

Original Columbia Work Group Members

Dr. Henry M. Bain, Jr.

Public administration: political scientist, Chevy Chase, MD¹

Antonia Chayes

Family life: formerly Technical Secretary to the Committee on Education, President's Commission on the Status of Women, Washington, D.C.¹

Robert W. Crawford

Recreation system: Commissioner, Department of Recreation, Philadelphia, PA¹

Dr. Nelson N. Foote

Community structure: sociologist, consultant, Community Development, General Electric Company, NY city¹

Dr. Herbert J. Gans

Community structure: sociologist, Columbia University, NY city¹

Robert M. Gladstone

Economics and housing market: economist, Washington, D.C.¹

Christopher S. Jencks

Education: editor, *New Republic*, fellow, Institute for Policy Studies, Washington, D.C.¹

Dr. Paul V. Lemkau

Health systems: psychiatrist, The Johns Hopkins University, Baltimore, MD¹

Dr. Leonard Duhl

Health systems: Chairman Board of Technical & Policy Advisors United States Health Corporation, San Francisco, CA¹

Dr. Donald N. Michael

Chairman: psychologist, Programme Director, Institute for Social Research, University of Michigan, Ann Arbor, MI¹

Dr. Chester Rapkin

Housing: professor, urban planning, School of Architecture, Columbia University, NY city¹

Wayne E. Thompson

Local government and administration: The Dayton Company, Minneapolis, MN (formerly city manager, Oakland, CA)¹

Alan M. Voorhees

Traffic and transportation: Washington, D.C.¹

Dr. Stephen B. Whitey

Communication in community: psychologist, University of Michigan, Ann Arbor, MI¹

TRC members:

J.W. Rouse, president

W.E. Finley, vice-president in charge of project

W. Hamilton, director of institutional planning

M. Hoppenfeld, director of planning and design

¹ RGI-S3-b76-fWork Group – Original Columbia, 1973-1976: photocopy of Appendix 2 Columbia Work Group; photocopy is Appendix 2 from “The Columbia Process – The Potential for New Towns,” by Morton Hoppenfeld, ca. 1971.

JAMES W. ROUSE & COMPANY, INCORPORATED

INTRA-OFFICE MEMORANDUM

November 4, 1963

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Columbia Archives

TO: Work Group Members

FROM: James W. Rouse

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We are delighted to know that you will be with us in Baltimore on November 14-16 at our first planning session. I am looking forward to meeting you and to the opportunity to draw on your special wisdom and experience as we commence the planning of our new community in Howard County.

It would be difficult to overstate the importance of the venture on which we are now embarked. Seventy million people will be added to our metropolitan areas in the next 20 years. This growth will have an enormous impact upon American civilization. It will transform the cities of our country, as we know them today, and it will consume millions of acres of farms and forests lying outside the presently urbanized metropolitan regions. Not only the physical form of our cities, but the quality of life within them will be determined largely by the imagination, thoughtfulness, and skill with which we handle this growth.

There is a growing awareness of the fact that existing tools for planning and zoning are inadequate to channel this growth in a manner that will preserve open spaces and the resources of nature and create beautiful, healthy, well balanced new communities. It seems apparent that some new development mechanisms must evolve in order that planning and development can proceed on a large enough scale and over a large enough area to achieve the standards that are essential to a good environment in our metropolitan areas. The only "mechanism" that has held out any hope so far has been the existence in a single large tract of enough acreage to permit large scale development. This is the story of the Irvine Ranch, El Dorado Hills, Reston, and a few others.

Here in Howard County, however, we have blazed an important trail by proving that a private developer can assemble (in this case in less than nine months) small land holdings into a total tract large enough to permit comprehensive community planning and development. To the best of our knowledge, this is the first time this route has been attempted on such a scale in the development of the American city. If it is as successful as we hope it will be, it can give tremendous encouragement to other developers to pursue this same technique in other metropolitan communities.

Indispensable to our undertaking this venture has been strong financial support by a large, fine and imaginative financial institution which has made \$19,000,000 available to our Company to complete this purchase program. The success of this venture will not only strengthen the conviction of this particular institution, but it can also have the effect of encouraging other large investors to make funds available to developers for new communities in other sections of the country.

Thus, you see that our success in unfolding this new community can have an important chain reaction among developers and financial institutions throughout the country.

For many years, we have noted the wide gap between the people who are planning, designing, and developing our cities and the people with the knowledge about problems and solutions, hopes and opportunities among people in our urban society. Everywhere, plans proceed out of the ideas and images in the minds of the planners and developers. Almost nowhere does planning begin with the needs and yearnings of the people.

It is our purpose to plan out from the real needs of people, as best we can discover them, toward the physical form of the community and the institutions which are established in it. This course is largely uncharted, because there is very little precedent for what we are attempting. We have no illusions about the difficulties of relating such knowledge as does exist about how people live and grow, succeed or fail to the planning and development process. We do not expect to plan the "perfect" community. We simply believe that by starting from people and working out we may get some new shafts of light that can influence the physical plan and development decisions. It is for that purpose that we have solicited your help, and it is to that task that we will bend our efforts with you over the months ahead.

The developer's first responsibility properly ought to be to state his objectives for the community he is about to plan. Some of you have already said to us that until this is done it is not possible to bring your special experience and wisdom to bear on our problem. We understand this and accept the responsibility for defining our objectives. However, before doing so, we want to discuss fully with each of you what our objectives best might be. We are not trying to shift our responsibility to you. We will not seek agreement among you. But we know we will be enriched by your observations and the discussion which will ensue among us. Therefore, the main purpose of our first planning session will be a full discussion of "Our Objectives -- What They Ought To Be."

In this connection, I must confess to some non-agreement within our own staff on the matter of objectives. We have decided not to attempt to resolve our differences, but to share them with you. To that end, I have asked Mort Hoppenfeld to set out what he thinks our objectives ought to be in a memorandum, copy of which is attached.

You will also find enclosed a talk which I gave last month at a conference at the University of California on metropolitan growth. The preparation of this talk gave

me the opportunity to pull together some ideas I have nourished for a long, long time. This paper will also communicate some of the convictions and the biases with which I approach the development of a new community.

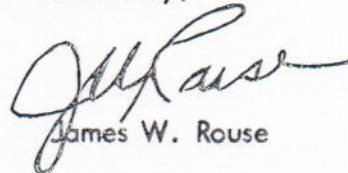
Also enclosed is a paper by Mort Hoppenfeld, which he has prepared in close association with Don Michael on "Working Procedures For Program Planning," together with some background material on the site and the region.

On Friday evening, Mrs. Rouse and I look forward to having you all as our guests for dinner, free of any obligations to think or plan, and with no larger purpose than to have a pleasant evening together.

We are looking forward with great eagerness and enthusiasm to the task ahead, and we are deeply grateful to you for sharing its burdens with us.

Many thanks and best regards.

Sincerely,



James W. Rouse

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Enclosures