are few today and must become legion in order to achieve the goals so many people have told us are crucial to Atlanta's future.

Yet another, or sixth piece, could be a governance legacy, whereby a spirit of cooperation and a process of insuring it could be manifested. We have heard and read much about divisions and turf battles being waged daily. These reflect not only history but the enormous stakes involved. The R/UDAT believes that recognition of mutual stakes will bring the parties together to solve problems as Atlanta has always done. This process could be the most enduring of the legacies.

Finally, as articulated to us so eloquently by Chairman Young, the real legacy of the games will be the kids -- those who directly participate, those who aspire, and those who merely watch and absorb the value system the games represent.

We would be lax not to address the "vision" thing. We have been asked to suggest a "new" vision for the city. Implicit in that request is an assumption that Atlanta has either an "old" vision or no vision about where it is headed. We have concluded the opposite. There is no lack of plans for what to do. In a short period of time, the team was exposed to an extraordinary level of energy and thoughtfulness regarding the future. The neighborhood efforts we have seen are highly articulate and sensitive. Symptomatically, the Techwood / Clark Howell community continues to struggle with and propose solutions for positive resolution to its seemingly intractable issues. The competition results for Peachtree Street and Auburn Avenue are exactly on point. The suggested multi-modal depot would help to knit together an awkward but crucial piece of the city. Five thousand trees

downtown could be only the beginning. Plans for the ability of the King Center to accommodate high levels of visitors are headed in the right direction. Freedom Parkway will be a superb addition of the park system to the northeast. And the list goes on. In short, the future is now ... the vision exists ... Atlanta has only to recognize it, support it, and implement it. The city will not dramatically change in the next four years. The process of designing and building beautiful cities represents a long-term commitment and process which incorporates all the ideas and includes all the people in achieving a shared result.

We hope the effort of the R/UDAT team will itself be a catalyst, however modest, to reasoned dialogue concerning the future of the city.

EVOLUTION

Atlanta: The Evolution of a City

1816: A Site, A Game, A Destiny

From the ridge, heavily-wooded land rolls down to deep gullies. In the early morning, damp air gathers here, creating wisps of mist for the rising sun to burn away. It's good land, well-stocked with game. Moving feet have cut a path on top the highest ridge, marking the earth with evidence of human habitation.

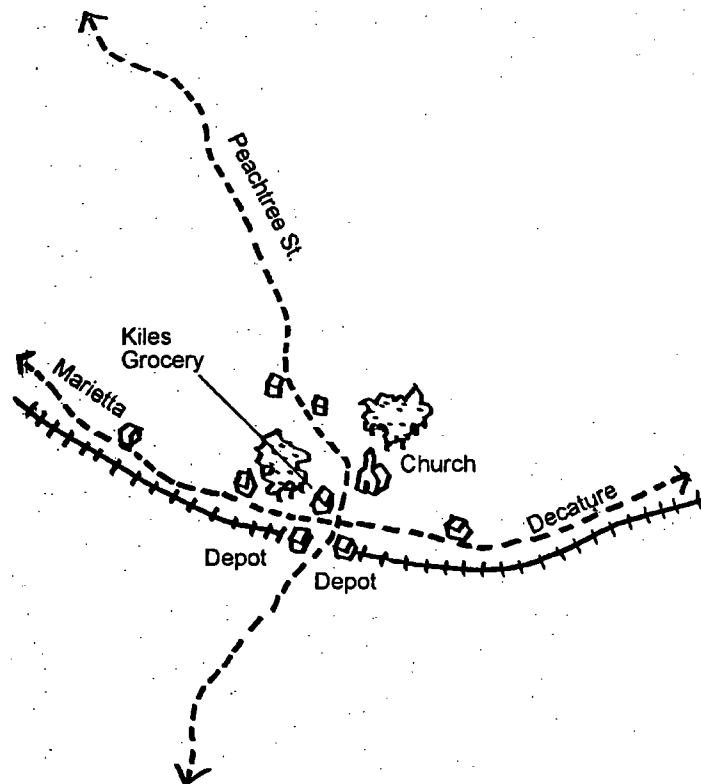
Two nations claim this good place. The Creek and the Cherokee meet in ritual celebration to play their traditional game, a sport similar to lacrosse. The Cherokee win the game, and they claim the land where Atlanta now resides.

1848: A Settlement

The path along the highest ridge has become a wagon trail leading through a cluster of small buildings, most of them grouped beside this main road. Railroad tracks make a new pattern on the land, while wooden sidewalks define the paths where citizens walk. There's a sawmill to turn trees into lumber, some houses, a combination church and school, even a tavern. A newspaper keeps people in touch with each other and the world. Trains pull into the little depot surrounded by rail yards. A row of brick stores has just been built, beginning a tradition of brick architecture. Huddled together, the small buildings face onto the main road, and fainter trails open at right angles to it.

1881: A Town

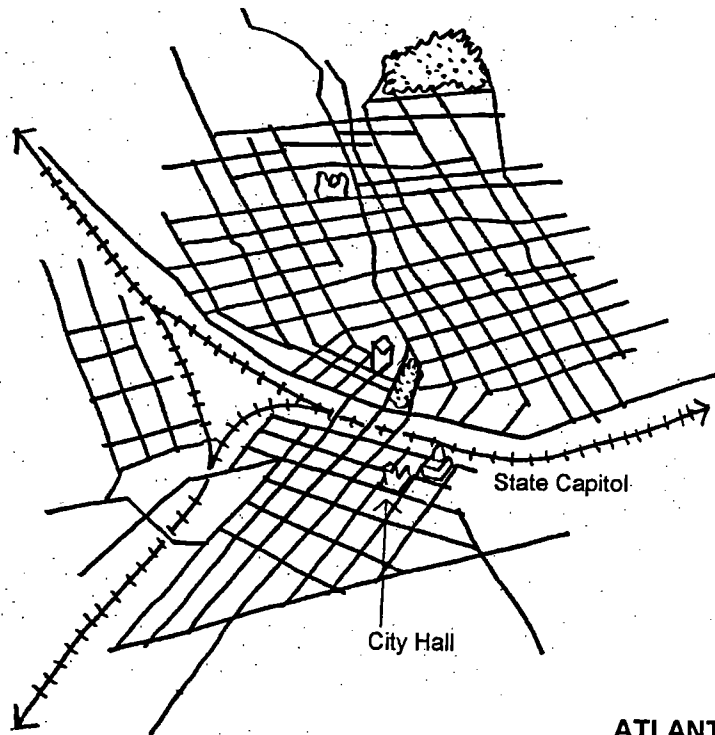
Now the streets, including the old Indian path, are paved and formed into a grid. But along the top of the ridge, that grid twists, following the old familiar route. A horse-drawn streetcar carries citizens through a town that has running water and a sewer system --- sure signs of recovery from the fiery destruction of the Civil War. Now life is good, and the community is confident. The tent cities that grew up in the war's aftermath have evolved into neighborhoods. Morehouse College and Clark College are established and active. There's a courthouse and talk of a State Capitol soon to be built. Atlanta has a public school system, its first park and first apartments. There's even a telephone. Sure of its bright future, the town invites the entire world to its International Cotton Exposition. Throngs of visitors accept.



ATLANTA 1850's

1910: A City

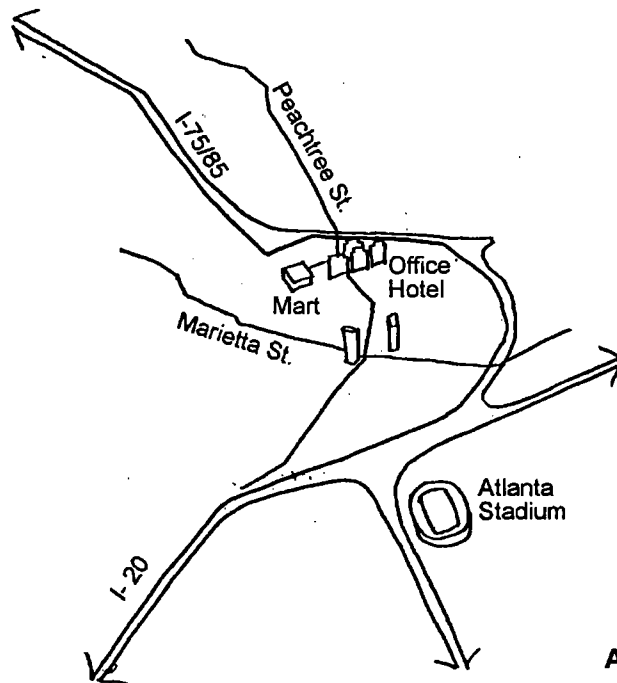
On Peachtree, the Candler Building rises seventeen stories into the air. Downtown streets are lined with clusters of handsome structures such as the Hurt Building, the Flatiron Building, and the Carnegie Library. A new viaduct bridges a gully clogged with rail yards and tracks. The new hydroelectric plant sends power surging through the air, tracing a way over wires looped between poles that dot the landscape. Electricity lights the buildings, the streets, and the new Coca-Cola plant. Georgia Tech has joined the City's other colleges, and Grady Hospital is a source of community pride. Good trolley service has fostered the development of new suburbs: Candler Park, Inman Park, and the Olmstead designed Druid Hills. The city has converted the old exposition site into Piedmont Park, and there is a zoo for the education and entertainment of the citizens. Always interested in the most recent achievements, Atlanta is now fascinated with a new marvel: the airplane.



ATLANTA 1920's

1938: A State Capital

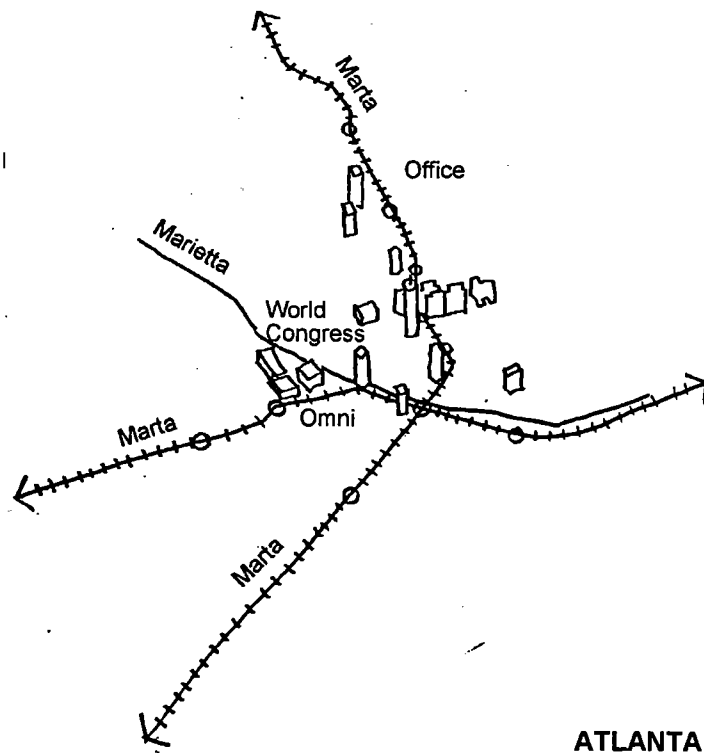
Automobile sounds echo through the streets. Peachtree, once a path then a trail, a road, a street, is now a thoroughfare filled with steady traffic. Some of it is bound for U. S. 41, the Dixie Highway. Trucks transport goods, airplanes bring mail, cars carry people, and the streets are festooned with traffic signals. Rich's Department store sparkles as a feature of a downtown shopping mecca drawing people from every nook of the city and the surrounding countryside as well. The Depression is easing a bit. Movies at the Fox Theater are popular, and everybody listens to the radio. They like the big parades down Peachtree, especially the one honoring President Roosevelt. Things are definitely looking up. America is in love with the car, boding well for the Ford and General Motors manufacturing plants. Union Station is an impressive gateway for visitors arriving by train, and two airlines -- Delta and Eastern -- make their home base in Atlanta. The nation's first public housing just opened in Techwood, and a new sewer system has been installed throughout the city. Times have been hard, but through it all, the people of Atlanta have continued to invest in their city.



ATLANTA 1960's

1967: A Regional Center

Peachtree is still the triumphant street of the city, but a greater surge of traffic speeds along completed freeways I-75, I-85, and I-20. Suddenly, the city takes on a larger scale as climate-controlled buildings loom upward and turn inward, divorcing themselves from the street and connecting through skyways. Pedestrian life has disappeared. The auto reigns, and historic buildings are leveled to provide surface parking. At the same time, major structures appear in the cityscape with the opening of the Merchandise Mart and the Hyatt Hotel. Atlanta is now the dominant center of the Southeast, serving as a distribution hub and a regional market. It's a busy city. Atlanta Stadium provides a venue for sports, and the community boasts a symphony orchestra. The first condominiums appear, and, with eyes firmly fixed on the future, the citizens vote to establish a mass transit system.



ATLANTA 1970's

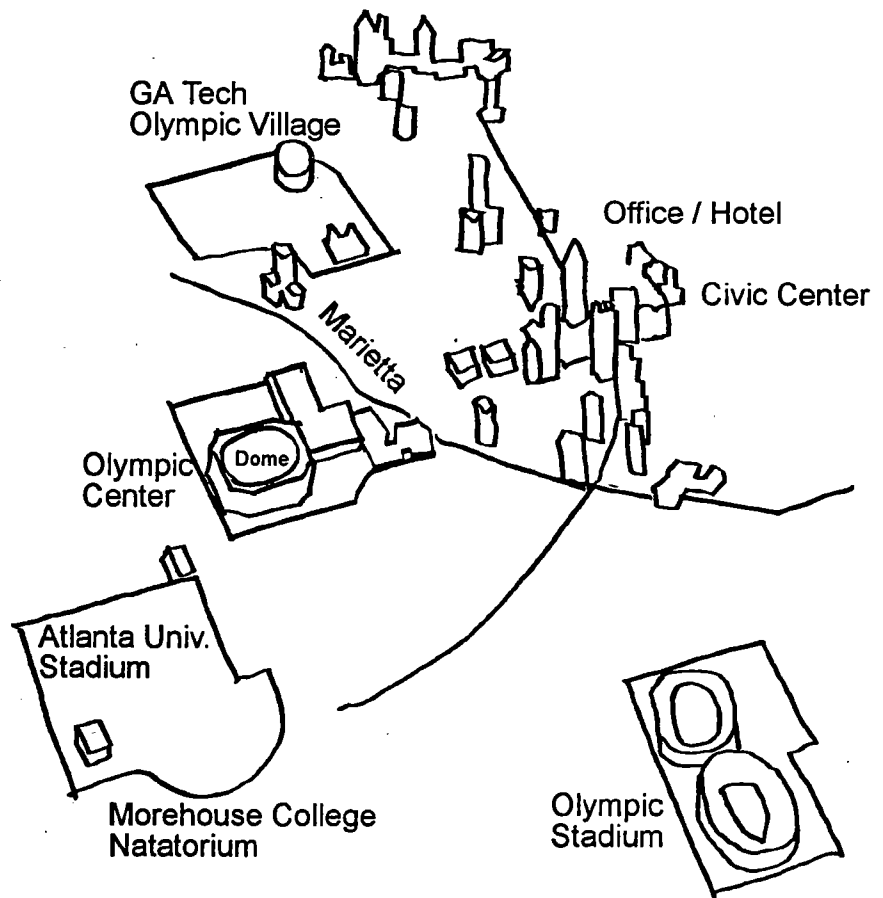
1975: A National Leader

Peachtree Street is an address with national fame as Atlanta develops a stronger image in the nation's consciousness. With the opening of the Martin Luther King Center, the restoration of Underground Atlanta and other downtown features, the donation of Central City Park and the opening of new hotels and market buildings, the addition of the Civic Center and Memorial Stadium, and work underway on a new airport and a new transit system, the attention of the nation is captured. Newcomers arrive daily to cast their lot with this lively young city, while local citizens battle to protect their neighborhoods from roadway incursions. Throughout America, people begin to speak of the "Sunbelt" phenomenon.



1992: An International Destination

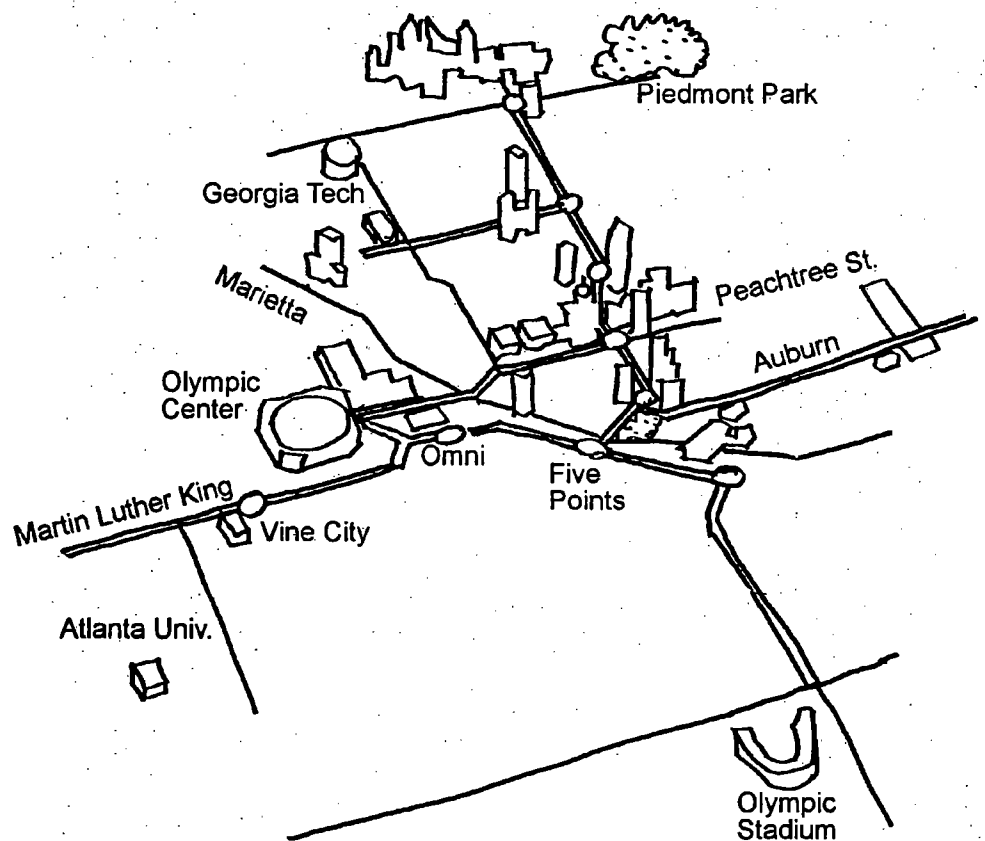
Cities throughout the world compete to host the centennial celebration of the Olympic Games. Atlanta is chosen. Even over Athens, home of the Olympics, Atlanta is chosen. The ingenu city from the South steps decisively onto the international stage. The old Indian trail runs through a downtown that is now a financial, legal, and convention center. The marks of the street grid and the tracks of the railroad now share the earth with lines traced by MARTA. The city's underground transit system ferries visitors from the heart of the city to the international airport in a quick quarter-hour.



ATLANTA 1990's

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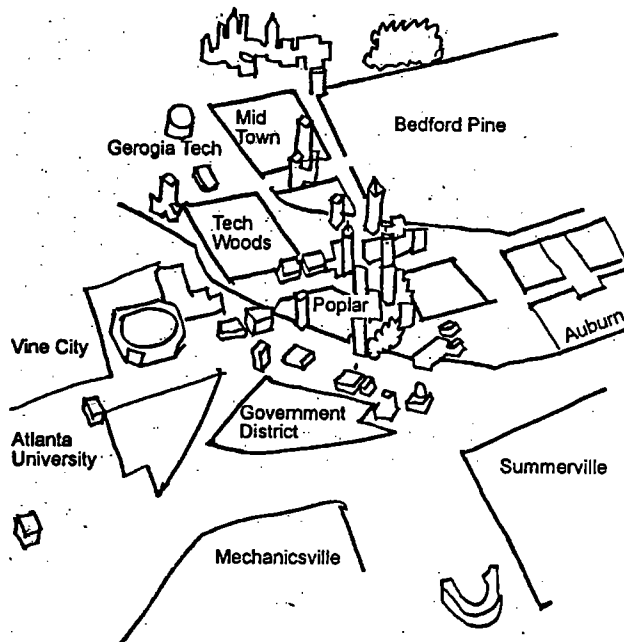
The World Congress Center has the Georgia Dome for a neighbor, the Fox Theater is restored to its former grandeur, the Carter Presidential Center breaks new ground in confronting world problems, the Martin Luther King Center is a National Historic Site and an international beacon lighting the way to world peace. Three flourishing universities, Atlanta University, Georgia Tech, and Georgia State, are part of the city's fabric and its future hope. CNN Broadcasting is a communication network linking the world, and the Center of Disease Control confronts the struggle for world health. The High Museum is acclaimed, and the zoo is revitalized. Atlanta is chosen. The last Olympic Games of the 20th Century will be held in one of the nation's-- and the world's-- youngest cities. Somehow it seems fitting, even inevitable.



ATLANTA NEXT STEP

2020: A Mature City

As Atlanta matures into the fullness of its promise, what kind of place will it be? The answer to that will be determined by the ideas it embraces, the actions it takes, the efforts it makes, and the dreams it dreams. But we can imagine what the city could become. In its maturity, Atlanta will be a complex city where the pedestrian scale has been restored by embracing a diversity of uses, activities, people, and spaces. Neighborhoods will be stabilized and prospering, each fulfilling its own destiny and expressing its own character. Streets will repair the city fabric by weaving together those places where it is frayed or broken. All that links, connects, and interacts between the parts of the city will be respected, honored, strengthened and celebrated. All marks on the land will be integrated, one with the other. And, in continuity with its history, Atlanta of the brave heart and the courageous spirit will demonstrate to the world that such qualities arise from linking together the hearts and minds of all its people. It is their spirit which continuously creates the city, helps it grow, and enables Atlanta to reach out and embrace the world.



ATLANTA 2000's

URBAN DESIGN

PREAMBLE

AUBURN AVENUE

MLK JR DRIVE

CAPITOL AVENUE / STADIUM

INTERNATIONAL BOULEVARD

ENVIRONMENTAL CONSIDERATION

URBAN STREETSCAPES

TRANSPORTATION

PREAMBLE

As a preamble to our specific design work, it is necessary to establish a point of view and a clear definition regarding the term "urban design". Designing cities requires a different orientation and focus from designing buildings. What we have been shown so far in Atlanta is predominantly "projects." But urban design is not an assemblage of projects. Rather, it is an attitude about the larger order within cities, and, secondarily, the smaller pieces that reinforce those orders. Urban design is, therefore, about the public places of the city and the values those places represent.

We have been asked many times what we think of Atlanta and the design quality of its various buildings. We have avoided answering those queries because that is not the issue we feel is paramount. Instead, urban design must be understood as the intentional merging of three distinct but interrelated elements: streets, buildings, and open spaces. Streets represent the structure of the city -- its most fundamental ordering device. Some cities are known by their streets -- Los Angeles has not only the freeways but also Wilshire, Hollywood and Sunset Boulevards. Other cities are recognized by their building forms -- New York's skyscrapers or Washington's monumental commercial and civic buildings. And yet other cities are most notable for their open spaces -- whether the parks of Savannah or the hills and rivers of Pittsburgh. Only a rarefied few, such as Paris, blend tree-lined boulevards with low-scale, articulated buildings and generous, humane parks.

Atlanta must distinguish, decide, and then emphasize the character of its streets, the building forms appropriate for each, and then infuse far more parks of various sizes and scale into the fabric of the city. Only then can it start to be the memorable city it aspires to be.

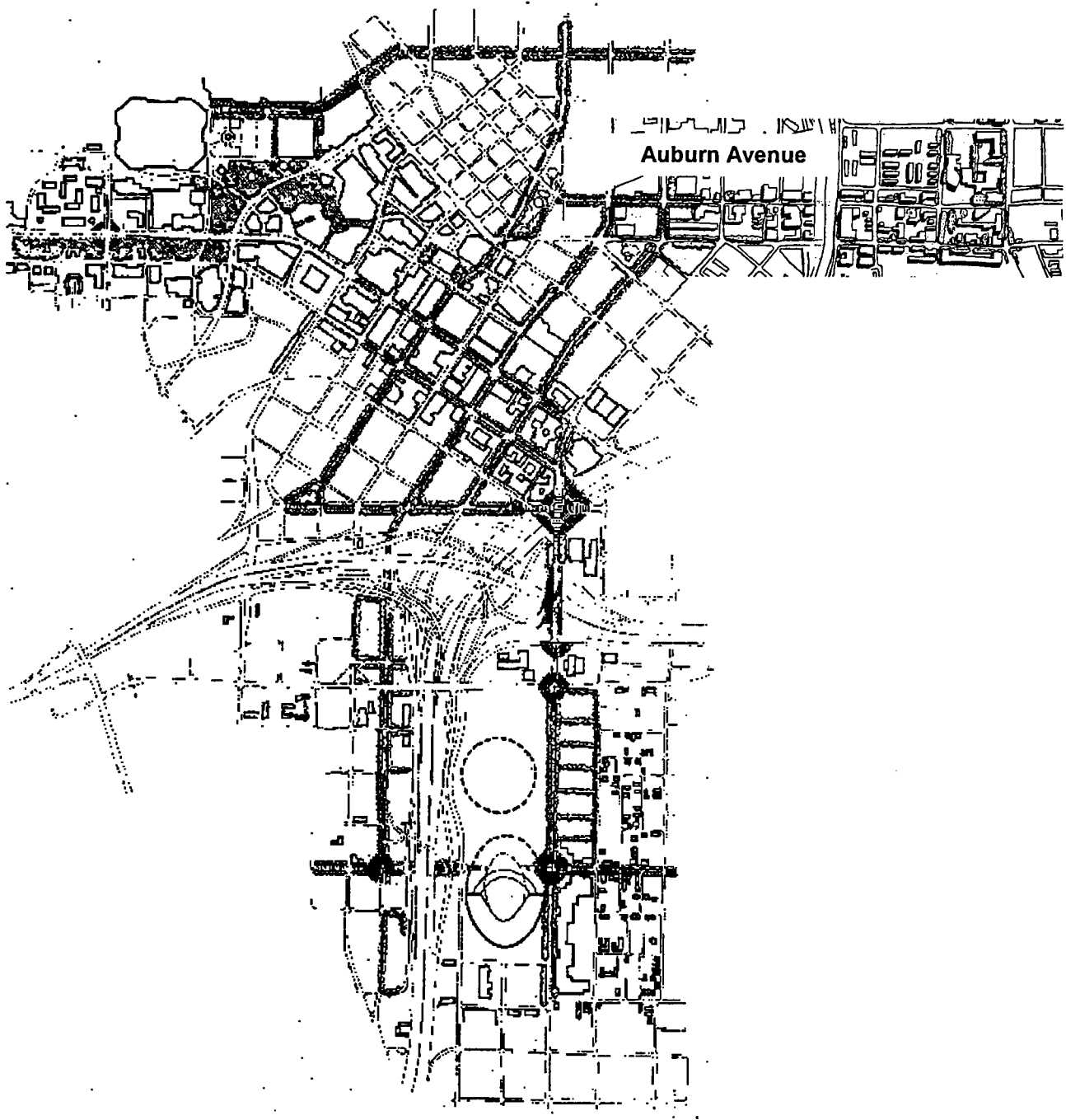
Therefore, the team suggests that the issue is not the projects, but the connections in between them... less the buildings in Midtown... and the relationships among them. We see the effort toward humanizing Peachtree Street and Auburn Avenue as legitimate urban design. We see the

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resolution of areas between the Dome, World Congress Center, and Omni as the most crucial piece of downtown design. We see the Fairlie-Poplar district as an extraordinary opportunity for a mixed-use, active, entertainment, and loft-living in-town place. We see the connection between Atlanta University and the Martin Luther King Center as an obvious and necessary relationship to establish. We see the linkage of the neighborhoods to a larger pedestrian system, uniting them with downtown, as inevitable. We see the transformation of International Boulevard as essential to the legibility of the downtown area. We see Woodruff Park as a logical extension of Five Points and Underground Atlanta. These must all be urgent priorities.

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Consequently, we see the Olympic venues as pieces of a much larger order of connections at the citywide scale. Our teams, therefore, have focused on those missing pieces which will knit the city together and make palpable the interdependency of its various parts.



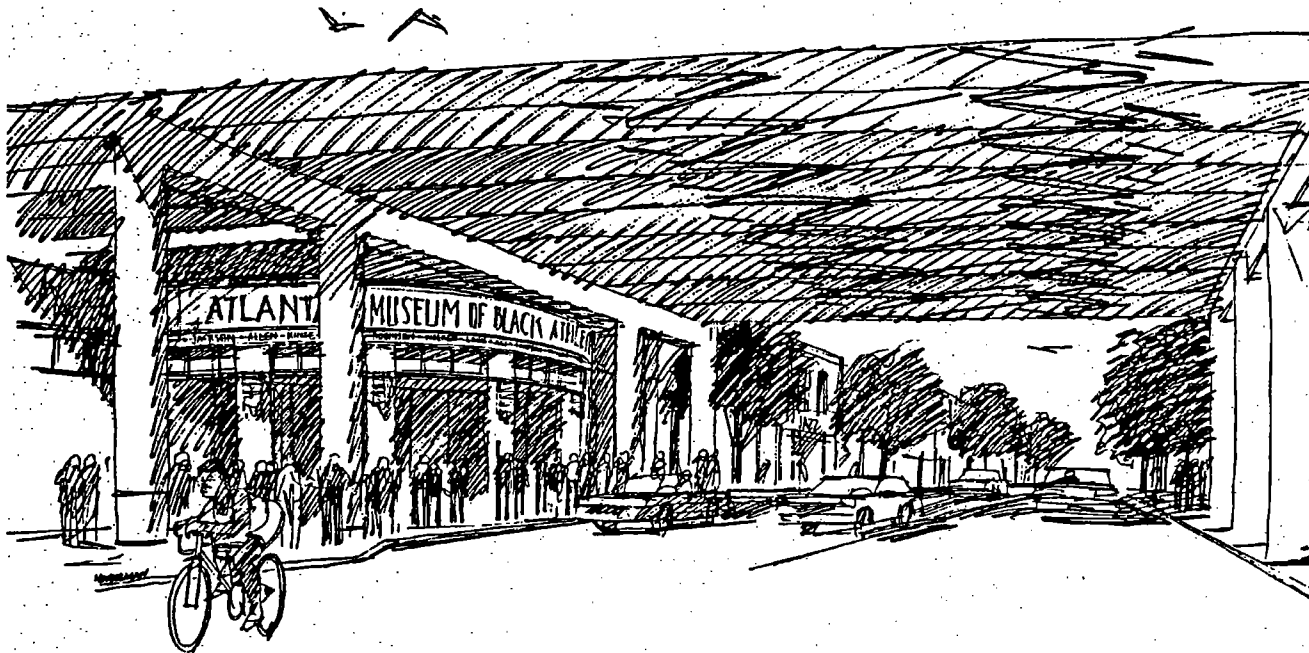
AUBURN AVENUE

In the fall of 1990, Central Atlanta Progress and the City of Atlanta co-sponsored a design competition for improvements to Peachtree Street and Auburn Avenue. Winner of the Auburn Street segment of the competition was the Boston firm of Jack Patrick and Associates Inc.

The R/UDAT reviewed the design competition for Auburn Avenue and subsequent design proposals by the city's Department of Planning and Development and suggest the following:

- The competition plan did not recognize the currently defined route of the Freedom Walk which links Auburn to Underground Atlanta via Courtland, Edgewood, Peachtree Center, and Central Avenues. The plan anchored Auburn in a redefined Woodruff Park. This creates a more legible connection to the downtown area while retaining a good link to the Underground.
- The plan proposed the development of a trolley system on Auburn Avenue extending from Woodruff Park to the Martin Luther King Center. The intent of the trolley was to carry much of the enormous volume of visitors to the area and to reduce the need for buses and cars, and the related parking. It seems unlikely at this date that the trolley will be constructed in the short term. In its absence, some form of bus shuttle system from the downtown area should be provided.
- A subsequent plan proposed the construction of an underground parking structure below the plaza across Auburn Avenue from the Martin Luther King Center. While the underground parking would be inconspicuous, it would generate very substantial traffic on Auburn Avenue and the related residential streets. Large new parking areas should be avoided by providing transit as noted above.

- The city's Department of Planning and Development has proposed that the Martin Luther King Center and the new sanctuary for the Ebenezer Church be linked via an extension of the Freedom Parkway to the Carter Center. This link should be included in the construction of the Parkway and further development of the area around the King Center and Ebenezer Church.
- There is the potential for an improved link along Yonge Street between the Martin Luther King Center area and the King Center MARTA station to the south. While the use of MARTA should not be discouraged, the reinforcement of this access could reduce pedestrian circulation along Auburn from Woodruff Park and be detrimental to the revitalization of the street.
- While Auburn Avenue (with the Martin Luther King Center) is among Atlanta's most visited attractions (with more than 3,000,000 visitors per year), it passes without identification below the overpass for Interstates 75/85. Because of the configuration of the freeway and the small size and low profiles of the King Center and Ebenezer Church, neither are particularly visible from the Freeway. There should be a "marker" that rises above the level of the freeway that identifies the passage below of this important part of Atlanta's history.
- There is an enormous empty space (currently used for parking) below the freeway at the level of Auburn Avenue. This space interrupts the street's activities and breaks it into two segments – east and west. It is proposed that the space be developed as a museum for black athletic achievements and that the underside of the freeway structure be illuminated with patterns of colored neon. In lieu of being a divisive element, the freeway's overpass could become an enriching event on Auburn Avenue.



Auburn Avenue under I75/85 looking East

shows:

- 1.) possible museum dedicated to black athletes from around the world who would participate in the museum's programs during the Olympics
- 2.) activity, lighting and soffit treatment make the space an attractive intermediate point along the avenue
- 3.) other aspects of black pride, such as music, are also celebrated

- Auburn Avenue continues well beyond the Martin Luther King Center into the neighborhood. Just as the historic section of the street is anchored on its west end by Woodruff Park, it should be punctuated to the east at the Martin Luther King Center. The sketch illustrates the possibility of erecting a monumental sculpture of Dr. King within the roadway in the block that houses the Center.



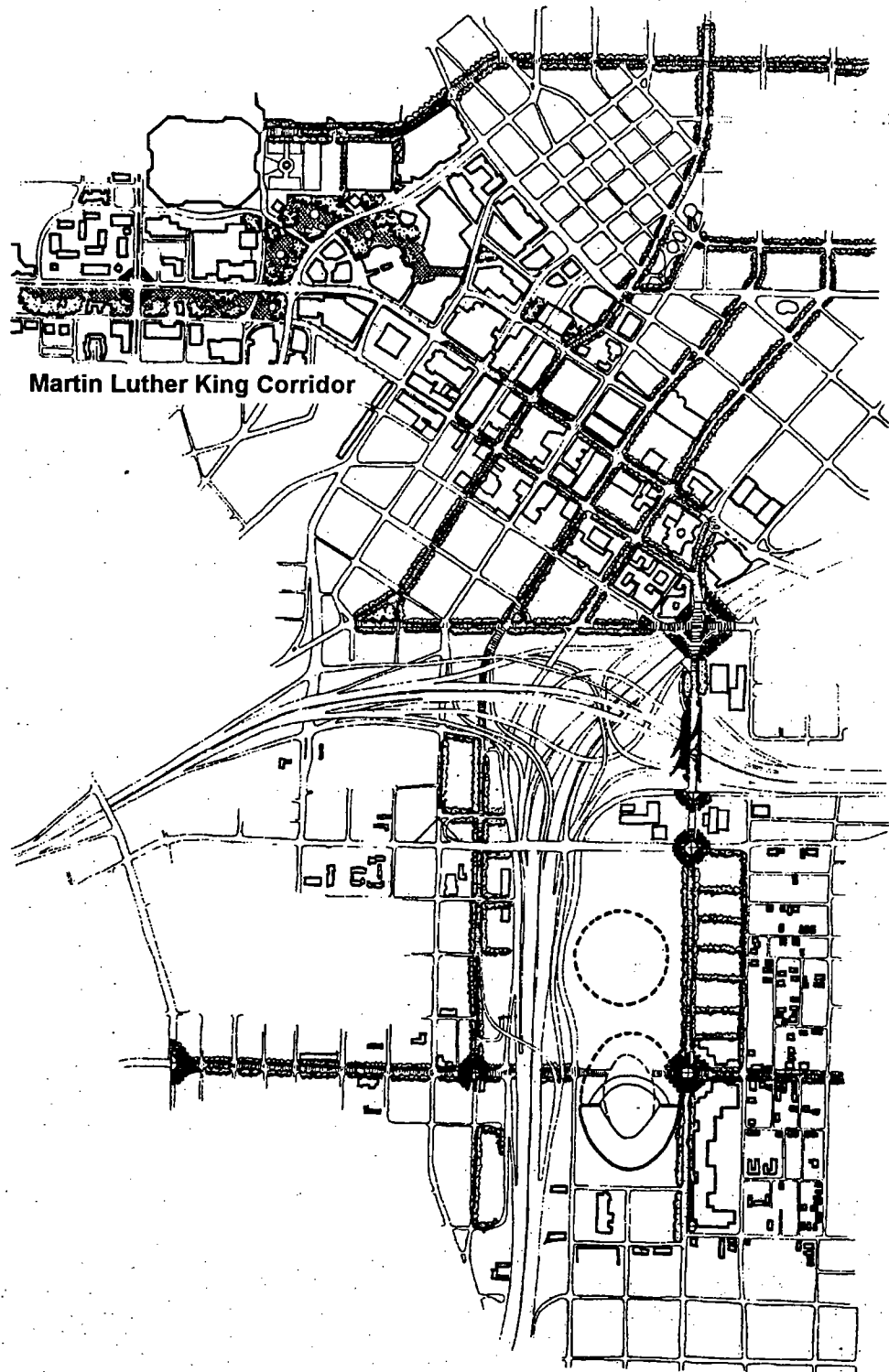
Auburn Avenue looking East at Parkway Drive

- shows:
- 1.) plaza and memorial statue of MLK as eastern terminus of Auburn Avenue
 - 2.) retail service area to receive tourists and visitors

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Martin Luther King Corridor

MARTIN LUTHER KING, JR. DRIVE CORRIDOR

Given the 1996 Olympic Games, the expansion of the Atlanta University Center institutions, and housing and business improvements in the area, the Atlanta Economic Development Corporation commissioned a planning study by Richard Rothman & Associates to "interrelate these new projects with a common set of objectives to improve the community as a place to live, work and do business." This study was completed in May, 1991, and has been incorporated into the R/UDAT's overall plan.

With its universities and history, the area is comparable in its significance to the Auburn Avenue area, yet it has long been separated from the downtown by a broad swath of railroad tracks spanned by long elevated viaducts. The creation of the Omni Center, Georgia Dome and Georgia World Congress Center, and an extended pedestrian plan for the Central Business District has substantially enhanced the potential for diminishing this separation.

The city's plan calls for the westward extension of Underground Atlanta's below-street-level pedestrian circulation system. Starting at Underground Atlanta and MARTA's Five Points Station, the system will lead to the multi-modal passenger station, then pass below Spring Street and Techwood Drive to connect to the Omni, Georgia World Congress Center, and the Georgia Dome. The landscaped pathway would be defined by new office, retail, and parking structures.

The R/UDAT recommends the creation of a link that will join the Atlanta University Center area with the downtown through this new pedestrian system and proposes the following:

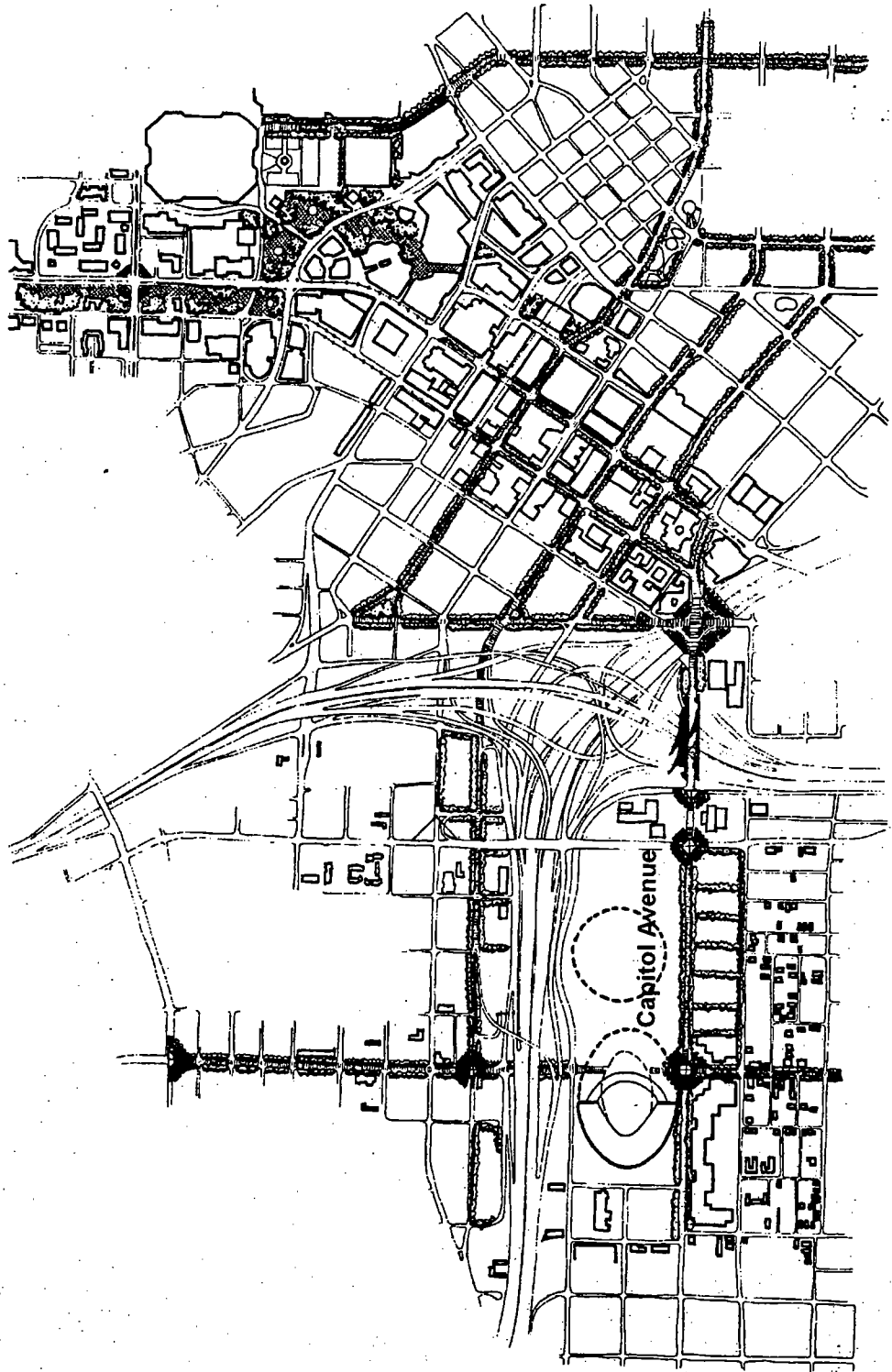
- Martin Luther King, Jr. Drive is the spine of the Atlanta University Center area. East of Northside Drive, it works with Mitchell Street as a one way couple (King to the west, Mitchell to the east). It is proposed that the link between these streets be made further west at Tatnall Street creating a block-wide linear park that would extend approximately six blocks to the intersection with Techwood Drive. This new park would provide a symbolic anchor for MLK Jr. Drive and serve as a gateway to the downtown area. The existing Friendship Baptist and Central Methodist Churches would remain within the park, which could also house activities and exhibits related to the history and culture of the area's universities.
- With the natural topography and the elevation of the MLK Jr. Drive viaduct, the linear park will provide a natural entrance into the new below-street-level pedestrian system. It will connect to an open space at MARTA's Omni station from which pedestrians will have an attractive, protected route to Underground Atlanta.
- Sites around the Georgia Dome should house major commercial structures and additional government buildings. Each should have entrances and retail spaces at the level of the pedestrian system and at the street/bridge level.
- While the vitality of much of this new connection will be dependent upon private development which may not occur for years to come, the linear park and lower-level pedestrian system should be created now. With the framework established, both can be fleshed out in the future as the market allows.

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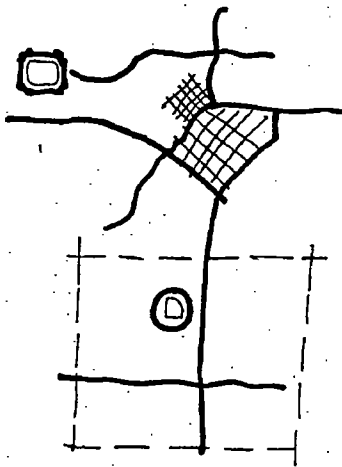


CAPITOL AVENUE / STADIUM

The most significant venue of the Centennial Games, the Olympic Stadium, is located just south of the CBD, across I-20 adjoining the present Fulton County Stadium. The stadium is planned as the site for the opening and closing ceremonies as well as athletics, soccer, and show jumping.

Location

Adjoining two in-town residential neighborhoods, Summerhill and Mechanicsville, the Olympic Stadium will attract the most people of any venue. The combination of Olympic prominence, visibility, high attendance, and proximity to residential uses indicates the need for special care and focus in the development of the venue. In addition, this most costly and notable Olympic facility is also one of the few new venues of the Games.



The stadium is reached from the city core by means of Capitol Avenue – to be renamed Olympic Boulevard. Olympic Boulevard leads from the Georgia State Capitol, across a viaduct above I-20, and down a gentle grade to the stadium. Major surface streets which bisect the adjoining residential neighborhoods also converge on the venue from east and west. Olympic Boulevard continues south as the major north-south connector to the residential areas of Pittsburgh and Peoplestown.

Adjoining the specific site of the new stadium is the present Fulton County Stadium. This smaller facility is currently used for the Atlanta Braves professional baseball team. To be used during the Olympics for baseball as well, the 53,000 seat stadium will be removed following the Olympics.

Lastly, the joint site of the two stadiums is prominently located at the intersection of the two river-like freeway corridors which divide and encircle the downtown of Atlanta. Arriving by automobile, from the airport to the south on I-75/85 or from the east and west on I-20, the site is highly visible, befitting its significant role in the Games.

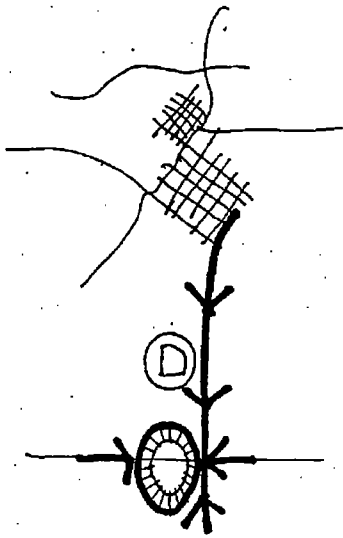
ISSUES

Ceremonial

The ceremonial use of the Olympic Stadium will bring a focus of attention unlike any other venue. From the procession of the athletes to the surely heroic closing ceremonies, the Olympic Stadium locale serves many types of events.

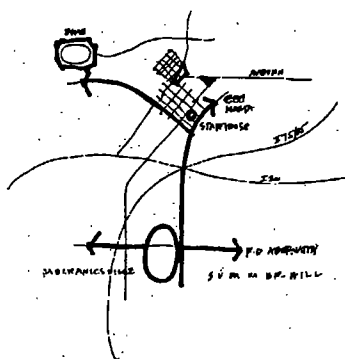
Currently, this portion of Atlanta has experienced no thoughtful urban design. While the proposed Olympic Stadium will surely be well designed, the fabric of the city "outside the fence" needs equal or greater care to appropriately place the venue in its needed context.

To achieve the ceremonial grace and strength representing this most symbolic of Olympic venues, considerable attention must be given to the stadium locale -- from the MARTA station down Olympic Boulevard; from Mechanicsville to Summerhill. A form and urban character representative of the greatest assemblage of world athletes is required. While an image can be drawn with temporary structures, banners and devices, a lasting memory of the Centennial Games will not occur without focus and commitment to a more permanent vision of the City.



Spectators

The activities will occur in a location that is not currently equipped to handle the 50,000 or so baseball fans it serves, let alone a combined venue population of approximately 150,000 which may change up to three times daily for approximately 450,000 visitations. No site in Atlanta today experiences such a volume of visitors arriving and departing during limited time periods. The proximity to fragile residential neighborhoods compounds the impact.



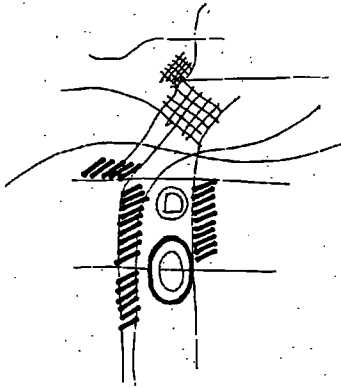
Location and Linkage

Although the acreage and configuration of the site is appropriate for the scale of use, the connections to the city are inadequate. Given the commitment to moving visitors as pedestrians, these linkages must also interconnect with MARTA, the Underground, the hotel district, the King Center Area and the Georgia Dome. Current pedestrian pathways and vehicular access are not adequate to handle these needs in a world class manner.

Pedestrian Experience

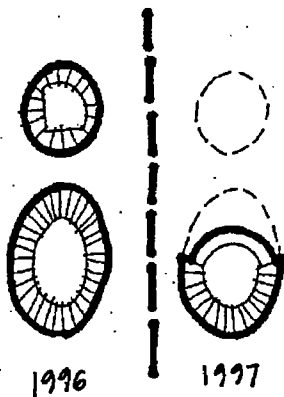
Pedestrian linkages to and from the stadium venue are minimally developed. This most important venue is further from MARTA than any other major site. And yet, more pedestrians need to access this location than any other. To successfully encourage the utilization of pedestrian pathways, now and beyond the Games, enhancements must be developed along all major streets leading to and from Olympic Stadium.

Parking



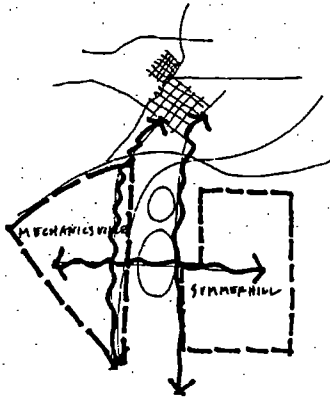
The single greatest potential impact on the neighborhoods after completion of construction is the accommodation of the auto. The commitment to move people by means other than the car must remain after the games. A sensitively planned accommodation of automobile traffic must be incorporated into both the long-range planning of the physical facilities as well as the administrative planning supporting the concepts. All neighborhood groups have expressed a thoughtful and warranted concern about accommodating the car.

Transformation



As a further complication of this large undertaking, the stadium building and site undergoes a transformation after the Olympics from its 85,000 Games' size and general use configuration to a 45,000-seat baseball stadium. In addition, the current Fulton County Stadium is demolished and replaced with structured parking and a park. The neighborhood impact begins almost immediately with the closure of Georgia Avenue between Capitol Avenue and I-75/85. This disruption will impact both the Summerhill and Mechanicsville neighborhoods.

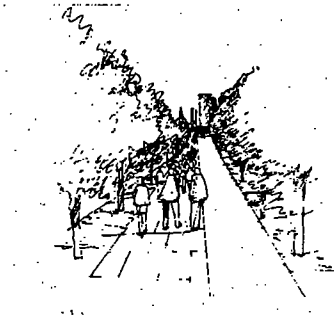
Neighborhoods



The Summerville and Mechanicsville neighborhoods have suffered from the effects of the original freeway and stadium construction. From a pre-freeway and stadium peak population of 12,000, Summerhill currently accommodates approximately 2,500 persons. Great care and coordination must be exercised in planning the construction, the Olympic usage, the reconstruction/demolition, and the ultimate usage of the stadium area. Mitigation should be comprehensive enough to deal with the whole range of impacts from retail health to human health; from parking to transit; from temporary facilities to new construction; from jobs to training.

URBAN DESIGN STRATEGIES

Olympic Boulevard

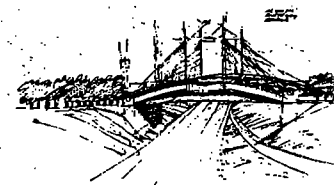


Develop Capitol Avenue into Olympic Boulevard. Enhance the vehicular and pedestrian capacity of the street to accommodate the ceremony and Olympic Stadium visitors, as well as creating a lasting processional link to the heart of the city, from the neighborhoods to the Statehouse. Treatment should include expanded walkways, lighting, extensive street trees, signage/graphics and streetscape development.

Ralph Abernathy Boulevard

Develop a major east/west boulevard connecting the Olympic Stadium area to the zoo to the east and to the West End Station to the west. Provide a gateway location for the development of neighborhood centers serving Mechanicsville and Summerhill.

The Olympic Bridge



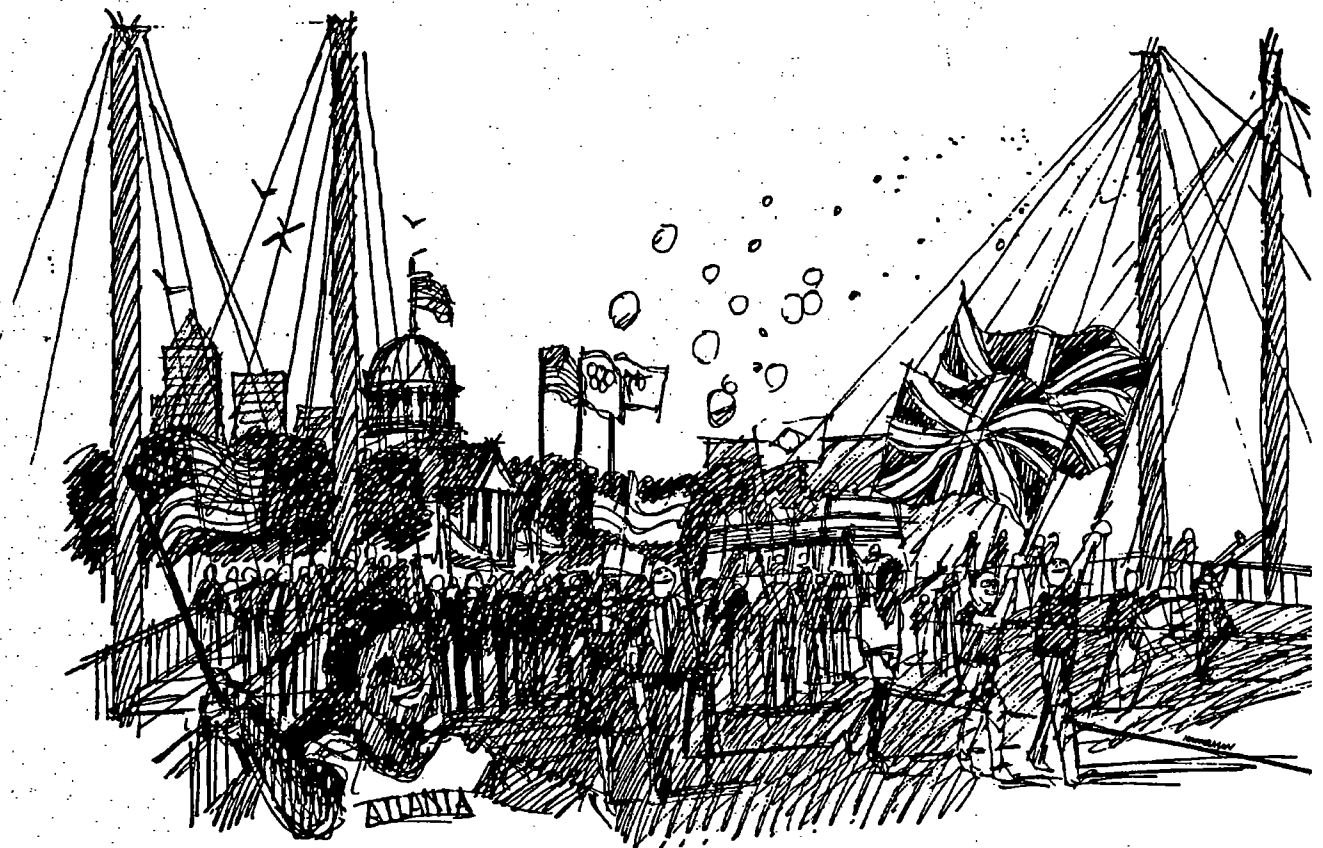
Create a ceremonial connection between the stadium and neighborhoods south of I-20 and the government, institutions and commercial districts to the north by glorifying the bridge over the interstate highway. This major Olympic "event" will be visible from the freeway. It will be a waystation on the pedestrian path from the GSU MARTA station to the stadium venue. The bridge is an opportunity to introduce an art and architecture competition to the preparation for the Games that can leave a legacy in people's minds as well as in the city.

The Freeway Garden

Immediately below the Olympic bridge, and conceived as part of the Atlanta entry experience, is one of three Olympic Flag Gardens. Imagine a field of 10,000 flags planted among the existing plantings to continue the celebration of this Olympic Gateway.

The Olympic Plaza

The new Olympic Boulevard begins its transformation at an Olympic Plaza which will be developed at Capitol and Memorial Avenues. This currently barren streetscape will be redone to soften the gateway into the government district while providing a foreground to the Statehouse.



The State Capitol Connection

The extension of Capitol Avenue which leads past the State Capitol and continues on to the Georgia State MARTA station needs extensive streetscape treatment to connect it to the fabric of the district and provide a linkage between Olympic venues.

Link to Georgia State University

From the link at Capitol Avenue which turns at the State Capitol onto Martin Luther King Drive, we can make a meaningful connection to GSU along Central Avenue. Given the conversion of the Ramada Inn at a Capitol and Fulton to GSU housing, this is an important link.

Link to the Georgia Dome and AUC

Develop Martin Luther King Drive as the pedestrian link to Underground, Atlanta from the Omni, World Congress Center, the Georgia Dome and the Atlanta University Center.

Parking

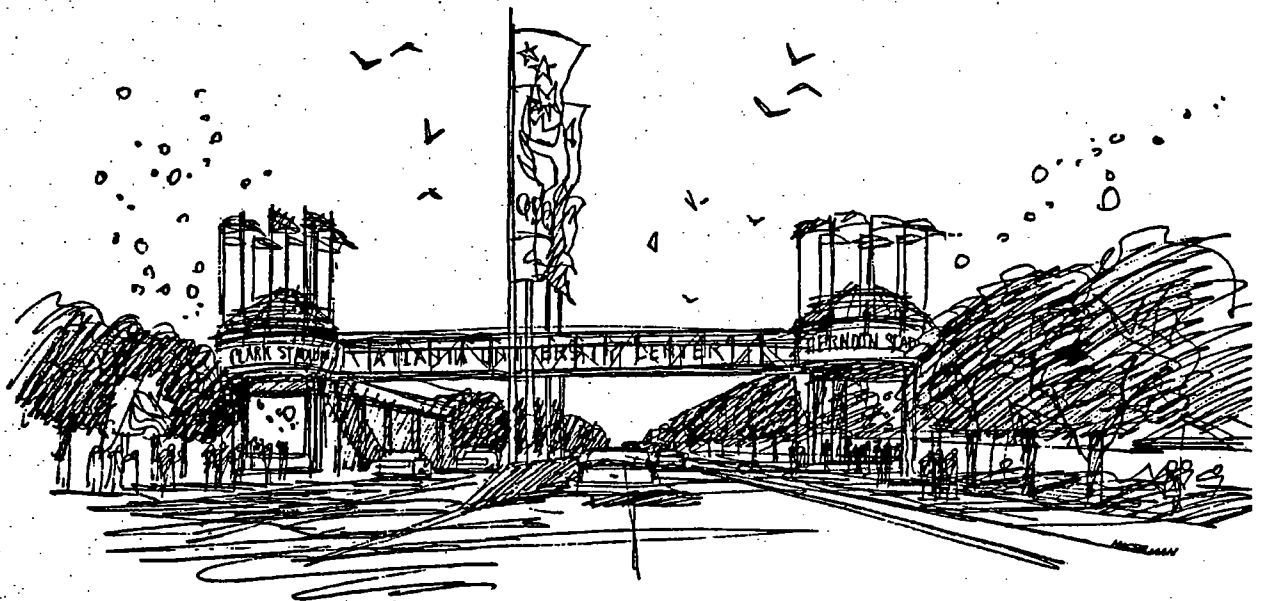
Create two major parking precincts to handle the parking load that cannot be accommodated on the stadium sites directly: one adjacent to the Summerhill neighborhood and the other adjacent to the Mechanicsville neighborhood. Both of these parking locations are in accordance with the neighborhood plans developed by the NPU's.

Neighborhood Gateways

Create a defining entryway for both the Summerhill and the Mechanicsville neighborhoods along Ralph Abemathy Boulevard. Associated with each are locations for Town Commercial Center at Summerhill and a Cultural/Civic Complex at Mechanicsville. The Mechanicsville location should contain the renovated St. Stephens Church with possible Olympic uses such as transit terminal and police substation. The Summerhill Gateway is more retail oriented and becomes the starting point of the Summerhill Town Center. This Center should also be coordinated with the development of the stadium retail area.

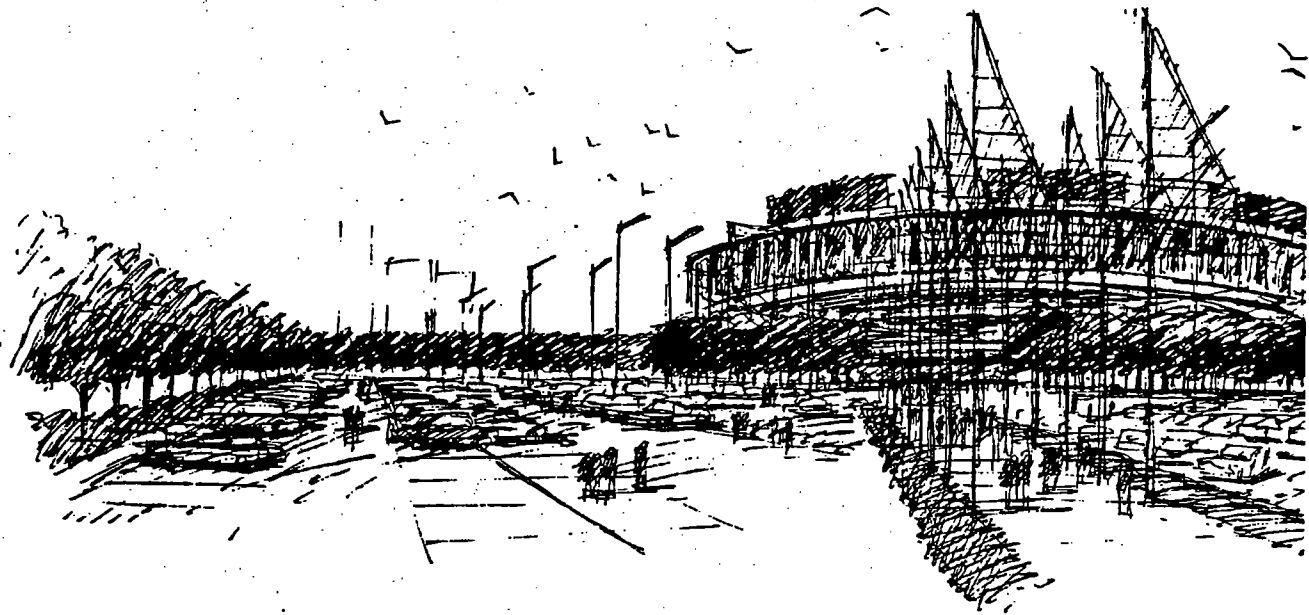
Memorial Drive

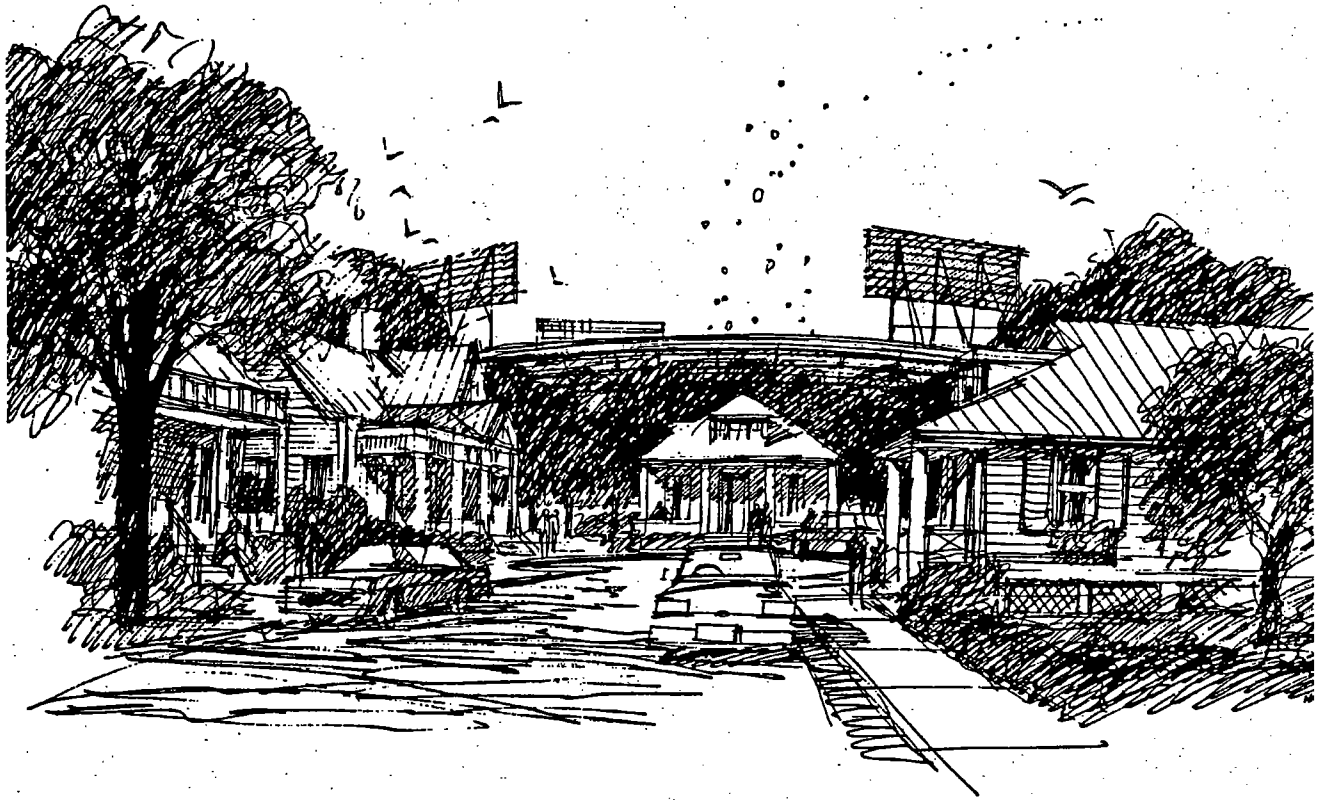
Memorial Drive, A major east/west connector leading towards Stone Mountain should be developed in a manner similar to Ralph Abemathy Boulevard in the area of this study area.



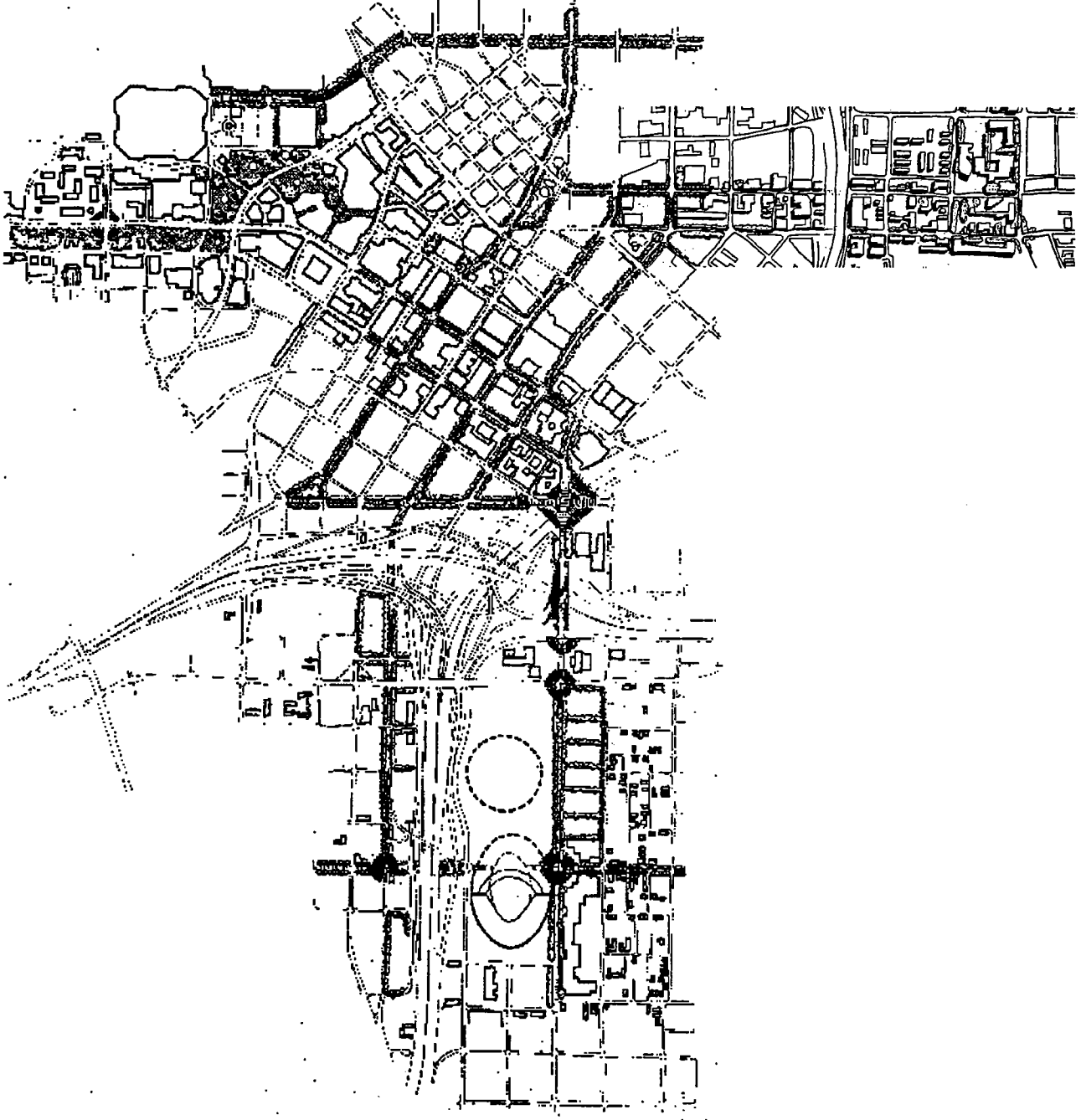
Additional Opportunities and Considerations

There are numerous planning and urban design options which have emerged during our evaluation of opportunities in the stadium area. Those associated with the stadium parking and commercial area are significant enough to mention. With the post-Olympic stadium site configuration receding to the south of the current Fulton County Stadium, there is an opportunity to improve parking and its proximity to the stadium, while at the same time contributing to the enhancement of street life along Olympic Boulevard. The multi-family residential area planned south of Abernathy Boulevard seems incompatible with the stadium usage across Olympic Boulevard. We suggest that the parties involved consider developing the current parking area north of Abernathy as mixed housing-above-commercial. The commercial fronting on Olympic and the housing fronting to the east. Consideration should also be given to changing the multi-family area south of Abernathy to commercial or mixed use to compliment the stadium retail.

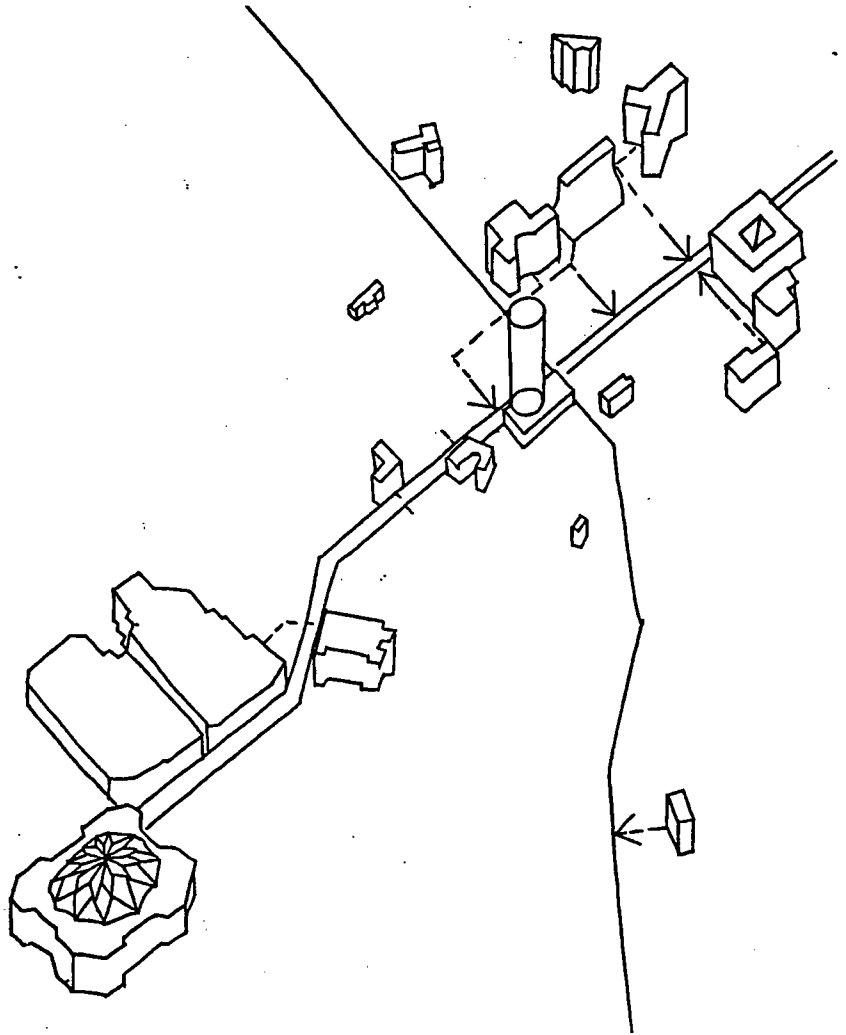




International Boulevard

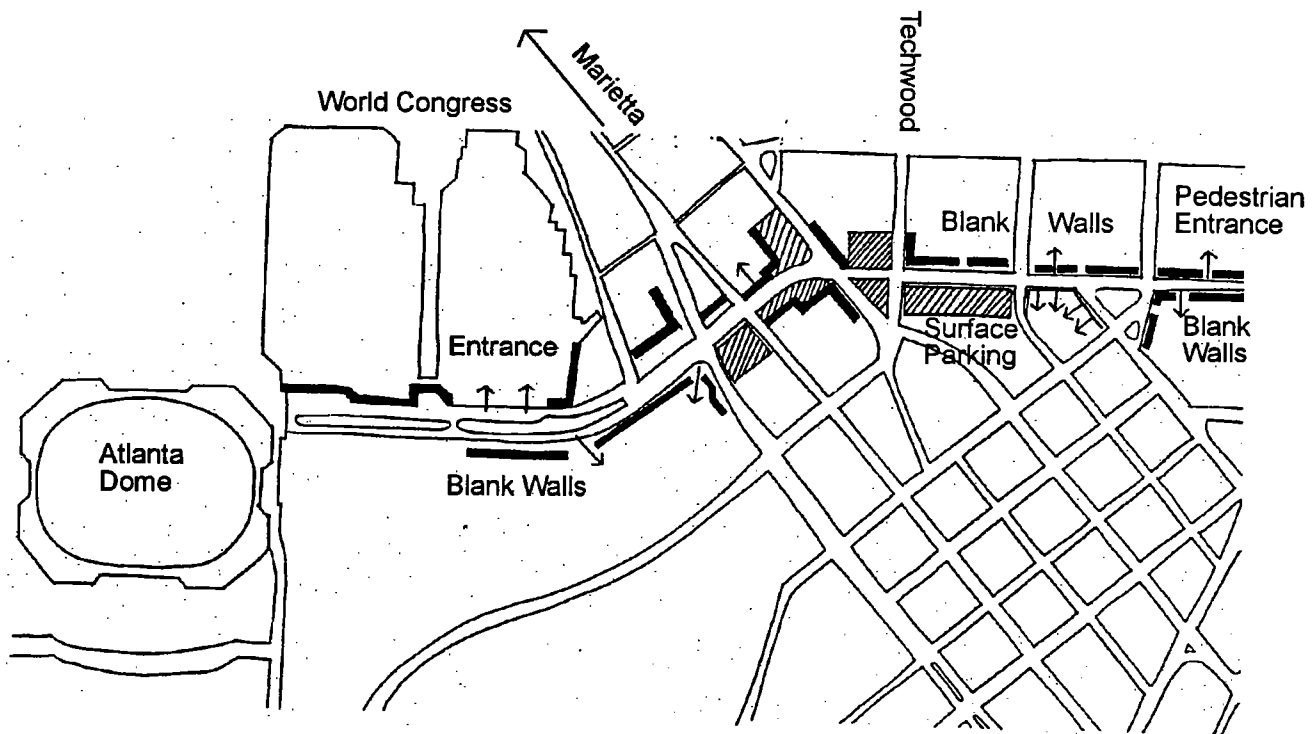


INTERNATIONAL BOULEVARD



International Boulevard Pedestrian Linkage

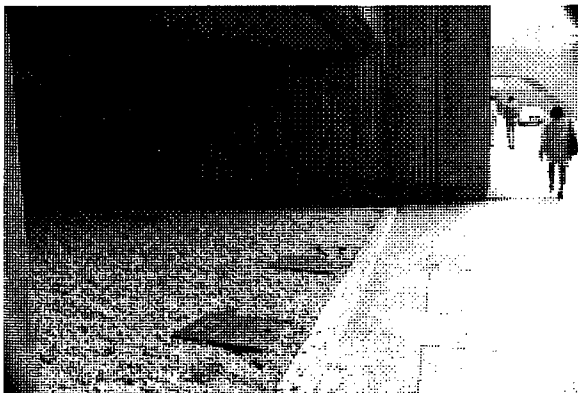
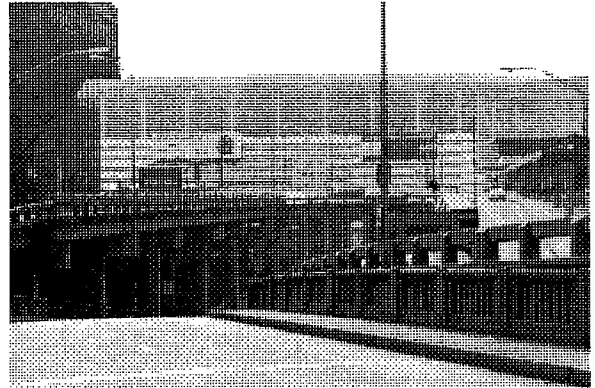
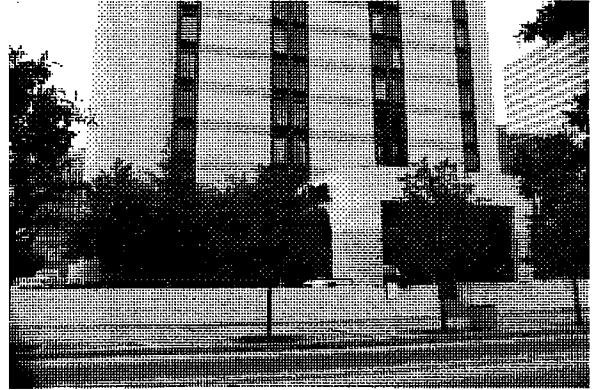
Most of Atlanta's downtown hotels are located near the intersection of International Boulevard and Peachtree Street. At this same intersection is the MARTA station serving Peachtree Center. The hotel as well as MARTA pedestrian traffic must move along the International Boulevard corridor to arrive at the Atlanta Dome, Omni and World Congress facilities. Because the walk gently slopes downhill, the destination of the Georgia Dome and World Congress Center cannot be seen because of the street's angled geometry.

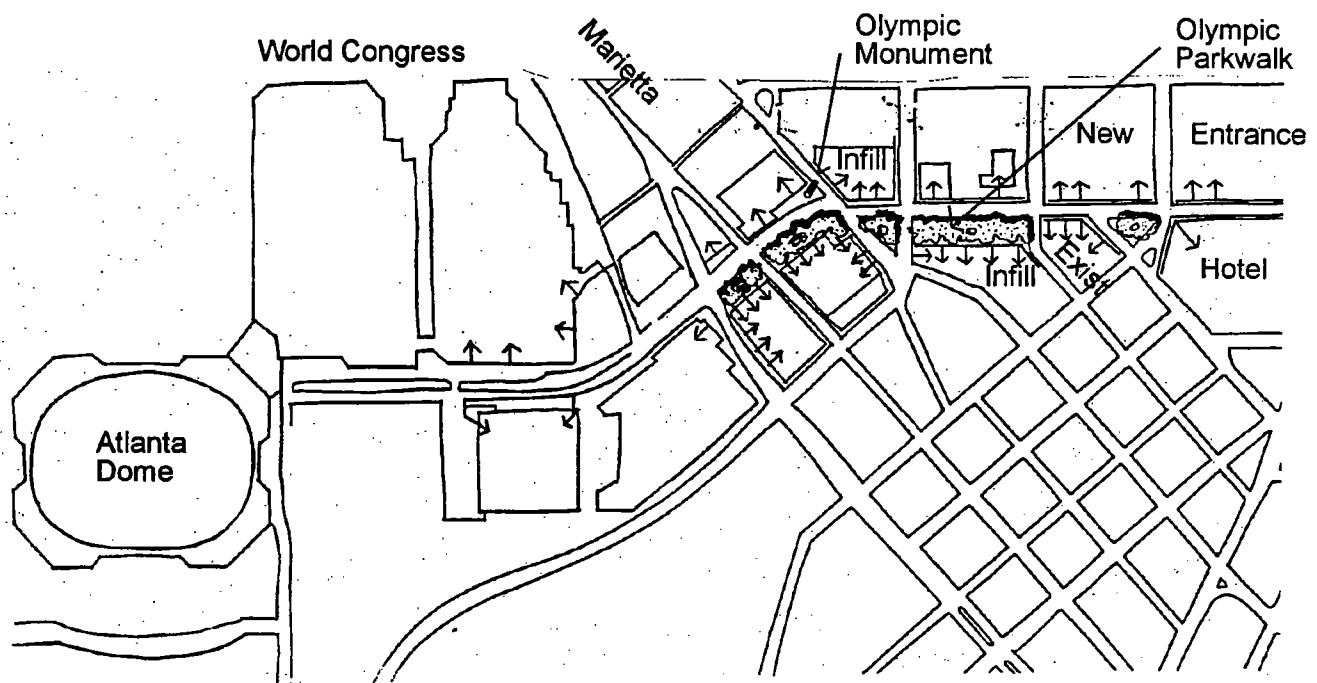


Existing Conditions

The street today completely lacks visual interest. Where buildings exist they present blank walls to the sidewalk. Much of the walk is edged by surface parking lots. There is little shade from the sun. The lack of people, the cars and the usage create a feeling of insecurity, especially after dark. Because the Dome cannot be seen and direction signing is inadequate, it is easy to feel lost. Giant billboards angled to catch the view from fast driving passing cars further reinforce one's sense of discomfort and the feeling of being in the wrong place. This important pedestrian street of the city looks like a truck service corridor.

Visual Aspects of the Existing Conditions





International Boulevard As Place Of Eating & Entertainment

An "Olympic Park" walk developed along the Boulevard on what today is vacant land could provide a special identity of place as well as comfort for walkers. A park amenity would surely provide value to abutting property and stimulate investment in the needed uses to activate the street edge. Today the environment is so unattractive looking that no single small scale project could overcome the problem.

A major art piece could be located at the turn in street geometry to help focus pedestrians to the ultimate destinations. For the LA Olympics a monumental sculpture was commissioned as part of the LA coliseum upgrading and remains as the single memorial to the Olympics.

The large existing buildings near Peachtree Street may be modified at ground level to create new space for active uses. Other locations along the Boulevard will require the infill of new buildings. The infill of uses could be housed in temporary structures if necessary, but only recommend if the proposed "Olympic Park" promenade is realized.



Guidelines For Good Pedestrian Environments

1. The need for visual variety

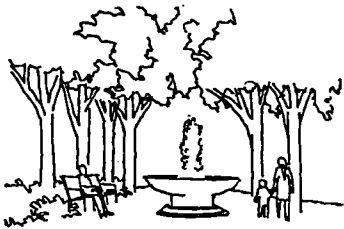
To create a positive scale and visual interest it is important that abutting buildings contain as many doors and windows as possible.

A variety of uses will also create interest.

2. The need for comfort

For walking, the climate should be cool in summer and warm in winter.

Shade trees and the use of water will lower summer outdoor temperatures. Benches, drinking fountains, telephones, and waste receptacles must also be provided.



3. The need for a strong sense of place

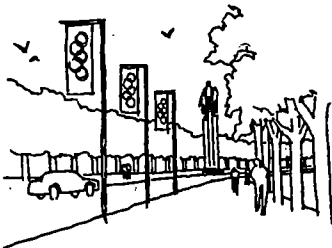
Strong identity can be provided by making the uses collectively define a destination, such as eating or entertainment.

Banners, special lighting, trees, and graphics may also help create the identity of this street.

4. The need for a sense of security

Security can most easily be achieved by providing a combination of activities that attracts the most people.

Good lighting, visibility from passing cars and shop windows are also necessary. The use of windows on new development should be a requirement.



ENVIRONMENTAL CONSIDERATIONS

Though not blessed with meandering streams and broad rivers, Atlanta's landscape is uniquely defined by hardwood and pine forests and noticeable topographic variations.

Peachtree Street makes its way along a prominent ridge punctuating its place as Atlanta's premier street and organizing element.

Well known for its abundance of foliage including myrtle, dogwood, oak, and pine, Atlanta is among a select group of large American cities that can boast of such a heritage.

However, much can be accomplished to augment the "greening of Atlanta" in the years to come.

A greater diversity of shade and ornamental tree species planted along city streets (where r.o.w. permits) and in every available public open space will enrich the visual character of the city. Recommended species for streets include zelkova, plane tree, and ash. Pear trees, though popular throughout the region, are shortlived, susceptible to ice damage, and do not provide the shade canopy.

It is not reasonable to plan for shade trees along streets where the amenity zone next to the street is non-existent; where canopies may eventually be crowded against buildings or sheared by traffic. In these areas an upright ovoid species should be planted or nothing at all. Columnar beech, maple, ash, and in some instances hornbeam can give definition to the street corridor.

Where amenity zones adjacent to the curb are inadequate (usually 10' walks or less) animate the urban streetspace with low space planting, seating, and/or simple furnishings.

Peachtree

*O lovely woodland bride,
Whose silken train hath
So long worn the hardened stone;*

*O comfortor, leader of men,
How fair you hath survived!*

*Offspring wide spectrum of ages
Dawn their varied bright woven gowns
Assemble now close beside you;
Ascend to the stars
their harmonious sound!*

*Now listen all men to her,
Now gather her children near.
Many their voices sing one song
Now lives forever their spirit here!*

URBAN STREETSCAPE

Critical to the urban environment is the building-to-street relationship. Ideally, these two elements marry to create a lively, diverse pedestrian space; a space that is perceived as public, not private; which expresses a shared ownership in the streetscape. Additionally, the spatial form of the street corridor as defined, enclosed, sheltered, and configured by its adjoining buildings can be strengthened and ultimately identified as a "place". Atlanta street atmosphere can benefit greatly by respecting this relationship.

At the street level, new buildings, whether high rise or low rise, should engage the pedestrian by presenting comfortable human elements. This can be accomplished by incorporating retail, food service, galleries, or other entertainment into these highly visible and easily accessible spaces. Where office space or other non-public facades greet the street, every effort should be made to maintain an environment that promotes this scale relationship. Avoid featureless, windowless, vertical walls, adjacent to the street. Encourage low seat walls, colorful plantings, artwork, moveable seating, court spaces for casual meeting or dining adjacent to the street. It is the recommendation of the R/UDAT team that Atlanta prepare design guidelines for all streetscape elements within its downtown district. These guidelines should identify complementary designs for seating, drinking fountains, signage, and planters to be placed within the amenity zone along Atlanta's primary pedestrian streets. Design Guidelines may vary by district reflecting the character appropriate to the identity of the particular place.

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TRANSPORTATION

Historical Perspective

In the early 1800s Indian trails formed the first transportation routes in Atlanta and these sequentially evolved into wagon trails as people settled into the area.

As the geographic significance of the area became more apparent, the railroad became a focal point of the community. The horse drawn streetcar and wooden sidewalks provided for increased mobility needs within the City until the advent of the automobile and paved streets in the late 1800s. This highway system radiated from and through the central city and was replaced by the freeway system in the late fifties/early sixties. The flexibility of the bus system replaced the trolleys; and in the late seventies, these were supplemented by the MARTA rail transit system. Likewise there has been a constant upgrading of air transportation services with the development of the International Airport in 1980.

Current Activities

In response to growth and to the ever increasing convention and special event activity attracted to Atlanta, including events like the Democratic National Convention and the 1996 Olympic Games, the City is in the process of pursuing several major transportation elements, including:

- Downtown Multi-Modal Transportation Center
- A Traffic Surveillance, Control, and Information System
- Development of a Commuter Rail System

In terms of the development of major transportation systems, Atlanta is far ahead of most cities in the nation. Its success has now created demands

and circumstances that precipitate the need to take the next step in the development of the transportation system and its relationship with the commercial and residential neighborhoods it serves.

Conceptual Approach

In transportation engineering, it is commonly said that problems are resolved using the "Three E's" - Engineering, Education, and Enforcement.

Engineering - The City and Region have accommodated traffic and parking demands by increasing the capacity of the system through physical improvements. These efforts have resulted in one of the most advanced integrated systems in the world.

Education - With the physical systems in the process of being completed, and as funding, natural and human environmental factors become more critical, the solutions to transportation challenges will become more dependent on techniques that reduce or change the character of the travel demand. This can be accomplished through policies and programs, and the effective communication and marketing of these programs.

Enforcement - To support the policies and programs and to reinforce the communication and education, there must be a visible and effective program of enforcement.

It is the combination of these three approaches that will complete the transportation system that will support the maturity of Atlanta.






While the major transportation systems serving the longer commuter trips are or will soon be in place, there appears to be a deficiency or gap in the system hierarchy relating to shorter trips. These shorter trips can best be served with an enhanced pedestrian system and, if warranted, a shuttle system.

Pedestrian Movement

This report suggests that extensive pedestrian networks be established to reinforce the desired lines connecting destinations throughout the city. In order to aid the transition to a pedestrian city, numerous steps will have to be considered:

- Streetfront Retail - The city should encourage maximum feasible development of store front retail at the property line.
- Lighting - Along primary pedestrian corridors, increase the lighting levels should be increased to two foot candles, with lenses that allow the light to splash back on the buildings and sidewalks.

TRANSPORTATION SYSTEM DEFICIENCY

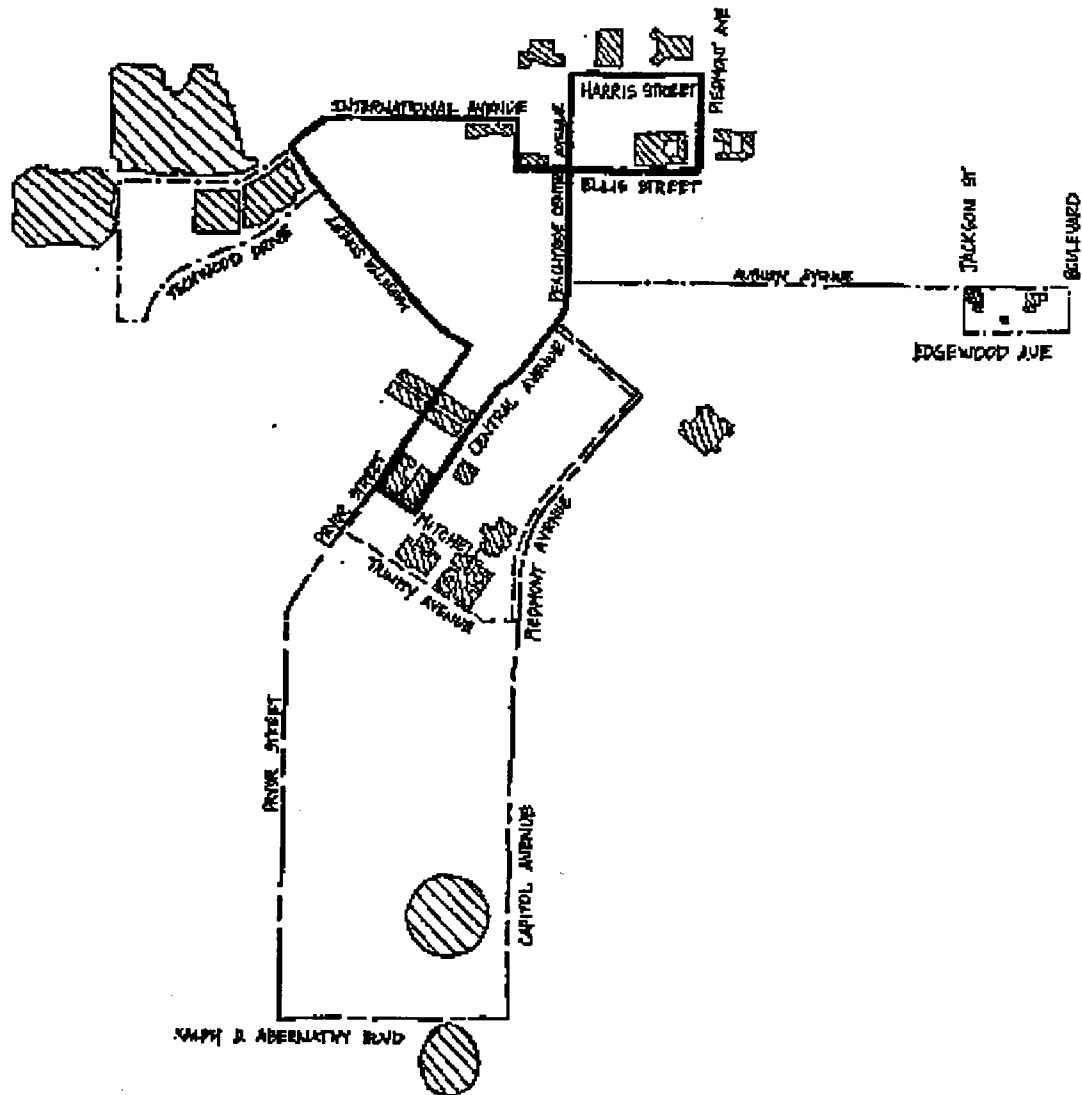
					
Type	Pedestrian	Automobile	Shuttle	Bus	Rail
Travel Speed	2 MPH	10-30 MPH	5-25 MPH	5-30 MPH	20-50 MPH
Typical Trip Distance	1/2 Block-1/2 Mile	1/4 Mile-50+ Miles	2 Blocks-5 Miles	1/4 Mile-25 Miles	3/4 Miles-25+ Miles
Status	Deficient	Complete	Does Not Exit	Complete	Being Completed

- Security - Special officers with uniforms and possibly with limited authority (e.g. write tickets for non-moving violations and in-street traffic control) could be employed. These officers could serve in multiple roles as downtown ambassadors, parking enforcement, and special event traffic control for major events throughout the city.
- Signage - Clarity and legibility are essential to a successful pedestrian system. Extensive signs, with bold logos or symbols, should indicate major attractions throughout downtown.
- Communication - A walking map of downtown could be prepared for distribution by the hospitality industry and for display kiosks at prominent locations along the priority pedestrian routes.

The report suggests the complex layering of the city with pedestrian networks. While it is our hope that people will adjust to this change, there will continue to be the need for wheeled transport, whether at night time or for special groups such as the elderly and/or handicapped.

Shuttle - Therefore, we suggest a supplemental shuttle transit service, integrating with MARTA bus and rail systems, with route extensions and service levels that respond to the magnitude and character of the activity nodes they serve. Initially, a core service could be established connecting the primary activity centers/generators in the downtown area. As demand warrants, optional extensions can be added to serve special generators and events. The benefit of this system is its flexibility to vary in route, frequency and service level to adapt to changes in demand with minimal cost. The shuttle can stop at designated MARTA transit stops and other passenger loading areas, such as hotels.

DOWNTOWN SHUTTLE



Bus Needs

Route Alternate	20min	10min	5min
1 Core	1	2	4
2 Core & Government	1-2	2	4
3 Core & Dome	2	3	5
4 Core & Auburn	2	3	6
5 Core & Gov't & Dome	2	3	5

Legend

————	Core
-----	Government
.....	Dome/ W.C.C.
-----	Stadium
-----	MLK/Auburn

Parking and Transportation Management

Parking in many areas of downtown is at or near its practical capacity (85% average and 95% in selected areas). If the vacancy in existing buildings declines and/or the development of the vacant or underutilized properties increases, parking conditions will exceed capacity. City reports estimate there could be as much as a 12,000 parking space deficit if long range projections for growth are realized. This will in turn detract from continued development within the Olympic Circle and force intrusion of spillover parking into the adjacent neighborhoods every day of the week. Moreover, the freeway system is at capacity several hours of the day and this congestion will only become more intense and last longer as Atlanta progresses. Based on 1987 studies, Atlanta ranked 6th in the United States in the congestion index with an average congestion cost of \$1.1 billion, ranking fourth highest in the country on a per capita basis. This, coupled with Atlanta's ranking in the top 25 "serious" violators of ozone levels in the country, warrants consideration of programs to supplement the physical system improvements. To respond to this impending condition, a comprehensive Transportation Management Strategy could be developed. Such a strategy might include the following elements:

- Employer sponsored subsidy for transit passes in the same way employers are subsidizing the cost of parking through the construction of parking spaces;
- Preferential treatment of carpools through preferred locations and/or subsidized parking fees;
- Vanpool programs;

- Participation in areawide ride matching pools and flexibility to permit employees the ability to take advantage of rideshare opportunities;
- Periodic education programs supported by MARTA, The City of Atlanta, and the Georgia DOT.

In the residential neighborhoods adjacent to commercial, special measures could be undertaken:

- Residential Parking Zones (RPZ) in neighborhoods desiring this type of control to regulate on-street parking so residents and their guests can park near their houses;
- Off-street special event parking contained in areas designated by the affected neighborhoods near special event facilities.

The Georgia Department of Transportation (DOT) has constructed, but not yet put into service, a system of High Occupancy Vehicle (HOV) lanes. The City CDP has identified one project to provide for HOV lanes. Thus, it is suggested that these City and Georgia DOT improvements be implemented to provide a physical compliment to the parking and transportation management program.

PROCESS

PUBLIC - PRIVATE PARTNERSHIPS

PARTICIPATION

CONSTITUENCIES

COMMUNICATION

THE ATLANTA MODEL

A FOCAL POINT FOR PROCESS

Consolidating the numerous existing development and improvement plans into one singular expression shows ways that these individual "visions" relate to and potentially reinforce each other. The documentation and testimony provided to the R/UDAT suggested a good deal of compatibility among the goals.

Indeed, a conclusion we would make is that tensions that have been reported in the media have less to do with conflicting plans or funding concerns than they do with appropriate process.

PUBLIC-PRIVATE PARTNERSHIPS

In recent years, public-private partnership has come to mean formal agreements between local government and the business community to undertake needed community projects. For a longer time, however, in our country's younger, and particularly southern and southwestern cities, the term has described a spirit of cooperation and mutual support. Atlanta served as a national model for the effectiveness of such cooperation on a wide range of initiatives.

Elected officials typically came out of the business sector and lived within the city. They could be expected to have both a sense of enterprise and of community. There was a high degree of trust in the handful of people who traditionally made the key decisions that would affect the community at large.

It is clear that things have changed. Suburban development, nomadic business leadership and skillfully organized citizen groups are among the factors that have led to a gradual, sometimes imperceptible, shift in the way that community decision-making takes place. Coping with these new processes can be extremely frustrating, time consuming and even alienating.

PARTICIPATION

It was striking that so many groups and individuals in Atlanta are excited about and anxious to be involved in some aspect of the Olympic Games. To a person, those who participated in the public meeting or in the smaller interviews expressed deep pride in Atlanta. They also conveyed a sense of apprehension that they might be left out of playing even the smallest of roles.

Most of those we met with outlined ways that they could help make the Games the greatest of successes for this City that they love. The mood was not one of what can the Olympics do for us, but rather how can we most effectively participate in using this as a catalyzing moment, to do those things that we ought to be doing in any case.

This kind of support is a precious yet fragile commodity. A seemingly spurned offer of assistance can foster apathy and even resentment.

We recognize that harnessing this resource is more easily said than done. Identifying the full range of constituencies, understanding their capabilities (and limitations), defining their roles and coordinating their energies can be an overwhelming task. Absent a clear assignment of responsibility, it is to be expected that it may go adrift.

CONSTITUENCIES

The purpose for designing a community process is to empower members of the community to feel they can come to the table as equals and participate through the system. Individual groups, organized separately as well as collectively, will provide the largest collaboration to implement their needs, as well as the community's needs, using the general R/UDAT plan as a model.

The various constituencies or stake-holders involved with the Games themselves are relatively easy to identify. In seeking to leverage the Olympics to accomplish a greater and more lasting effect on the community, it is important to be constantly mindful of the immediate objective.

Among those constituencies are:

- IOC/USOC, the official governing bodies who awarded the Games to Atlanta.
- ACOG, charged with the responsibility of producing the Games.
- MAOGA, as the body created to provide oversight and legal framework.
- Athletes, coaches, trainers and other participants.
- City of Atlanta, which will host the participants and be a focal point of attention.
- Fulton County, similarly a host and responsible for certain associated public services.
- State of Georgia, which has provided the land for the venues.
- City of Savannah, a venue site for yachting events.
- Visitors, patrons, both of the events and of the City's restaurants, hotels and other services.
- Sponsors, whose discretionary participation will provide key financial underpinning.

- Neighborhoods, especially those which contain or directly abut the various venues.
- Business community, with opportunities to enhance international business linkage.
- Citizens, with a variety of links, not the least of which is an emotional stake in the overall image conveyed.

The stake-holder list in "off-venue" considerations includes most of those above but expands to include others who deal with the broader, longer-term implications for Atlanta. Many of these focus on areas of the ongoing issues of:

- neighborhood revitalization
- economic development
- pedestrianization (particularly for downtown streets)
- landscaping and street trees
- historic preservation
- social services
- visitor attraction

COMMUNICATION

By communicating with each other, we jointly share our understanding of place. This enables us to work together to solve problems and shape the city. The physical form of the city is the external product we create in response to our mental images and vision. As we use our efforts to realize our thoughts, ideas take form -- and the city is the result. And since the city reveals our understanding of both the private and the public realms, its coherence and quality is a manifestation of how well we share understanding and responsibility.

In other words, the way a city looks and functions is, to a remarkable degree, an accurate reflection of the quality of communication among its citizens and among the public and private entities responsible for caring for and working in that city. If the communication process is fragmented, the city will reveal that fragmentation in its physical form. If communication is limited, the ideas visible in the environment will be few and weak. If communication is strained or non-existent, functioning will be marked by hostility, self-protection and meaningless complication of effort.

Further, the scale and complexity of city reality and the fact that all city actions have meaning on two time scales -- short term and long term -- make communication an inescapable element. We recognize that one person or entity can not create and manage all that a city needs. The task is too great and complex and our actions have effects over too long a time period for even the greatest mind to encompass or the strongest will to achieve. The creation of a great city -- or a great event in a city -- demands accommodation. It is impossible to "go it alone" without lessening the quality of what is produced.

What does this have to do with Atlanta and the Olympics? Simply this. Atlanta has asked for and received the opportunity to host the Centennial celebration of a great international event. For a specific period of time the city will be "home" for millions of guests and residents. By its very definition and nature, providing this humane, safe, and satisfying environment requires collaboration. No individual, entity, group, organization or agency can successfully accomplish this task alone. Communication is the basis for the necessary collaboration. Come August 1996, the entire world will know the state of communication and collaboration in Atlanta by the way the city looks and how it functions.

We therefore suggest the following means to ensure effective communication:

- Acceptance by community leaders that such communication and collaboration are essential and commitment to seeing that it happens. Then, demonstration of this commitment by means of regularly scheduled meetings between top leadership of the City, MAOGA, and ACOG. Such meetings should have an agenda and should be followed speedily by a report to the public.
- Establishing a "fast track" temporary system within all agencies with some responsibility for this event and establishment of a similar linkage between all involved agencies. These should be characterized by quick access/quick response mechanisms that link directly from the source of need to the response source without routing through any non-contributing channels. Such procedural response mechanisms would be temporary and would expire at the termination of this event.
- Establishment of streamlined processes for meeting needs of the Olympics in terms of implementation and operations by all agencies and organizations involved in this effort.
- Regular (weekly at first, then daily as time grows near) reports to the public on what is happening and why and what it means in terms of the Olympic effort. These reports might be a column in local publications as well as a brief news report on television and radio. The intention is to keep everybody informed and knowledgeable.
- An aggressive program to provide a menu of formats and ways for the public to share their thoughts, ideas, concerns, and suggestions and willingness to work as volunteers. These could include briefing

sessions, workshops, newsletters, presentations, suggestion stations--the ideas are legion, limited only by creativity. However, such efforts should not be pro-forma, but real opportunities with somebody listening and responding. Such a program should be designed to insure that each and every citizen would have access to one or more opportunities for real communication.

- A program that allows a number of citizens the option to participate by volunteering time, effort, and/or contributing a nominal amount to help accomplish some concrete objective for the Games. Some communities have sold bricks in plazas with names emblazoned; others have support organizations with a menu of participation choices, etc. The idea is to allow all who wish to do so to become city "ambassadors" at the level of contribution they desire.

The quality, frequency, consistency and inclusiveness of the communication process will be a factor in Atlanta's success.

THE ATLANTA MODEL

There has been much discussion as to the legacy that the Olympics will leave. The examples used are typically physical, including new facilities, redevelopment or pedestrian amenities.

Perhaps the most meaningful legacy would be the establishment of new models for effective and lasting community cooperation. This model would extend beyond episodic formats to resolve conflicts or reach consensus. Its focus would be on-going implementation. The seeds for such a model are already in place through examples such as the Atlanta Neighborhood Development Program, with its relationships to the NPU's, the Chamber of Commerce and the City of Atlanta.

Such a model could serve to set the stage for addressing future issues in Atlanta. Further, just as Atlanta was a pioneer in public-private partnership, it could demonstrate to cities throughout the country that meaningful participation on a broader plane can overcome residual suspicion and resentment.

The participation process model for Atlanta, in preparation for the Olympic Games, should exhibit several key characteristics:

- Participation should be broad and inclusive. Every effort should be made to provide a forum for those who consider themselves to be stake-holders. Logistical considerations will dictate that participation will likely be necessary on a representation basis but alternate formats such as open hearings may occasionally be appropriate.
- Participation should begin early. Decision-making fosters more enthusiastic, longer-lasting support than does "decision-endorsing."
- Participation should be continuing. An early sign-off does not obviate the necessity to seek regular validation of progress and accomplishments.
- Participation should be meaningful. There must be a clear commitment that the process is not merely cosmetic but truly influences the outcome. Every opportunity should be taken to demonstrate to the participants, and to the larger community, that the process has had an impact.

- Participation should be focused. In preparing Atlanta for the Olympic Games, this is the element that seems most abundantly longed for. Numerous groups stand ready to answer a call to action that has yet to be sounded or has not been heard.

A FOCAL POINT FOR PROCESS

There has been much public dialogue as to the relative roles and relationships among the City of Atlanta, ACOG and possibly other entities with respect to responsibility. From an outside perspective, it seems clear that the obligations of each are clearly defined.

ACOG must direct its attention first and foremost to the Games. This is an a daunting task for which to prepare. Notwithstanding that the ultimate success of the event will be entwined with its larger environs, care should be taken that ACOG not be distracted from its mission from either a time or financial standpoint.

Similarly, the City of Atlanta has a primary responsibility for provision of day-to-day services and programs for its citizens. Regardless of its legal prerogatives, local government will be strained to support the extraordinary impact of the large number of Olympics-related visitors over a two plus week period.

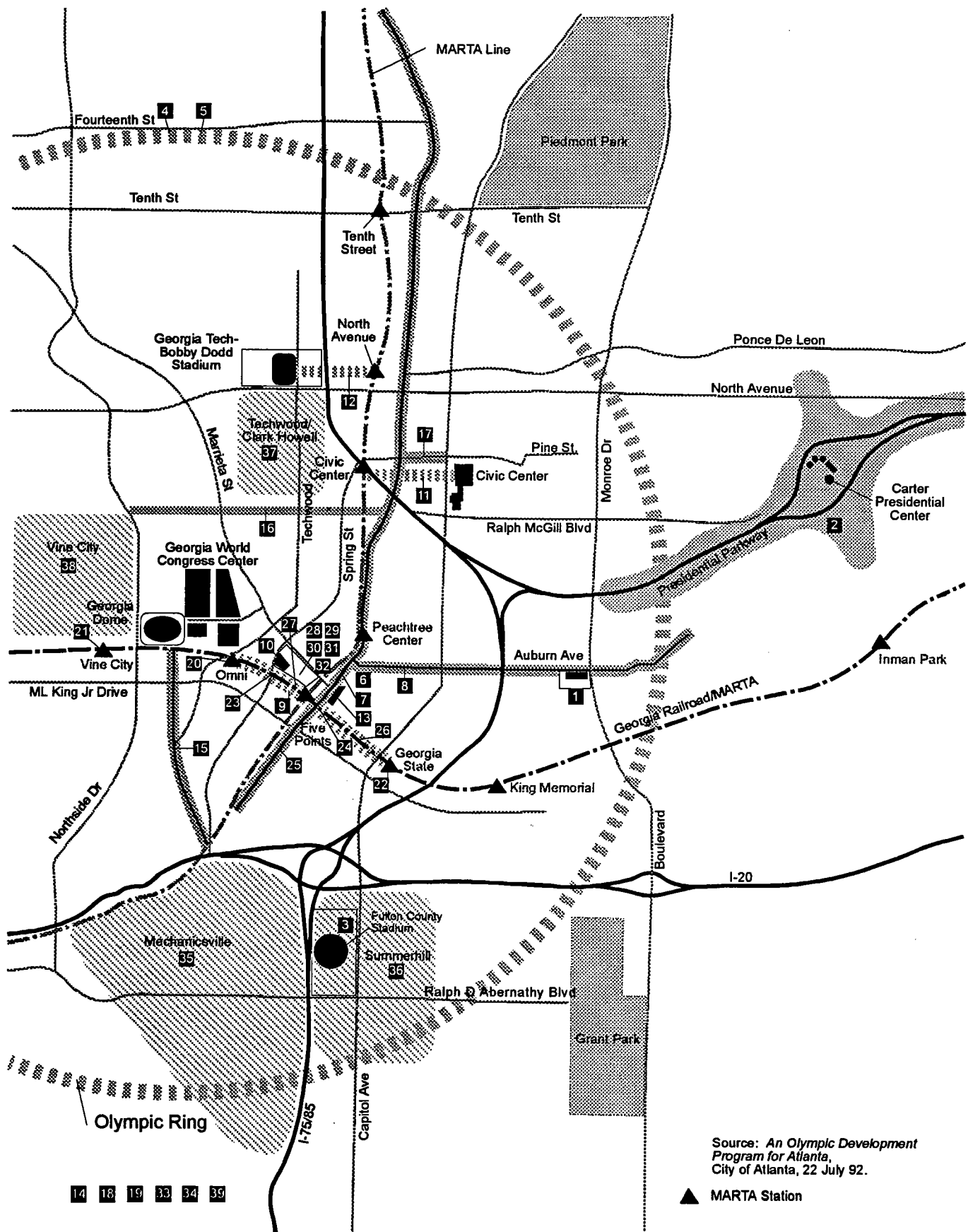
Stewardship of the participation process should be more appropriately entrusted to a mutually respected and capable entity whose agenda includes responsibility for convening the various constituencies on a regular and timely basis. The essential characteristics of this entity are respect and acceptability to all sectors. It will be the key point of contact and coordination, acting as "trusted emissary" to resolve areas of potential conflict or collaboration.

While the role may seem modest, the results can be powerful. Response of the Atlanta community to the R/UDAT Team during our short stay here provides a hint of the potential impact such a neutral party can have on building a spirit of cooperation and good will.

The mission is greater than the Olympics; it is to assure that the legacy of the Olympics will assist Atlanta in its continuing quest, as a caring and great city, to reach its maximum potential. Atlanta's uniqueness is its development capacity, its historic role in the civil rights movement, and its development of an African-American intellectual center superior to any in the world.

After looking at the individual parts of the Atlanta community, it is clear that a process that unites the parts as a sum of the whole should be the legacy of the Olympic games. Now is the moment in history for Atlanta to collectively plan and use its many resources, including neighborhood groups, the business sector, city government, and the academic and church sectors to bind together.

IMPLEMENTATION



PARTIAL LIST OF OLYMPIC DEVELOPMENT PROJECTS

- 1 Martin Luther King, Jr., National Historic District: Expansion and Redevelopment
- 2 Freedom National Park: Parkway and Park Development
- 3 Centennial Olympic Memorial Park
- 4 Small Parks within the Olympic Ring
- 5 Traffic and Information Signage and Maps
- 6 Downtown Tree Planting Program
- 7 Peachtree Street: Streetscape Design and Redevelopment
- 8 Auburn Avenue: Streetscape Design and Redevelopment
- 9 Georgia State University to Omni-Pedestrian-Way
- 10 Atlanta Multimodal Passenger Terminal Plaza
- 11 Civic Center to Civic Center MARTA Station
- 12 North Avenue MARTA Station to Georgia Tech
- 13 Woodruff Park to Underground Atlanta Plaza
- 14 Pedestrian, Bikeway and Jogging Trails: Planning Design and Development
- 15 Techwood Drive: Extension and Construction
- 16 Alexander Street: Widening and Construction
- 17 Pine Street: Widening and Construction
- 18 Regional Advanced Traffic Management System
- 19 Local Traffic Control System
- 20 Omni MARTA Station Capacity Upgrade
- 21 Vine City MARTA Station Capacity Upgrade
- 22 Georgia State MARTA Station Capacity Upgrade
- 23 Spring Street Bridge: Replacement
- 24 Peachtree Street Bridge: Rehabilitation
- 25 Mitchell Street Bridge: Rehabilitation
- 26 Courtland Street Bridge: Replacement
- 27 Forsyth Street Bridge: Replacement
- 28 Rail Terminal Complex
- 29 Terminal Area
- 30 Bridges: Butler St.; Butler Piedmont Retaining Wall; Piedmont Ave.; Courtland St.; Parking Garage Modification; Central Ave. Modifications; Pryor St.; Upper Wall St. and Plaza; Peachtree St.; Pedestrian Plaza; Forsyth St.; Spring St.; Techwood Dr.; International Blvd.
- 31 Off Site Track
- 32 Commuter Rail
- 33 Aviation: Security Survey; Physical Parameters and Equipment: Assessment; Explosive Enhancement: Detection, Removal, and Containment; CCTV Monitoring System; Airport Integrated Command and Control Center
- 34 Public Safety: Communication System; Secure Voice; Fire Suppression System: Improvements; Rescue/EMS: Improvements; Fire Prevention System: Improvements; Atlanta Police Dept.; Office of Corrections; Access Control Research; Research Funding: Facilities Design; Command and Coordination Center
- 35 Mechanicsville: Comprehensive Master Plan; Park Site and Improvements; Street Improvements; Sidewalk Improvements; Subsurface Drainage Improvements; Abernathy Streetscape Improvements; Land Acquisition Fund; After School Program; School Improvements; Community Organizing, and Management Fund
- 36 Summerhill: Street Improvements; Martin Street Plaza; Olympic Park; Education Initiatives; Subsurface Drainage and Sewer Improvements, Land Acquisition Fund; McGill School Improvements; After-School Programs; Police Substation; Community Organization and Management Fund
- 37 Techwood/Clark-Howell: Fowler School Improvements; Police Substation; Land Acquisition Fund
- 38 Vine City/Ashby: Street Improvements Within Vine City; Sidewalk Improvements; Land Acquisition Fund; Police Substation; Park at MLK Jr. Drive; Park at Simpson Street; Vine City Station Plaza Improvements; After-School Programs; Community Organizing and Management Fund; Ashby Station Area Redevelopment; MLK, Jr. Drive Streetscape and Parks Program
- 39 Other Projects Not Shown on Graphic: Atlanta Univ.; English Avenue; Georgia Tech; Home Park; Peoplestown; Homeless Facilities

Preparing for a successful 1996 Summer Olympics is a daunting and unique task for any city in the world. Attempting to do so in a way that embraces the larger goal of long-term enhancement of the Atlanta community is an even greater task. Yet this is Atlanta's goal, as it should be. The city achieved the unexpected in gaining the bid for the Games. It has always had high aspirations and has met them in the past.

ACOG will focus intensively on the Games themselves. It will be responsible for making available venues and providing the services necessary to put on the Olympic event. It has committed to doing so within a budget that will leave no public debt for any Atlantan. This commitment is laudable and contributes a vital part in achieving Atlanta's goals for the Games. But there is more to be done than ACOG will do. The goal of using the Games to accelerate Atlanta's progress as a world-class city will require much more. There must be enhancement of the city's present attractions, its urban environment, and many new public improvements that will serve both to support the Games and to benefit Atlantans in the future.

Today, many organizations and individuals are anxious to become involved in this historic challenge. There is an abundance of creative ideas, willing volunteers, and physical, technical and financial resources. Offers to become involved and to assist are sincere and constructive. These resources are the reason Atlanta has achieved so much in the past. They will also be essential in achieving the city's lofty goals for the Olympics.

Now it is vital that steps to complement ACOG's efforts be initiated as soon as possible. The offers to help must be harnessed through organization and direction before people become frustrated by their perception of a lack of action. Many tasks must be accomplished. Direction and coordination will be essential ingredients in implementation of the non-ACOG actions.

It should be the city's responsibility to take the lead role in assuring ACOG's efforts are complemented with needed actions that are outside ACOG's scope. It should act as soon as possible, with the advice and input of other interested parties, to create the organizational capabilities necessary to fund and implement these actions. This should be initiated by the city because the city government has the appropriately broad responsibilities, authorities and resources, and all its citizens will live in the future with the legacy of the Games. In initiating the creation of these capabilities, the city should seek to establish a larger planning framework. In doing so, it will be responsible for seeing that the various actions of its own agencies, and those of others in the community, fit together and progress toward the joint goals of a successful Olympic Games and an enhanced city of Atlanta.

While the city must exercise leadership, provide direction, and coordinate many activities, it cannot be considered exclusively responsible for the efforts to supplement ACOG's work. Rather, the city must initiate a process which will result in implementation and which is open and inclusive. It should establish this in partnership with the private sector. The partnership should be designed to utilize the strengths and resources of the local governments, and the city in particular, and those of the private sector. It must be entrepreneurial as well as sensitive to special needs of the citizens. It must foster continuing public involvement, it must be efficient in implementing programs and projects.

No existing entity in Atlanta is presently prepared for this implementation task as it relates to the non-ACOG actions. It is a unique requirement. But, to the extent possible, existing capabilities of existing organizations should be used. Capabilities in four areas must be established:

1. Overall planning and coordination
2. Management
3. Construction and operations
4. Funding

There are a large number of plans that have already been prepared, and that address important issues in Atlanta and within the Olympic Ring. These include CAS II, Peachtree and Auburn Avenue plans, and the Summerhill Neighborhood plan. There are others that have been proposed by private parties, such as the Atlanta Neighborhood Development Inc. Generally, these are aimed at specific areas like downtown, a neighborhood, or specific functions, like parks and transportation. Now these need to be brought together to be reinforcing elements in an **overall plan** for the area within the Olympic Ring. This comprehensive plan should include design guidelines and cover the entire area within the Olympic Ring. This can be accomplished by utilizing the existing comprehensive planning process of the city. But the usual process must be supplemented to achieve a particular emphasis on the opportunities afforded by the Olympic Games and to thoroughly involve the key parties who are interested or affected. In some cases, needed information is presently available. In others it is not. For example, more work is needed on the urban design framework, and there are no neighborhood plans for areas such as Mechanicsville and Vine City. It is likely these neighborhoods will be impacted. There may also be areas which could be enhanced as opportunities are suggested that previously have not been identified. Plans should address the mitigation of potentially adverse impacts that are being identified. Importantly, implementation actions should not wait for completion of all planning work but rather move forward in parallel.

The city's Department of Planning and Development should lead this task. It can use existing plans and build on the existing planning process. Plans developed now must include input from citizens and affected agencies and focus on the Olympics, but be accomplished expeditiously. Guidelines, criteria, and sensitive areas should be developed first. This will give direction while working out details. It will be necessary to add staff to the planning office for this purpose. New employees should be project rather than permanent staff.

Given the overall planning direction, there is also a need for efficient management of thousands of tasks that will be needed to supplement ACOG's work. In addition to assuring that projects conform to the concepts and principles of the overall planning and design framework, some entity must be responsible for the vital issues of programming, scheduling, and budgeting the projects. There will be hundreds of projects undertaken by public agencies, non-profit groups, or by private agencies where public approvals are required. Examples are street improvements, utility replacements, construction of new park spaces and trails, rehabilitation of housing, tree planting and other projects. Projects identified by the city as of mid-summer are shown in the exhibit on page 84. It is essential that these are coordinated so streets are not torn up for utilities after being landscaped, or they are not completed in time for the Olympic event. Many projects will be administered by the city, but many will also be done by other parties.

This management task also involves setting of priorities. This will be necessary in light of resource limitations that must be anticipated. Priorities should be fundamentally driven by the overall planning and design framework, as well as by the availability of funding.

Many but not all of these projects will be undertaken by one or possibly even several city agencies, including agencies of the departments of public works, housing and parks. Presently these are coordinated through the city's comprehensive development plans and its capital improvements programming process. This basic approach can be utilized for city projects, but should be recast to respect new planning direction. Because there will also be many projects of non-city agencies to manage, the city may not be the entity to undertake the management task. Rather, it should cooperate in this effort in partnership with other business and non-profit interests in the city.

There should be a single organization or entity designated to ensure this management task is carried out and that coordination occurs. The entity should involve the city and private interests, and have the ability to program all non-ACOG projects and actions, seeing that the implementation follows the plan and is performed efficiently.

Implementation must also include **operational activities** ranging from management of the permitting process, to construction, to management of operations such as safety. These tasks should also occur within the framework set by the planning and management activities. For the most part, the methods of proceeding on these are well known and tested. Normally, responsible parties can carry these out if they have adequate direction. However, some existing procedures for contracting and approvals may need to be streamlined.

Lastly, there are major issues of **funding** the improvements needed, as well as paying for the operations and services that must be provided. Some of these are non-ACOG actions. It should be understood that no single entity can handle all the funding. Indeed, all the entities together, federal agencies, state and local governments, and business and foundations will together almost certainly fall short of what some might wish to see spent.

For this reason, it is important to put forth the total list of funding needs as soon as possible. It may not be necessary to include ACOG's planned expenditures, but it must be clear where their work overlaps with projects outside their purview, as well as how their actions may affect the city or others in terms of either cost or resources.

At this point, funds have been identified for many projects. These include, for example, design funds for the multi-model passenger terminal, Peachtree and Auburn Street improvements, and the Freedom Walk. But other needed funding sources have not been secured. These range from funds for

neighborhood plans to refurbishment of park spaces. The Olympics will have come and gone in 1996, but its effect on the city, its neighbors, and its parks will be long lasting. The city will surely benefit from new facilities such as the Olympic Stadium, new dormitories and natatoriums. A group of Olympic venue neighborhoods, however, could be adversely impacted and they deserve special consideration and support. It is extremely important that the people of these neighborhoods not be forgotten.

We, therefore, have considered, debated and now suggest that an Olympic Legacy Trust Fund be established to provide continuous long-term support and funding for planning and consulting services for housing, commercial, industrial, and retail development, as well as social services. Seed money, venture capital, and bridge financing to support same would be provided.

We leave it to the appropriate public officials to determine how the fund is managed and the mechanisms for the selection of the trustees. We suggest that it be comprehensive, composed at a minimum of representatives of the City of Atlanta, impacted neighborhoods, business and foundation people, and officers from such organizations as Central Atlanta Progress, The Carter Center/Atlanta Project and MAOGA.

The funding for this endowment-type trust fund would come from the Olympics visitors in the 30-day period surrounding and including the Olympic events. A series of legacy charges would be imposed on such items as Olympics tickets, meals, parking, hotel rooms, train rides, and car rentals. The result of these charges would amass a substantial sum to leave behind a financial legacy for neighborhoods and parks, not from city, state or federal funds, but from the visitors to the Olympics only.

OLYMPIC LEGACY TRUST FUND

An outline of possible income is as follows:

OLYMPIC TICKETS

7,500,000 tickets @ \$2	\$15,000,000
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MEALS

(2,000,000 visitors; 30 days)

60,000,000 meals @ \$1	\$60,000,000
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PARKING (30 days)

50,000 spaces @ \$1	\$ 1,500,000
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HOTEL ROOMS (30 days)

50,000 rooms @ \$5	\$ 7,500,000
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CAR RENTALS

(2,000,000 visitors; 30 days)

.05% usage @ \$2	\$ 6,000,000
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MARTA TICKETS

(2,000,000 visitors; 7 days)

2 rides @ \$.25	\$ 7,000,000
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	\$97,000,000
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Even with adjustments to these estimates, anticipated revenues could comfortably reach \$50,000,000. We believe that existing agencies and authorities are empowered now to permit the collection of these monies by the trust fund.

We propose the model on the previous page to make use of the funds derived through a one-time Olympic Legacy Trust Fund to be administered by a 501c3 organization appointed by the mayor. Its purpose and mission will be to empower and to strengthen the economics and the quality of life of the impacted communities, and to assist the city of Atlanta in planning and implementing a parks' master plan which will assist Atlanta in pursuit of becoming a more user friendly city, enhancing its aesthetics and environment. We see this as a win-win situation and a lasting legacy for Atlanta and a model for other great cities to use in an era when we can no longer rely on the Federal government for necessary resources. Let us march on and apply Dr. King's dream.

Efforts to obtain funds from state agencies, and especially businesses and foundations, should be coordinated. If potential sources are approached for individual projects by several entities, including ACOG, the city and by varying non-profit groups, the result may not maximize the funds obtained. Recognize some funding agencies will insist on strict accountability, and so the organizational structure must respond to this. Programs like the Commercial Improvement District should be encouraged. This can provide for implementation of many needed improvements and services in the entire downtown area, and to some degree, in midtown.

Construction of new facilities and infrastructure is only a part of the solution. Particularly in the downtown and midtown areas, a heightened level of services is needed. The proposed CID would include funding for capital improvements and also for enhanced security, maintenance and marketing programs.

Similar districts have played a key role in downtown redevelopment programs in cities across the country. Cities such as St. Louis, Denver, and New Orleans have had CID programs for over 10 years, and Dallas, Houston, and Washington, D.C. have recently joined the list. The

extraordinary level of services required to appropriately accommodate visitors to the Olympic Games should underscore the need to implement such a district in Atlanta.

Programs that can be funded by willing non-profits, or other private interests such as Trees Atlanta, should be strongly encouraged, though they must follow the overall planning and management framework. These tasks must be performed well if the larger goals of the Olympics are to be achieved. Although the city should take the lead, it need not perform all these functions itself. Rather, it should initiate a partnership with the private sector which specifically focuses on the Olympics. When the Olympics are over, any organization that has been created should sunset.

Effective involvement of many other groups is essential. The city is a vehicle to initiate the organization of these efforts. Its solution to the problem must be sensitive to differences and not stifle creativity. Time is of the essence, but the results will last forever.

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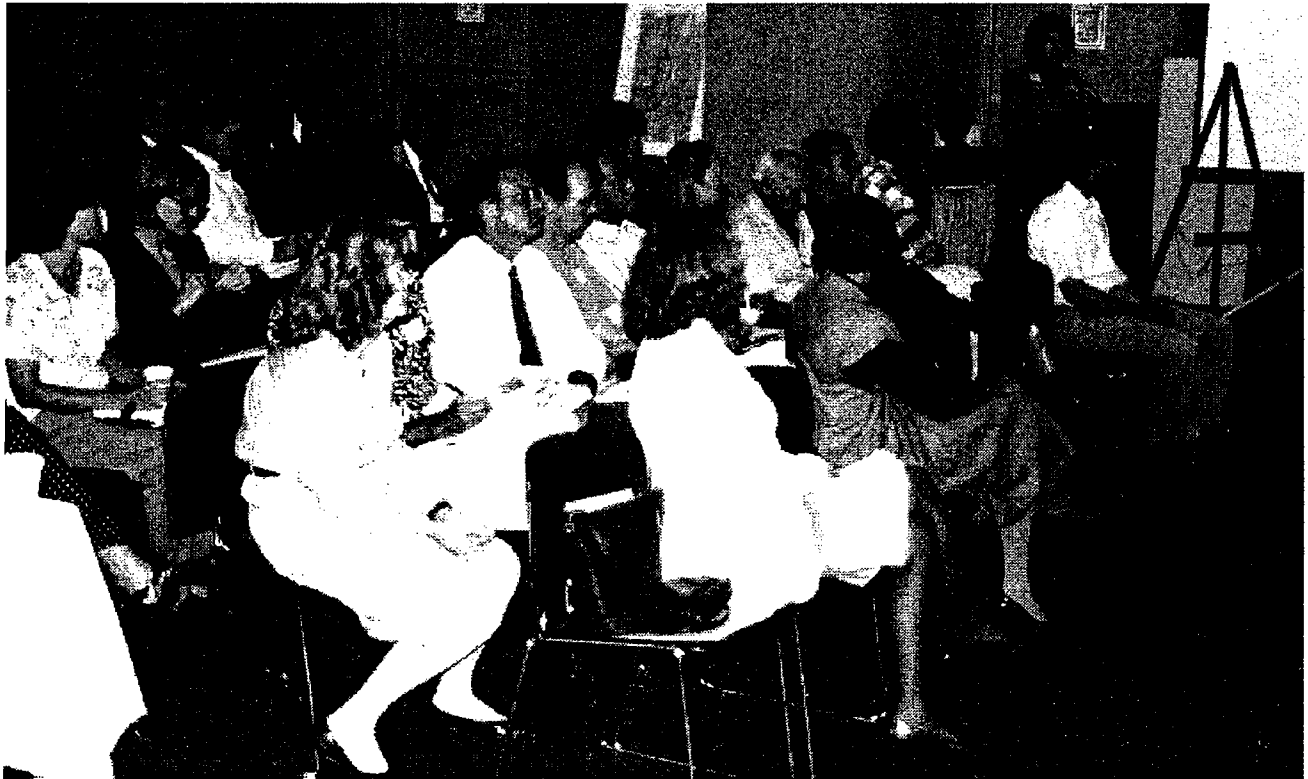
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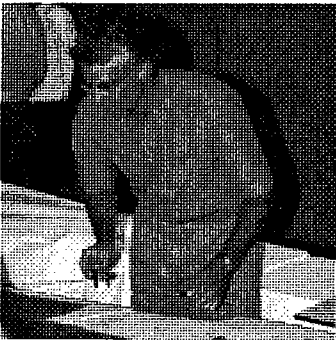
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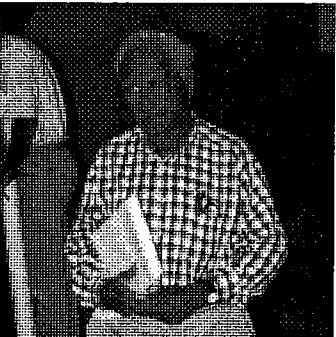
ATLANTA R/UDAT TEAM



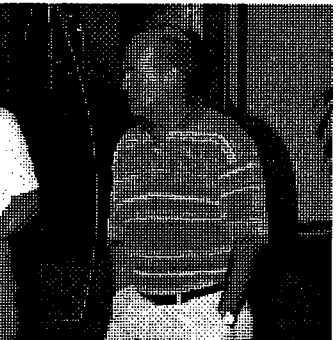
Alexander Cooper, FAIA, team chairman, is founder and design principal of the New York City architecture and urban design firm Cooper, Robertson & Partners (CR&P). He headed the firm's team that prepared the master plan for the 92-acre Battery City Park in NYC. Other CR&P projects include Chicago's Cityfront Center, Columbus Cultural Park in Ohio, HELP alternative homeless units in New York state, and Diagonal Mar in Barcelona, where he gained a unique perspective on long-term benefits of the Olympics. Cooper formerly served as commissioner on the New York City Planning Commission, director of the city planning department's urban design group, and director of the graduate urban design program at Columbia University. He chaired Mayor Koch's Commission on Landmarks Review and served on the city's Commission for the Year 2000. A graduate of Yale University, Cooper brings 30 years of architecture and urban design experience to the Atlanta R/UDAT.



Jay S. Bauer, AIA, an architect and planner from Newport Beach, Calif., is president of Bauer Architects, a design firm that provides architecture, interior, and planning services worldwide. He has served as senior design architect with Walt Disney Enterprises and on the design and planning team for Walt Disney World and as a consultant to the U.S. Olympic Training Center Arenas at Marquette, Mich., and athletic facilities at the University of Florida, Santa Clara University, the University of Iowa, and California State University. Bauer has received numerous planning and design awards, including AIA Honor Awards for the University of Iowa's Carver Hawkeye Arena and the Indiana Bell Telephone ESS Center, Columbus, Ind. A graduate of Washington University, Bauer has over 20 years of experience in civic, governmental, institutional, and corporate design.

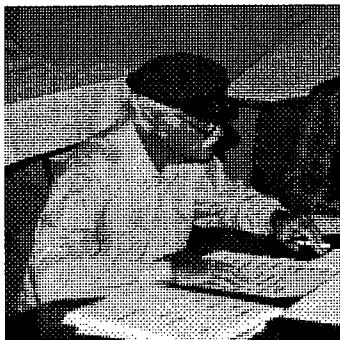


Harold K. Bell is an urban economist and professor of architecture, urban planning, and real estate development at Columbia University, New York City. He has consulted communities, states, and the federal government on economic revitalization and development for over 25 years. A member of the AIA's Committee on Design and Regional & Urban Design Committee, Bell has served on eight previous R/UDATs, most recently in North Philadelphia. A graduate of the College of the City of New York, Bell has more than 40 years of experience as a successful builder and real estate developer.



James A. Cloar, AICP, is president of the Tampa Downtown Partnership. A graduate of the University of Oklahoma, Cloar has more than 25 years of experience in downtown planning, management, and development. He has facilitated numerous vision-building and strategic planning sessions and has served as adviser to downtown projects in Pittsburgh, St. Louis, New Orleans, Raleigh, and Washington, D.C. Cloar is a former president of the Central Dallas Association and executive vice president of the Urban Land Institute and past chairman of the International Downtown Association. He chaired an International New Towns Association advisory panel planning for the 1998 World Cup soccer stadium at Melun-Senart, France.

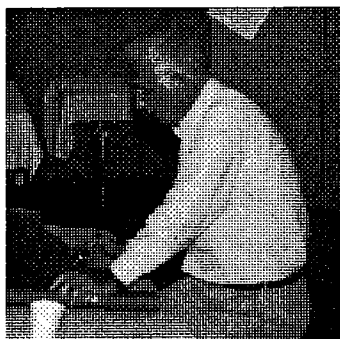
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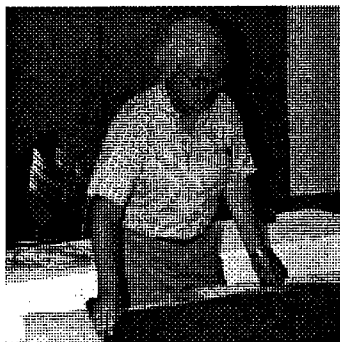
Ben H. Cunningham, AIA, veteran R/UDAT leader and coordinator for the Atlanta team, is an architect and urban designer based in Tierra Verde, Fla. A graduate of Georgia Institute of Technology, Cunningham has more than 30 years of national and international experience in community planning, urban design, and program management. He has chaired the AIA's Urban Planning and Design Committee and has led R/UDATs in Houston, San Ysidro, Calif. (twice); San Francisco, Kansas City, and Ann Arbor/Ypsilanti, Mich. Cunningham has served as executive director of the international joint venture for programming, planning, design, and construction of 10 communities in Saudi Arabia and as director of planning and design for the Jonathan New Town.



Eric L. Ernstberger is a partner in the landscape architecture and urban design firm Rundell, Ernstberger & Associates with offices in Indianapolis and Muncie, Ind. As principal in charge of design, he has recently completed the 11-block Indiana Government Center in Indianapolis, the Murfreesboro (Tenn.) Civic Center, and principal public spaces at the new Indianapolis Zoo. Ernstberger holds degrees in environmental design and landscape architecture at Ball State University, where he served on the faculty. He has served on six previous R/UDATs, including the first international R/UDAT in Niagara Falls.



Peter Hasselman, FAIA, Orinda, Calif., is an architect, urban designer, and perspectivist who provides consulting services in design and planning and presentation drawings nationwide. He has designed and planned town centers, resorts, transportation facilities, parks, shopping centers, housing, and urban revitalization. Hasselman has served on R/UDATs and Urban Land Institute panels in 16 communities. In 1990, he traveled with an AIA team to redesign earthquake-torn Spitak, Armenia—the first collaborative effort between U.S. and USSR architects. He also consulted on converting an Olympic site in Seoul to a mixed-use commercial site. He received his BArch from the University of Illinois.



Frank S. Kelly, FAIA, is an architect/urban designer with the Houston firm Sikes Jennings Kelly & Brewer. He designed Founders Park in Houston, Nations Bank Tower in Fort Worth, Pacific Place in Dallas, Uptown/Galleria streetscape program in Houston, and Prudential Center redevelopment in Boston. President of the Houston Chapter/AIA in 1989, he has served on previous R/UDATs in Knoxville and Houston. He is a member of the Houston Planning and Zoning Commission's Zoning Strategies Committee and the Mayor's Neighborhoods to Standard Committee. Kelly is a graduate of Rice University.

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John Kriken, FAIA, an architect/urban designer, is a partner with Skidmore, Owings & Merrill in San Francisco. A graduate of the University of California at Berkeley and the Harvard Graduate School of Design, he has undertaken major urban revitalization and growth management projects in many U.S. cities, including San Francisco, San Jose, Los Angeles, San Diego, San Antonio, Dallas, Houston, and New Orleans. Kriken teaches, writes, and lectures broadly in his field. He is also an art commissioner for the city of San Francisco and serves on the state commission that guides conservation and development along the San Francisco Bay shoreline.



David D. Markley is a principal of Transportation Solutions Inc., Redmond, Wash. with over 25 years of experience in transportation planning, traffic engineering, and parking analysis. Markley specializes in developing the transportation policies, programs and physical improvements that reinforce project and urban designs with particular emphasis on special event facilities, major institutions, and community business districts. He recently served as associate director of transportation for the 1990 Goodwill Games and developed a parking and access management strategy for major consumer and trade show facility. Markley has served on two previous R/UDATs. A graduate of the University of Washington and Pennsylvania State University, he is a member of the Institute of Transportation Engineers Committee on Transportation Planning for Stadia and Arenas.



James A. Murray, Ph.D., an economist and public strategist, is president of the Denver consulting firm Murray Lamont & Associates. He specializes in strategic management of public/private issues, implementation of public programs, planning and economic analyses, government management, urban/regional economics, and environmental management. Murray has been assistant to the Denver mayor, chief executive officer and director of finance for Denver, and director of administrative services/economic and fiscal policy advisor for the city of Boulder, Colo. A graduate of the University of Oregon, University of New Mexico, and Harvard Graduate School of Business Administration, Murray is also adjunct professor at the University of Colorado Graduate School of Public Affairs.



Eugene "Gus" Newport is a neighborhood development expert in Oakland and a former two-term mayor of Berkeley. He has recently served as executive director of the Dudley Street Neighborhood Initiative in Boston's Roxbury neighborhood. Newport has over 20 years of experience in research and policy development, administration, finance, community development, public relations, teaching, and employment and training programs. He has served on the advisory board of the U.S. Conference of Mayors, chairing its subcommittees on education and employment, and has been a key player in banking reform in Massachusetts. Newport helped form the Massachusetts Minority Enterprise Investment Corporation and the Massachusetts Housing Investment Corporation. He also organized a system to coordinate universities, hospitals, and private non-profit organizations in delivering AIDS-related services. He previously served on the AIA's R/UDAT in North Philadelphia. Newport is a graduate of Harvard University's Kennedy School of Government.

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Sherry Kafka Wagner is an urban design and community development consultant and lecturer/writer from Cambridge, Mass. She specializes in the study of cities, as well as film, television, media, and cultural institutions. Wagner has served as vice president of Arrow Associates, an architecture/urban design/consulting firm in San Antonio, where she worked on the San Antonio River corridor study. She was recently planning and programming consultant for the new Tennessee River Aquarium and Ross's Landing in Chattanooga and the Visitor and Transportation Reception Center in Charleston, S.C. She has been a consultant to more than 40 museums, including the Smithsonian Institution's National Museum of American History, and won the gold medal for documentary for her "Panhandle Promise" production for the centennial of Amarillo, Tex. After graduating from Baylor University and the University of Iowa, Wagner was a Loeb Fellow at the Harvard Graduate School of Design.



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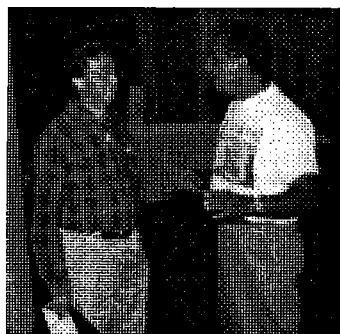
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