



GEORGIA INSTITUTE OF TECHNOLOGY  
OFFICE OF CONTRACT ADMINISTRATION

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NOTICE OF PROJECT CLOSEOUT

SR48

Closeout Notice Date 05/15/96

Project No. D-48-517 \_\_\_\_\_ Center No. 10/11-6-P5397-0A0\_

Project Director DAGENHART R \_\_\_\_\_ School/Lab DEAN ARCH \_\_\_\_\_

Sponsor NAT FDN ARTS & HUMANITIES/NATL ENDOW ARTS \_\_\_\_\_

Contract/Grant No. DCA 95-06 \_\_\_\_\_ Contract Entity GTRC

Prime Contract No. \_\_\_\_\_

Title MAYOR'S INSTITUTE ON CITY DESIGN : SOUTH \_\_\_\_\_

Effective Completion Date 950915 (Performance) 951215 (Reports)

Closeout Actions Required:	Y/N	Date Submitted
Final Invoice or Copy of Final Invoice	Y	_____
Final Report of Inventions and/or Subcontracts	N	_____
Government Property Inventory & Related Certificate	N	_____
Classified Material Certificate	N	_____
Release and Assignment	Y	_____
Other _____	N	_____

Comments \_\_\_\_\_

Subproject Under Main Project No. \_\_\_\_\_

Continues Project No. \_\_\_\_\_

Distribution Required:

Project Director	Y
Administrative Network Representative	Y
GTRI Accounting/Grants and Contracts	Y
Procurement/Supply Services	Y
Research Property Management	Y
Research Security Services	N
Reports Coordinator (OCA)	Y
GTRC	Y
Project File	Y
Other _____	N
_____	N

**COOPERATIVE AGREEMENT DCA95-06  
MAYORS' INSTITUTE ON CITY DESIGN: SOUTH  
Georgia Institute of Technology**

**FINAL REPORT**

Prepared by Richard Dagenhart

**Introduction**

The cooperative agreement between the National Endowment for the Arts and Georgia Tech, DCA 95-06, supported the research, planning, organization, implementation and follow up for an urban design symposium, called the Mayors' Institute on City Design: South at the Georgia Institute of Technology in Atlanta, Georgia.

The Mayors Institute on City Design is a small forum dedicated to improving the design of American cities. Each Institute is limited to about 20 participants, including six to eight mayors and a resource team of design professionals. The Mayors' Institute is sponsored by the National Endowment for the Arts and the cooperating universities in each region.

Each mayor brings to the Institute a design problem from his or her city. These design issues differ widely and have included many topics, both large and small. For example, the reuse of a downtown department store site, public housing modernization, design strategies for downtown housing, neighborhood revitalization, landscape design along a highway interchange, etc. Each mayor presents his or her design problem, and then the other mayors and the design professionals discuss possible approaches to the problem and possible solutions. The focus is on how the public and private sectors can work together and on the important roles of the design professional, developers, and others in the city design process. The mayor, as the most important city designer, is the primary theme of the Institute.

Members of the resource team also make brief presentations on a variety of topics. These include case studies of successful projects to illustrate the process of city design. They also include presentations on important design topics, including landscape design, traffic planning, design conscious subdivisions and zoning ordinances, innovative public/private financing, and architectural design with the city in mind. The resource persons represent the diverse professions involved in city design, including architects, landscape architects, planners, real estate development professionals, traffic planners, and preservation professionals. They include both practicing professionals and distinguished academics. All have extensive experience with city design projects in municipalities throughout the United States.

The Institute occurs over a three day period, following a format developed at the University of Virginia. The Institute begins Thursday evening with dinner for all mayors, the resource team and guests from the host city. The first evening is spent getting acquainted and beginning discussions on city design issues. The following two days and evenings are spent in round table sessions. Lunches and dinners are arranged to promote continued

conversations. Because success depends on a high degree of participation of those present, the Institute requires all participants to attend from Thursday evening through early Sunday morning. Special events are usually planned immediately before and after the Institute so that the mayors and resource persons can get to know local design projects in the host city. Importantly, all round table discussions and presentations are transcribed and published for all participants so that information can be referred to in the future.

### **The 1995 Southern Institute**

The 1995 Mayors' Institute on City Design: South was held in Atlanta, Georgia as the host city on May 11-14. The Institute itself followed the standard format, beginning Thursday evening with a reception and dinner, followed by two full days of workshops, and ending Sunday morning with an informal breakfast. The only adjustment to this format was to schedule the meeting places in two different cities - Atlanta and Chattanooga. The Friday workshop was held in the board room of Central Atlanta Progress, located the Grand Lobby of the historic Hurt Building in Downtown Atlanta. The Saturday workshop was held in the Conference Room of the Riverfront Planning and Design Center in Chattanooga, Tennessee, at Miller Plaza, designed by Koetter-Kim, Architects of Boston.

Due to the late arrivals of all participants, no events were planned for Thursday evening. Sunday morning, guests were taken on an electric bus tour of downtown Chattanooga, River Park, and the Enterprise Foundation's successful affordable housing developments. This tour was conducted by the staff of RiverValley Partners, the Chattanooga Downtown Partnership, and the Riverfront Planning and Design Center.

### **Participants**

The Institute included eight mayors, 11 resource persons, including Endowment staff, and several guests and observers from Atlanta and Chattanooga. Mayor Susan Weiner of Savannah, an Institute alumnus, gave the keynote address Thursday evening. Mayor Gene Roberts of Chattanooga welcomed the participants to Chattanooga Sunday morning and gave an overview of the city's successful combination of urban design, sustainable development and economic revitalization. Mayor Patsy Hilliard, of East Point, Georgia welcomed the participants to Atlanta at a formal luncheon on Friday. A staff of six graduate students in architecture and city planning helped to be hosts to the events in Atlanta and Chattanooga, participating in all the events during the four days. The Dean of the College of Architecture, Dr. Thomas O. Galloway, was unable to participate in the event this year. He was chairing the presidential inauguration of Dr. Wayne Clough at Georgia Tech. Samina Quraeshi, Director of the Design Arts Program attended the opening dinner and part of the first day's session. See Appendix A and B for a list of invited and attending mayors and resource persons.

### **Evaluations of Institute**

An evaluation was requested from all participants at the Institute, asking for criticisms and suggestions. The Institute was very strongly praised by all the mayors and the resource

team. One mayor said that the Institute was the best educational seminar he had ever attended. Another said, "The design of the Mayors' Institute on City Design has no flaws." The mayors unanimously praised having part of the Institute in Chattanooga. They did not think that logistical problems of moving from one city to another interfered with the Institute. Several members of the resource team suggested moving the Institute entirely to Chattanooga. The mayors thought that the projects in Chattanooga themselves were good lessons and might be scattered throughout the weekend, such as at lunch, after dinner, bus ride receptions, etc. so the city itself would be a part of the resource panel.

### **Follow Up Activities**

Follow up activities were possible in fewer cities than the previous year, because of eight instead of six mayors participated. Three cities, however, presented unusual opportunities.

- *Fayetteville, Arkansas.* The City of Fayetteville, Arkansas offered a unique opportunity for the Mayors' Institute. Mayor Hanna was invited to the Institute in 1994, but could not attend due to a schedule conflict, but committed to attend in 1995. In January 1995, Richard Dagenhart along with Straud Watson and a group of University of Tennessee students were invited to run a school wide charette for the Departments of Architecture and Landscape Architecture at the University of Arkansas. The charette focused on historic downtown Fayetteville and the surrounding neighborhoods between the town square and the university campus. One charette team, headed by Dagenhart and Watson, prepared an overall urban design scheme. Faculty/practitioner/student teams were assigned to 10 key projects in the study area under the overall coordination of Dagenhart. As planned, Mayor Hanna, a strong supporter of the charette, selected one project to bring to the Mayors' Institute. After the Institute, he was fully prepared to begin carrying out the project, a joint city-private development on the only vacant parcel on the historic town square. Following the recommendations of the resource panel, Mayor Hanna returned to Fayetteville, identified the financing for the project, and hired consultant team to assess the feasibility of the project. The project will include a city-owned parking deck, an exhibition hall for the convention center on the other side of the square in the Hilton Hotel. A civic plaza, overlooking the Boston mountains will be the central part of the design.
- *Athens, Georgia.* Mayor O'Looney returned to Athens after the Institute and began taking action immediately. Richard Dagenhart traveled to Athens on 3 occasions to advise the mayor and visit with the University of Georgia and others involved in the downtown area. The Georgia Tech City Planning Program also completed a microwave tower assessment and proposed regulations for the Mayor and council. The City has committed funding for an urban design study for the 1996-97 academic year to involve architecture and planning students from Georgia Tech and landscape architecture students from the University of Georgia. The studios at Georgia Tech include a fall quarter urban design studio, a winter-spring master's project studio for architecture students, and a winter quarter city planning problems

studio.

- *North Little Rock, Arkansas.* After the Institute, Mayor Hays returned to North Little Rock and continued campaigning for county-wide bond issues to support the North Little Rock arena project. He also hired the Donaghey Project for Urban Studies and Design, from the University of Arkansas at Little Rock, to prepare detailed urban design studies of the riverfront and downtown prior to beginning architectural plans for the arena itself. (See description in *Places* journal, Winter 1996).

Besides the urban design, architecture and landscape studios at Georgia Tech and the University of Georgia, the design issues brought to the Institute by the mayors now form a primary resource for courses in city planning. CP6610: Urban Design Policy and Implementation and CP6620: Design of Sites and Cities.

## Budget

The \$35,000 project budget and final expenditures are as show below:

	A	B	C	D
1	<b>COOPERATIVE AGREEMENT DCA 95.06 MAYORS INSTITUTE: SOUTH</b>			
2				
3	BUDGET CATEGORY	ORIGINAL	EXPENDED	DIFFERENCE
4				
5	Personal Services	\$8,825.00	\$10,583.94	(\$1,758.94)
6	Fringe Benefits	\$148.00	\$74.40	\$73.60
7	Materials and Supplies	\$20,667.00	\$15,748.66	\$4,918.34
8	Travel	\$5,360.00	\$6,898.38	(\$1,538.38)
9	Subcontracts	\$0.00	\$0.00	\$0.00
10	<b>Total</b>	<b>\$35,000.00</b>	<b>\$33,305.38</b>	<b>\$1,694.62</b>

Note: The Georgia Tech Research Corporation establishes budgets under standard accounting categories for Federal contracts, which is reflected in the budget and in the final summary above.

## **APPENDIX A: INVITED AND PARTICIPATING MAYORS**

### INVITED AND ATTENDED

Mayor Carolyn Allen	Greensboro, North Carolina
Mayor Ralph L. "Buddy" Fletcher	Lakeland, Florida
Mayor Fred Hanna	Fayetteville, Arkansas
Mayor Patrick Henry Hays	North Little Rock, Arkansas
Mayor Jim Naugle	Fort Lauderdale, Florida
Mayor Gwen O'Looney	Athens, Georgia
Mayor Robert Sheehy, Jr.	Waco, Texas
Mayor James E. Talley	Spartanburg, South Carolina

### INVITED BUT UNABLE TO ATTEND

Mayor Alvin Dupont	Tusculooosa, Alabama
Mayor Bobby Peters	Columbus, Georgia
Mayor Robert Williams	Shreveport, Louisiana
Mayor John Robert Smith	Meridian, Mississippi

## APPENDIX B: INVITED AND PARTICIPATING RESOURCE PERSONS

### INVITED AND ATTENDED

Douglas Allen, Georgia Tech, Atlanta	Landscape Architecture
David Crane, University of South Florida, Tampa	Urban Planning
Richard Dagenhart, Georgia Tech, Atlanta	Urban Design and Architecture
Maurice Cox, University of Virginia, Charlottesville	Architecture and Urban Design
Deborah Ryan, University of North Carolina, Charlotte	Landscape Architecture and Public Art
Christine Saum, Mayors' Institute, Washington, D.C.	Urban Design and Architecture
David Sawicki Georgia Tech, Atlanta	Planning and Public Policy
Janet Marie Smith, Turner Sports and the Atlanta Braves	Architecture - Sports Facilities
Starling Sutton, Atlanta	Real Estate Development
Straud Watson, University of Tennessee, Chattanooga	Urban Design and Architecture
Elizabeth Waters, Charlottesville	Planning, Preservation and Public Participation
Mayor Susan Weiner, Savannah, Georgia	Keynote Address

### INVITED BUT UNABLE TO ATTEND

Dan Cary, Palm Coast Water District, Florida	Planning and Environmental Protection
Mary Means, Alexandria, Virginia	Public Participation
Elizabeth Meyer, University of Virginia, Charlottesville	Landscape Architecture
Walter Kulash, Orlanda, Florida	Traffic Engineering and Planning