GEORGIA INSTITUTE OF TECHNOLOGY
Engineering Experiment Station

PROJECT INITIATION

Date: April 21, 1970

Project Title: A Program of Technical Assistance to the Northwest Atlanta and the Northside Business Associations

Project No.: A-1248

Project Director: W. G. Dodson

Sponsor: Northwest Atlanta Business Association

Effective: April 17, 1970. Estimated to run until: October 16, 1970

Type Agreement: Letter, April 8, 1970

Amount: $1,230.00

Reports: Interim reports as findings dictate.

Contact Person: Mr. Philip G. Rector
                 President, Chairman of the Board
                 Northwest Atlanta Business Association
                 800 Marietta Street, N. E.
                 Atlanta, Georgia 30318

Assigned to: Industrial Development Division

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October 16, 1970
GEORGIA INSTITUTE OF TECHNOLOGY
Engineering Experiment Station

PROJECT TERMINATION

Date 1/12/71

PROJECT TITLE: A Program of Technical Assistance to the Northwest Atlanta and the Northside Business Associations
PROJECT NO: A-1248
PROJECT DIRECTOR: W. G. Dodson
SPONSOR: Northwest Atlanta Business Association
TERMINATION EFFECTIVE: 10/31/70
CHARGES SHOULD CLEAR ACCOUNTING BY: All charges cleared.

Industrial Development Division

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PROPOSED AREA DEVELOPMENT PROGRAM FOR
THE NORTHWEST ATLANTA BUSINESS ASSOCIATION

by
Winfred G. Dodson

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
October 1970
1969-70 OFFICERS
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Introduction

Approximately 11 months ago, Georgia Tech's Industrial Development Division was approached by the Northwest Atlanta Business Association with a request for technical assistance in analyzing the needs of its area as a basis for developing an Association program. The Association, formed in 1950, consists of various firms operating in the area extending from the North Expressway westward to the Chattahoochee River and from North Avenue and Bankhead Highway north to Defoors Ferry Road. For many years the Association has sponsored various activities within its area, including local baseball teams and Christmas street decoration projects. However, over the years the area's character has changed, primarily because of urban renewal activity in connection with expansion of the Georgia Tech campus, and this change has resulted in diminished retail trade and alterations in area residential composition. Because of this change, previous Association programs ceased to be meaningful.

Discussion with Association President Phil Rector and other members indicated that more than a "here-and-now" program of new activities was called for because on the surface, at least, it appeared that little was known about future plans for the area, who was doing the planning, and the possible impact on the Association and other area residents. It appeared then that research into what was being planned for the Association area and development of a body of factual information upon which to base a program were needed more at the outset than was program development.

A meeting was held with the Atlanta Planning Director to obtain a general view of existing development proposals and to determine the planning groups involved. The meeting revealed that transportation planning and development would have the greatest impact on the area and that Traffic Engineering and several other city departments along with the Planning Department would be involved, as would the State Highway Department.

Proposed transportation improvements in the area consist of a network of private rights-of-way for bus service (called busways), new freeways, and rapid rail transit. Present location proposals are general, merely reflecting
corridors, not specific right-of-way locations. A rapid rail transit corridor passes along the area's east side. This rail corridor is presently proposed to extend from the Doraville area south to Forest Park.

Two new freeway corridors are proposed to pass through the area. One is an extension of the existing Northeast Expressway south and west from Brookwood Station to a terminus at I-85, near the Atlanta Airport. A second proposed freeway corridor would cross the area generally from southeast to northwest, and is proposed to intersect with the previously mentioned freeway in the general vicinity of Rice and Jefferson streets. This freeway also would intersect with the downtown expressway connector and the Stone Mountain Expressway and from this point extend west and north to Marietta.

Two proposed busway corridors would involve the area. One would closely parallel the freeway from Marietta to the downtown connector and Stone Mountain Expressway. The other proposed busway corridor would extend from Decatur westward across the south boundary of the Northwest Business Association's area (generally paralleling Hunter Street) to a terminus near the Industrial Boulevard/I-20 West interchange. Both busways would intersect in the vicinity of Turner Road and Ashby Street.

Within the area, future growth should occur at a higher rate than in the past because of improved access. Proposed transportation improvements will give the area a good potential for business and industrial development generally. In the vicinity of Georgia Tech, the potential appears to be greater for various types of housing.

At present, transportation proposals in the area are not tied down. When change does come about, however, the transition period will produce problems requiring attention. Part of the Association's program must be aimed at developing policies to help its members through the transition period. As a result of the Planning Department meeting, it was decided that additional meetings should be held with the State Highway Department, Metropolitan Atlanta Rapid Transit Authority, Atlanta Housing Authority, the Georgia Tech Campus Planner, and the Atlanta Planning Department. The Highway Department and MARTA could provide valuable information regarding details of their planning on specific facilities affecting the area, and more importantly, provide it from their points of view. Additional input appeared needed from the Housing Authority regarding land acquisition policies, and here again, information from the
Authority's viewpoint was important. Land acquisition in the area traditionally had been erratic, with a resulting unfavorable impact on some area businessmen. Not knowing when their property might be acquired by the Authority and the price to be paid prevented some businessmen from doing the necessary future planning which business needs in order to survive.

In light of these findings and the general picture regarding future transportation and other area developments, the Association entered into a technical assistance contract with Tech's Industrial Development Division to conduct necessary research into determining foreseeable area developments and their causes, to evaluate the resulting situations, and to suggest an Association program to deal meaningfully with future growth. The method employed in the study entailed the gathering of information through meetings between selected Association representatives and pertinent organizations involved with area change. This procedure was later modified by having only the Association President and an IDD staff member involved in the meetings.

Synopsis of Meeting Findings

Meetings with the 10 groups or individuals listed in Appendix 1 revealed the following major findings. (See Appendix 2 for detailed interview reports.)

There has been no attempt at an overall plan for the area (although the Atlanta Planning Department has made a good start on this) to guide investment decisions, although developers need to be informed about the area's economic advantages and motivated to locate there. Modification of the Urban Renewal Administration's land acquisition policy, especially regarding funding, is necessary to permit businessmen to do future planning.

Central Atlanta Progress, Inc., is an organization concerned with the sound development of Central Atlanta through comprehensive planning coordinated with metropolitan area planning and growth. Its program involves urban design, economic, and transportation studies, all of which vitally concern Association members since their area is part of CAP's study area. CAP wants participation by the Association, and it is to the Association's interest to participate.

Transportation planning is the one activity having the most potential impact on the Association's area. Top priority projects affecting the area are widening Bankhead Highway from U. S. 41 to the Chattahoochee River and improvements to Northside Drive from Tech Parkway to I-75. A completion date on
Tech Parkway is still indefinite. Office park or research park development is the use proposed by the Atlanta Planning Department for the area between the Parkway and Marietta Street. A proposed expressway facility known as the West Expressway will originate at Brookwood Station and pass through part of the study area. One location proposed by CAP would put its alignment nearer to downtown to provide improved access to the central area from north Atlanta. Access from this facility to the Association's area will be of important concern to the Association. Improvements to Marietta Street and Northside Drive also will benefit the Association's area, perhaps as much as expressway development, and the Association needs to push for feasibility studies on Marietta Street improvements (Northside Drive feasibility has already been studied). Completion of Tech Parkway at an early date also should be pursued by the Association.

Prevention of future deterioration in the urban renewal area should be carried out by working closely with the Atlanta Housing Authority through developing and promoting a conservation and rehabilitation program for those sections of the area not undergoing clearance.

Proposed rapid transit development in the area calls for a rapid busway route generally following the Southern Railroad from the Chattahoochee River southward to downtown. However, MARTA will not finalize any proposals without involvement of area citizens in the location decision process, and MARTA wants the Association to participate in this process.

The area urban renewal project has made slow progress from its beginning for several reasons. Currently, the location of Atlanta's proposed West Expressway still has not been definitely determined. Continually erratic federal funding and the necessity of meeting the policy demands of various governmental levels also have caused delays. The results have been frustrating for all concerned, especially some Association members. Although that part of the project between Marietta Street and Tech Parkway may soon be redeveloped, much of the project's remainder may wait several years before completion. Since much of the Tech project entails nonresidential development, it is expected that it will be given a relatively low priority in terms of the national urban renewal program. The Housing Authority is interested in suggestions regarding specific commercial reuse of the area between Marietta Street and Tech Parkway and would welcome recommendations from the Association. It suggested
the Association might be interested in undertaking some market feasibility studies to determine specific uses. The Authority also seeks advice from area residents on its program and wants the Association to develop a continual feedback relationship as an area representative body.

What the Findings Mean to the Association

The series of meetings has shown that many groups are actively interested in developing Atlanta and the Northwest Business Association area. Reportedly, prominent developers also are interested in the area. Despite this active concern, there appear to be no definitive plan for the entire area and no single group which even approaches having answers to the problems which must be resolved before decisions can be made and action taken. In brief, there is a leadership gap, and this is true because there is an initiative gap. Many of the groups working on the area's problems are looking to other groups for action before they themselves act. Some group needs to fill the existing vacuum; it should be one with broad area representation and motivated by area self-interest. The Northwest Atlanta Business Association is the obvious choice since it is the only one deeply interested in the area having within its support base representation from most of the business and academic community, for example, Coca-Cola, Atlantic Steel Company, and Georgia Tech. The Association has been active in the past in meeting local needs; now that new needs prevail, it must change its program to meet the present situation. In light of this, the following general program is proposed for its consideration.

Proposed Program

The Association must take part in the development process described throughout this report. It needs to be involved with groups active in the process by keeping abreast of developments these groups are fostering, by evaluating their impact on the area, and by advising them of its position on development proposals. This should be the Association's primary goal at this time. Since Atlanta's present transportation system proposals and other plans have yet to be finalized, the Association still has an opportunity to become active and attempt to get changes made where they may be needed. In taking the initiative, the Association needs to consider these program elements:

1. Develop an active association with Central Atlanta Progress, Inc. CAP provides a means of keeping abreast of a broad spectrum of development
opportunities and their probable impact on the area. The Association should definitely become involved in discussions on present expressway and access proposals and decide whether or not to support them.

2. Develop a working relationship with the Metropolitan Atlanta Rapid Transit Authority by providing it with a citizens advisory group representing the area. This group also needs advice from the "grass-roots level," and the Association should establish contact and a working relationship with it as soon as possible.

3. Sponsor needed economic feasibility studies to provide the basis for later determining the practicability of various area investment opportunities. Because of costs involved in carrying out such studies, this program element should be done in conjunction with the CAP program.

4. Support development of an area land use plan to provide the necessary guidance for future development decisions and, once completed, keep it current and push for its implementation. Since present plans appear to be of a general nature only and merely to reflect the existing situation, the Association could well take the lead and assist other interested groups by producing a plan which would get down to specifics regarding types of commercial and other use which would thrive in the area. Of course, such a plan would need to rest heavily upon solid economic studies to determine use feasibility; this input might be obtained through various phases of the Central Atlanta Progress program. As for the plan itself, it could be developed jointly with CAP or through cooperation with Georgia Tech's School of Architecture (and its programs in City Planning and Environmental Design); alternatively, the Association might prefer employing a private consultant or working through a combination of these means. Having a development plan, however, would give the Association an advantage in working with other groups and toward attaining its goals, since it could enable the Association to make concrete proposals. Once completed, the plan should be presented to the Atlanta Planning Department and other groups for their consideration.

5. Become consistently active in advising the Atlanta Housing Authority by proposing land use possibilities for various parts of the area. Once the Association has a development plan soundly based on economic feasibility studies, it will be in a position to render the Authority a valuable service.
6. Contact the Atlanta Community Relations Commission to determine if the Association has a meaningful role to play in this organization. The Commission could be the vehicle for developing a broadly representative area advisory group not only for MARTA, but for the Housing Authority as well.

7. Operation Feedback - The Association needs to undertake through its monthly meetings and as part of its communications program a new type of evening speaker program here called Operation Feedback. Informing pertinent individuals about Association views would be the program's purpose. Group leaders and public officials would be invited to the Association meetings periodically as current events warranted, not to be the evening speaker, but instead to listen to a selected panel of Association members give their views about a particular program or event and how it affects the area. Then the guest would be invited to respond to the panel's statement, after which an attempt would be made to establish a framework for compromise incorporating Association proposals into the guest's program.

8. Develop a program of continual evaluation and improvement of the area's appearance. This program element would be concerned primarily with keeping up appearances in the area's commercial sector. The basic premise of this recommendation is that a shopping area with a pleasant appearance attracts more customers because it advertises area pride.

9. Develop area and Association promotional brochures as circumstances warrant. Such brochures might advertise local economic opportunities to specific types of investors or serve to further broaden Association membership.

10. Encourage development of the Exposition Cotton Mill property so that it will provide a center for more dynamic growth around it. Reportedly, it is now proposed for reuse as warehousing property, hardly a dynamic use. Its potential should be considered in the area land development plan. If carefully developed, this property could provide the area with another prominent growth generator similar to Coca-Cola, Atlantic Steel, and Georgia Tech.

11. Exert efforts toward getting urban renewal funding policy changed to permit orderly land acquisition. The Association should determine which other Atlanta groups are concerned with this renewal problem and work with them. Pertinent public and renewal officials at all governmental levels should be involved in the Operation Feedback program.
12. Interview the Atlantic Steel Company management to determine its views on area growth needs and the company's future plans for expansion in the area. Since Atlantic Steel is a major growth element in the area, its views and plans are an important input in the Association's planning.

13. Develop additional goals as program results may dictate.

14. Develop a system for annually updating the Association program.
APPENDICES
Appendix 1
LIST OF PERSONS TO CONTACT

The following list is intended to facilitate contact between Association members involved in program implementation and participating agencies.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Address</th>
<th>Person(s) to Contact</th>
<th>Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlanta Housing Authority</td>
<td>Hurt Building</td>
<td>Les Persells Exec. Dir.</td>
<td>525-6621</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thomas Eskew Planner</td>
<td></td>
</tr>
<tr>
<td>Atlanta Planning Dept.</td>
<td>7th Floor City Hall</td>
<td>Collier Claden Planning Dir.</td>
<td>522-4463</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jan P. Richey Planner</td>
<td></td>
</tr>
<tr>
<td>Atlanta Traffic Engineering</td>
<td>City Hall</td>
<td>Karl Bivens Traffic Engr.</td>
<td>522-4463</td>
</tr>
<tr>
<td>Central Atlanta Progress, Inc.</td>
<td>2740 First National Bank Bldg.</td>
<td>Robert W. Bivens Exec. Dir.</td>
<td>577-3976</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Donald C. Ingram Planning Dir.</td>
<td></td>
</tr>
<tr>
<td>Coca-Cola Company</td>
<td>597 Plum St.</td>
<td>Edward Sutter Dir. of Physical Facilities Plan.</td>
<td>875-3411</td>
</tr>
<tr>
<td>Community Development Group (Tech Students)</td>
<td>807 3rd Street</td>
<td>Ron Cagle</td>
<td>874-2097</td>
</tr>
<tr>
<td>Community Relations Commission</td>
<td>68 Mitchell St., S. W.</td>
<td></td>
<td>522-4463</td>
</tr>
<tr>
<td>Ewing &amp; Sons, Realtors</td>
<td>1620 Healey Bldg.</td>
<td>Donald Reisman</td>
<td>521-1511</td>
</tr>
<tr>
<td>Georgia Highway Dept.</td>
<td>Highway Bldg.</td>
<td>Lewis E. Parker Urban Engineer</td>
<td>688-5201</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leland Veal Planning Engineer</td>
<td></td>
</tr>
<tr>
<td>Georgia Tech Planning Dept.</td>
<td>Administration Bldg.</td>
<td>Clyde Robbins Dir. Planning</td>
<td>873-4211</td>
</tr>
<tr>
<td>Metropolitan Atlanta Rapid Transit Authority (MARTA)</td>
<td>Room 800 Glenn Bldg.</td>
<td>Henry Stewart Public Relations Director</td>
<td>524-5711</td>
</tr>
</tbody>
</table>
Ten meetings were held with individuals representing the following groups, in addition to conducting a general field survey of the Association's area:

Mr. Donald Reisman, Ewing & Sons, Realtors
Central Atlanta Progress, Inc.
Atlanta Planning Department
Planning Director, Central Atlanta Progress, Inc.
Director of Campus Planning, Georgia Tech
Director of Physical Facilities Planning, Coca-Cola Co.
Atlanta Traffic Engineer
Georgia Highway Department
Director of Public Relations, MARTA
Atlanta Housing Authority

Donald Reisman, Ewing and Sons, Realtors

This meeting resulted from a previous brief presentation Mr. Reisman had given at an Association meeting regarding future development prospects in the Marietta Street area. His presentation mentioned that people were tending to move back into the central area of cities, and that with the right kind of development in the Marietta Street corridor, high-rise residential development possibly could take place along with other types of development, especially if a coliseum is developed, as presently planned, in the vicinity of Spring and Bartow streets. The meeting highlighted three important points for the Association's consideration. First, no attempt has been made to develop an overall plan for its area; consequently, prospective developers, who might invest in the area and perhaps generate additional development from their projects, have nothing to go on in formulating their plans. Second, developers need to be informed about the area's development advantages from an economic standpoint and motivated to come in. Third, there is a need to modify urban renewal land acquisition policy to provide property owners with a reasonable expectation as to when their property is to be acquired so that they can plan ahead. It also was pointed out that the Marietta Street area has growth potential because of its traffic volume, the apparent intention of Coca-Cola Company to remain there, and the expansion plans of Georgia Tech. The future development of the
Exposition Cotton Mill property also could accelerate growth, depending on the uses to which it is put. A recent study proposed that the property be redeveloped for warehousing.

**Central Atlanta Progress, Inc.**

This organization is concerned with the sound development of central Atlanta through comprehensive planning coordinated with metropolitan area planning and growth. CAP's planning area extends generally from Brookwood Station south to the stadium and from Coca-Cola east to Sears, encompassing some of the Association's area, principally between the railroad and the expressway. Preliminary land use plans generally propose commercial, light industrial, and residential use in the Association's area in addition to the Georgia Tech expansion. CAP's program calls for carefully developed goals followed by transportation, economic, and urban design studies leading up to physical development plans for its area. Participation in the CAP is a key element in its program, and discussions with the Executive Director showed that CAP wants participation from the Association at the earliest possible time. If central area residents are to be involved in the planning process, information feedback to the planners is essential. Association representatives are invited to meet with the director and his staff to review the CAP program and its implications for the Association's area.

Part of Atlanta's transportation plan calls for development of a new expressway from Brookwood Station west and south along the Southern Railroad, in the vicinity of Atlantic Steel, to about Jefferson Street, and thence south to the Atlanta Airport. This new expressway also will interchange with a proposed new northwest expressway in the vicinity of Jefferson Street. The exact location of this expressway has yet to be tied down. However, CAP would like to see it located closer to downtown. Either location will have its impact on the Association and the future of its area, and the Association, therefore, needs to investigate carefully the implication of this facility and make its decision known to those involved in the location process. Participation in the CAP program will be one way of doing this.

**Atlanta Planning Department**

A follow-up meeting was held with the Department's transportation planner to review findings for the transportation priorities plan, especially regarding
the priority of new facilities and street improvements in the Association area. Even though the priorities plan was to be completed by the time of the meeting (July), it was still not finished, but more information was available than at the first meeting. The top priority projects involving the area are widening of the Bankhead Highway from U. S. 41 to the Chattahoochee River and improvements to Northside Drive from Tech Parkway to I-75. However, no tentative construction date has been set as yet, and development could be several years away. Completion date of Tech Parkway is still undetermined.

Office park or research park development is the proposed land use for the area between the Parkway and Marietta Street. The research park concept is intended to tie in with research and teaching facilities at Georgia Tech. The possibility of Tech-related commercial development in this area was discussed. A review of topographic maps and pedestrian access across the Parkway showed the facility to be in a deep cut with virtually no opportunity for pedestrian crossing. The Parkway in effect becomes a physical barrier between Tech and the opposite area. However, office or research park development would require some degree of accompanying commercial use to serve employees, and park employment also probably would create an additional market for some existing Marietta Street business.

Planning Director, Central Atlanta Progress, Inc.

A follow-up meeting was held with CAP's Planning Director at CAP's suggestion to gain further insight into its program. Discussion centered around various program elements, including economic studies and transportation. Central Atlanta plans to undertake shortly a $300,000 study covering urban design, economic, and transportation elements, working toward a downtown plan. The economic segment will include developing a simulation model to be used in economic forecasting and investment decision making. Another objective is to develop a transportation framework to aid in evaluating land use proposals. Instead of a static or fixed land use plan, CAP proposes to meld these studies into a dynamic plan system whereby evaluations can be made within a constantly changing situation. To be successful, the system requires continual two-way communication between planners and those involved in the central area. The Association is one of many involved groups which can benefit through participation in the system. The results of CAP's proposed economic study possibly would benefit the Association, especially in the area of market feasibility.
of various types of commercial development within its area. Preliminary land
use proposals for the Marietta Street area call for commercial development along
Marietta and light industrial development to the northwest.

Improving access to downtown from other areas of Atlanta is a major part
of CAP's program, and for this reason, Central Atlanta would like to see the
proposed expressway from Brookwood to the Airport located closer to the down-
town west side than originally proposed. Such a location could possibly be
more advantageous to the Association area provided proper access could be de-
veloped to the area. Another aspect of expressway location of concern will be
its location in relation to Atlantic Steel. CAP pointed out that a location
to the south would put a barrier between Atlantic and the rest of the area,
while a location northward along the railroad would keep it tied into the area.

Location of Tech Parkway also was mentioned, and though discussion of
alternative locations is now academic, it serves to underline the need for the
Association's involvement in Atlanta's development process -- and CAP. CAP
points out that it had originally argued for a location further west along the
existing Southern Railway, thereby tying the Marietta Street area into the Tech
development rather than creating a barrier between the two areas.

Director of Campus Planning, Georgia Tech

A meeting was held with the Campus Planning Director to determine the
present status of the Tech plan; however, discussion went beyond that to in-
clude suggested actions the Association should consider. First, the Associa-
tion needs to look closely at access proposals on the proposed West Express-
way since presently proposed access is poor. However, a closer in West
Expressway probably would be more advantageous to the area than a location fur-
ther west of downtown. Studies are presently under way to determine the advan-
tages of having the expressway closer to downtown and, reportedly, Coca-Cola is
interested in a close-in location.

Improvements to Marietta Street and Northside Drive also would benefit
the Association area, probably as much as expressway development, and the
Association might take action to determine the feasibility of improving
Marietta Street (this has already been done for Northside Drive). In addition,
the club should push for the early completion of Tech Parkway.

However, area planning needs to consider more than transportation alone
and because of this the area should have a design plan guiding future decision.
making. At present the area outside Tech is without any real future development plan, and the best system of implementation for the plan would involve working through the Atlanta Housing Authority to develop a conservation and rehabilitation program for that part of the area not being cleared. There is likely to be some commercial development west of Tech Parkway from its south end north to the vicinity of Ponders Street because of the pedestrian access in this area.

Director of Physical Facilities Planning, Coca-Cola Company

Discussion with the Director revealed that the company is continuing to grow in the study area, but because of its growth and its policy of providing free employee parking as well as its general transportation needs, Coke is deeply concerned with thoroughfare development and the adequacy of future access to its area. Since these problems also are of vital interest to the Association membership, joint discussion and other coordinated effort with Coke might prove fruitful.

State Highway Department Representatives

Determining the Department's views on proposed area highway improvements was our reason for meeting a second time with its representatives. Discussion covered improvements and the 1983 Atlanta Area Transportation Plan.

According to the 1983 Transportation Plan, Marietta Street is proposed to be a collector street providing two to four-lane service (all streets classified as collector streets are to be two to four lanes wide). This indicates that no change is anticipated from the existing facility since the present Marietta Street pavement provides for two lanes of curbside parking and two lanes for moving traffic.

Another proposal contained within the plan pertains to lower Wall Street from Thurmond Street to King Street to serve, among other things, the possible development of a coliseum within the study area (this probably refers to the Cousins Coliseum). At present, the Highway Department plan merely calls for engineering studies and does not involve actual facility development. The Department has done a general survey on the lower Wall Street project proposal and concluded that a consultant should be employed to conduct a project feasibility study. The 1983 plan also contains proposals for improving the
Bankhead Highway. These improvements probably will be carried out within the next five years. Essentially, the Bankhead improvements consist of widening, resurfacing, and possibly median development.

The Highway Department has no details on the westside freeway situation yet, but probably will conduct a study on it within two years. Funds for this study have already been appropriated. Since the specific details of this facility have not yet been determined, the Association has an excellent opportunity to influence the Highway Department and others toward developing favorable access from the Marietta Street area to the freeway. It was suggested that in the future the Association might want to contact Lewis E. Parker, State Highway Urban Engineer, regarding its views pertaining to highway development. Mr. Leland Veal, State Highway Planning Engineer, also was suggested as a contact. The Association should become more active in airing its views regarding future highway development and probably should use Mr. Parker as its point of contact in doing so.

Another possible problem area may be the location of the interchange between the West Expressway and the South Cobb Freeway which is proposed to be located between Rice and Ashby streets. This location is not yet definite by any means, and could possibly be shifted to other parts of the area. However, if it is located further eastward, it could damage or possibly destroy existing business areas between Northside Drive and 10th Street. This is a problem the Association needs to investigate to insure that the final site selection is an asset and not a liability to future area development.

We also met with the Highway Department Drafting Section. Section personnel are working on several possible locations for the West Expressway. One alignment parallels 10th Street on its north side with an interchange at Northside Drive at 10th Street. The alignment generally brackets 10th and 12th streets. This alignment probably would cause Flanigan, The Moving Man, to relocate since it would come through the center of his property. There is some question as to where the West Expressway will finally be located. The Central Atlanta Progress group would like to have it located close in to downtown in order to provide improved access between Atlanta's northside and downtown. As the proposal now stands, CAP does not appear to be asking for any particular access to the study area from this facility, should it be located close in.
This meeting turned up considerable information regarding specific street improvements in the area. We discussed the probable time of construction for various improvements in the study area, particularly improvements to the Bankhead Highway. It was pointed out that any proposal had to be submitted to three committees (Traffic, Public Works, and Planning) of the Board of Aldermen for their approval prior to final approval of the Board of Aldermen itself. This procedure takes time and may result in a final product that is greatly modified over the original proposal. However, the Atlanta major thoroughfare plan shows Marietta Street as a four-lane collector street with provision for left-turn holding lanes. (This varies from the proposal made by the State Highway Department, which essentially left Marietta Street in its present state of development.) Marietta Street would be a collector street from Edgewood Avenue northward to its intersection with Howell Mill Road, at which point the collector street would follow the Howell Mill Road alignment northward to 10th Street and from 10th Street on out to Moores Mill Road.

It is proposed that 10th Street be made a six-lane major street from Highland Avenue west to Brady Avenue and be extended further west from Brady to West Marietta Street. From this intersection, West Marietta Street would become a six-lane major street westward to its intersection with the proposed southwest connector. The southwest connector, a continuation of Marietta Boulevard, south from Marietta Street, is proposed to follow the L & N Railroad alignment south to Cascade Avenue. This is proposed to be a four-lane major street providing access to the study area from the Marietta-Cobb County area and from southwest Atlanta.

Bankhead Highway is proposed as a six-lane major street from its intersection with North Avenue westward to the Chattahoochee River.

Northside Drive is proposed to be a four-lane major street from Northside Parkway south to its intersection with I-75; from there south to the Bankhead Highway, it is proposed to be a six-lane major street.

Marietta Street and Northside Drive are over capacity, and the Northside Drive-Hemphill intersection is especially bad. The State Highway Department has proposed "one-waying" Marietta Street as one possibility and pairing it off with Northside Drive. However, the City Traffic Engineer feels that most
likely Marietta Street will stay a two-way facility with 50-foot-wide pavement and sidewalks. The Association needs to consider what one-way development might do to the study area.

The city is interested in rebuilding the bridge over the Southern Railway near the Exposition Cotton Mill property. This bridge is very narrow and very old and, reportedly, needs immediate attention. The City of Atlanta Public Works Department has asked the Traffic Department to develop some means of diverting truck traffic from the bridge.

Ashby Street is proposed as a four-lane collector street.

It is planned that Jackson Parkway, an existing facility, be a six-lane major street. This facility passes through the western part of the study area from the Chattahoochee River south to the Bankhead Highway. It will continue southward from Bankhead along Hightower Road to Gordon Road and from there southward to the Lakewood Freeway.

Public Relations Director, MARTA

This meeting was held to discuss rapid transit development plans in the study area. The Atlanta Area Transportation Study 1983 Recommended Plan Map proposes a rapid busway route through the area generally following the Southern Railroad from the river southward toward downtown. However, discussion revealed that nothing has been firmed up at the present time nor will it be until citizen involvement determines what will be located where. It was suggested that the Northwest Business Association might want to become active in helping form a citizens' advisory group to advise MARTA on how it can best serve the study area. MARTA has suggested that Association members meet with its officials in order to hear about its policy, program, and general thinking.

The possibility of some type of rapid transit service to the Perry Homes section of the study area was mentioned. This line possibly would extend from Cobb County toward downtown. However, it was emphasized that MARTA does not know the destinations of the people from the area. The fact that they may presently be traveling downtown does not necessarily mean that they have a downtown destination; it may be that these people merely transfer in downtown to another bus in order to travel back northward out of downtown.
It also is possible that cross-town transit service will be developed, perhaps located on North Avenue. In addition to rapid transit services in the study area, there may be "beefed up" bus service in the form of closer headway time, more buses, and more routes.

MARTA's policy is that it does not want to invest in an area until it knows what type of development will be in the area to be served by rapid transit. The Authority wants to avoid building facilities that will be only partially used or that will be too small in capacity to meet the area's needs.

Within a couple of months, MARTA hopes to undertake a survey of inbound trips to Atlanta's central area. This will be a survey of 100% coverage of commuter traffic into the city. The principal question MARTA has to answer at this time appears to be "who wants to go where, when?"

Atlanta Housing Authority

This was the second meeting with Housing Authority representatives. An earlier meeting concerned specific land acquisition problems in the area. This meeting was concerned with overall federal and Authority acquisition policies and procedures. Essentially, the problem is lack of information upon which the local merchant can plan the future direction of his business. Land acquisition by the Housing Authority is generally erratic to the point where merchants in the study area cannot be certain how soon their property might be acquired and they would have to relocate. The Executive Director pointed out that the project has had consistently slow progress since its beginning. The project began years ago when Georgia Tech realized it needed to reach a decision regarding its future location and type of growth. Several alternatives were available to Tech:

1. Stay where it is already located;
2. Relocate elsewhere outside central Atlanta;
3. Remain in Atlanta and expand horizontally;
4. Remain in Atlanta and expand vertically.

The final decision was to remain at its present location in central Atlanta and to expand horizontally. From this decision, Georgia Tech developed a land use plan which became most of the plan for the urban renewal area. This plan was made an official part of the Atlanta Development Plan.
The renewal project for the Tech area is of the total clearance type and is expected to take from three to 15 years for completion, depending upon the availability of federal funds. It was pointed out that existing buildings in the area cannot be reused unless they are part of a demonstration project in rehabilitation. Land in the Tech #2 project area between Marietta Street and Tech Parkway, however, may be cleared in less than five years' time. The land use for this part of the area is presently proposed for Tech-related commercial development. The Housing Authority would consider, however, suggestions regarding the specific type of commercial development to go into the area. The Association might consider formulating its own land use proposals and plan for this area and making recommendations to the Housing Authority.

The question of what the Association might do to become active in the urban renewal process was discussed, and marketing studies were brought up as a possible activity the Association could undertake. At some point along the way it will be necessary to determine the market feasibility for various types of commercial land use within that part of the study area located between Tech Parkway and Marietta Street. It was suggested that the Association may even want to undertake market studies for land use feasibility over more of its area than just the aforementioned.

It was also mentioned that the Association might possibly work through the Atlanta Community Relations Commission in airing its views from time to time.

Apparently, one element of the urban renewal project which is presently holding up progress is determination of the future location of Atlanta's proposed West Expressway. Location of this facility near downtown will affect development in the vicinity of Northside Drive and Tech Parkway, especially regarding location of connector ramps to and from the expressway and Northside Drive.

The Housing Authority is responsible to the Federal Government, State Government, City of Atlanta, and Georgia Tech for carrying out various policies. Sometimes these policies appear to conflict and to frustrate the urban renewal program.

It appears that the Housing Authority has its problems, too, and these stem primarily from erratic federal funding of the urban renewal program.
Acquisitions within a renewal area are limited by the amount of annual appropriation from the federal level. The amount of money granted by the Federal Government in a particular year determines the amount of land or number of parcels that a local housing authority can acquire. Since this varies from year to year, it makes it quite difficult for the Atlanta Housing Authority to know which parcels it can acquire within a given year. This, in turn, makes it difficult, if not impossible, to inform property owners as to when their property may be acquired. At the present time, housing has a high priority in the national urban renewal program. Since the Tech project deals with non-residential development, it is expected to be given a relatively low priority in the national urban renewal program.