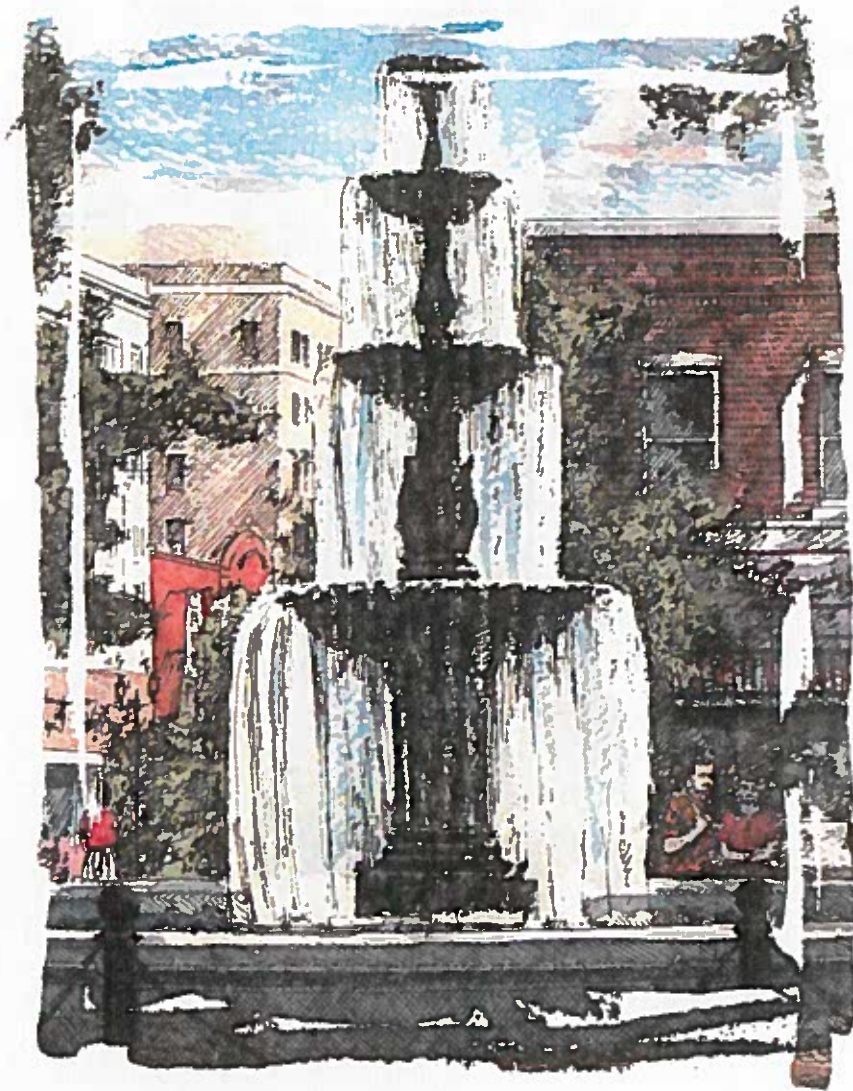


NEWTOWN MACON

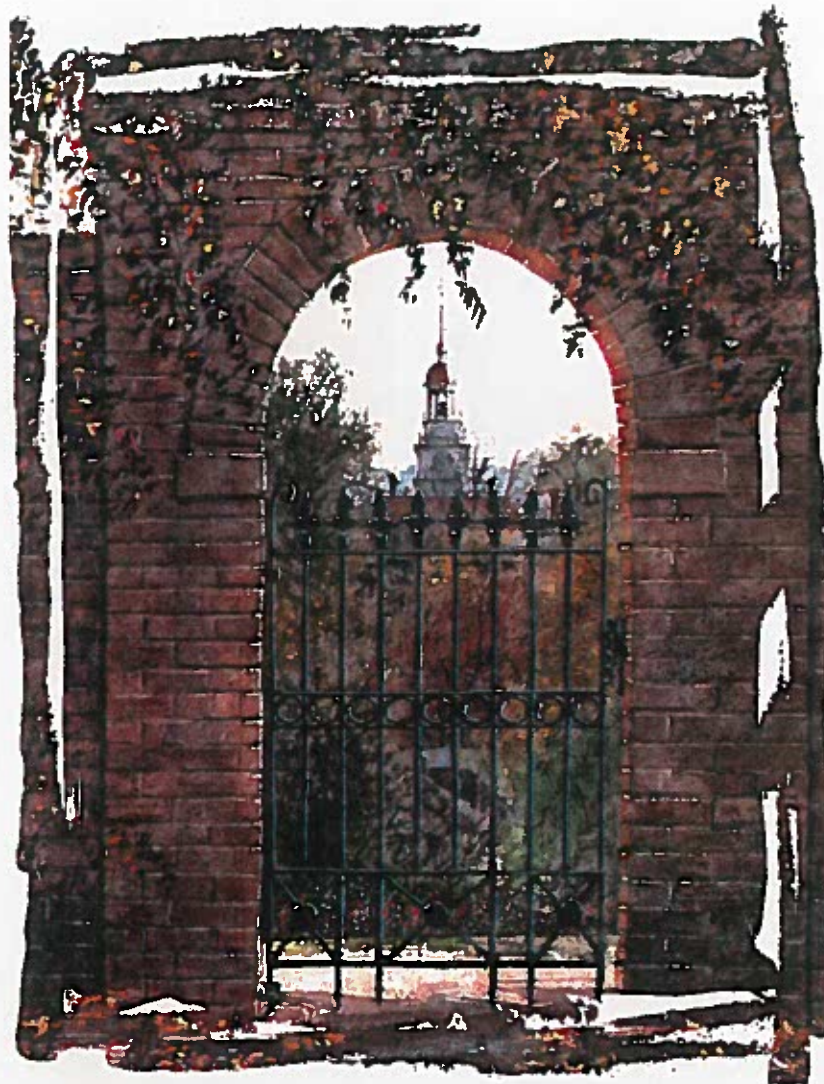


COMMUNITY CHALLENGE

A New Century. A New Challenge. A New Town. Macon.

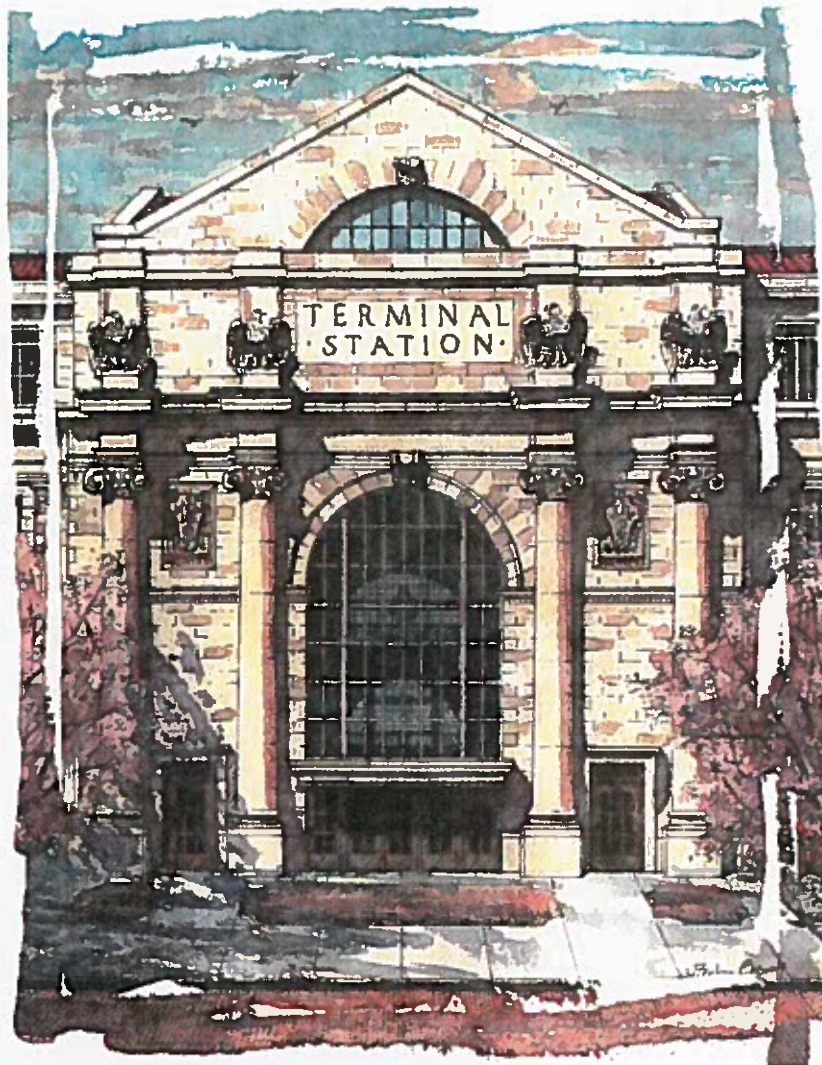


A NEW CENTURY.
A NEW CHALLENGE.
A NEW TOWN. MACON.



*"Our old buildings and dwellings reveal in their architectural conventions
subliminal expressions of themes –the myths, even– of our history, our traditions,
and our dreams."*

-ROBERT A.M. STERN



NewTown Macon is dedicated to implementing the community's vision of a comprehensive, coordinated, and continuous plan of revitalizing downtown Macon, Georgia.

-NEWTOWN MACON MISSION STATEMENT



JAMES WEBB'S VISION

In 1823, James Webb visualized a beautiful city in a park. Where generously wide boulevards with lush linear parks accented charming storefronts. Where welcoming benches beckoned passersby to pause beneath the restful shade of a nearby tree and watch birds splash in a briskly flowing fountain. Webb's master plan for Macon, referred to as "New Town," included these aesthetically appealing features along with a design for living and growing that has weathered the test of time.

And with time come changes and challenges. Almost 175 years later, Webb's grand and glorious vision is still visible, but through social and physical pressures much of the original luster of downtown Macon has been lost. Architecturally significant buildings stand in need of renewal. Public services are in need of enhancement. Challenging transportation issues are in need of resolution. Our downtown, like other urban centers, has been left with empty storefronts, abandoned residences and closed offices.

In 1999, NewTown Macon, Inc. launched a capital campaign to restore our city in a park to its original beauty and vitality.

Today, the renaissance has begun.

"My family has been in business in downtown Macon for more than 100 years. We have witnessed our city's growth and its growing pains. I have come to appreciate that downtown Macon belongs to all of us. The future success of our downtown and indeed of Macon itself will depend on our ability to work together toward a shared understanding of what our community can become."

**-BILL HUTCHINGS, OWNER,
HUTCHINGS FUNERAL HOME**





NEWTOWN MACON: WHO WE ARE ... HOW WE WORK

In 1997, a group of visionary business and community leaders established a non-profit, public-private partnership called NewTown Macon to fill a pressing community need: the development and facilitation of an integrated approach for revitalizing downtown Macon.

NewTown Macon's sole purpose is to facilitate change by marshaling leadership and providing support for projects that are important to our community. In two short years, NewTown Macon has successfully worked alongside government entities, private organizations and concerned citizens to consolidate resources and to develop a common vision for 21st century Macon.

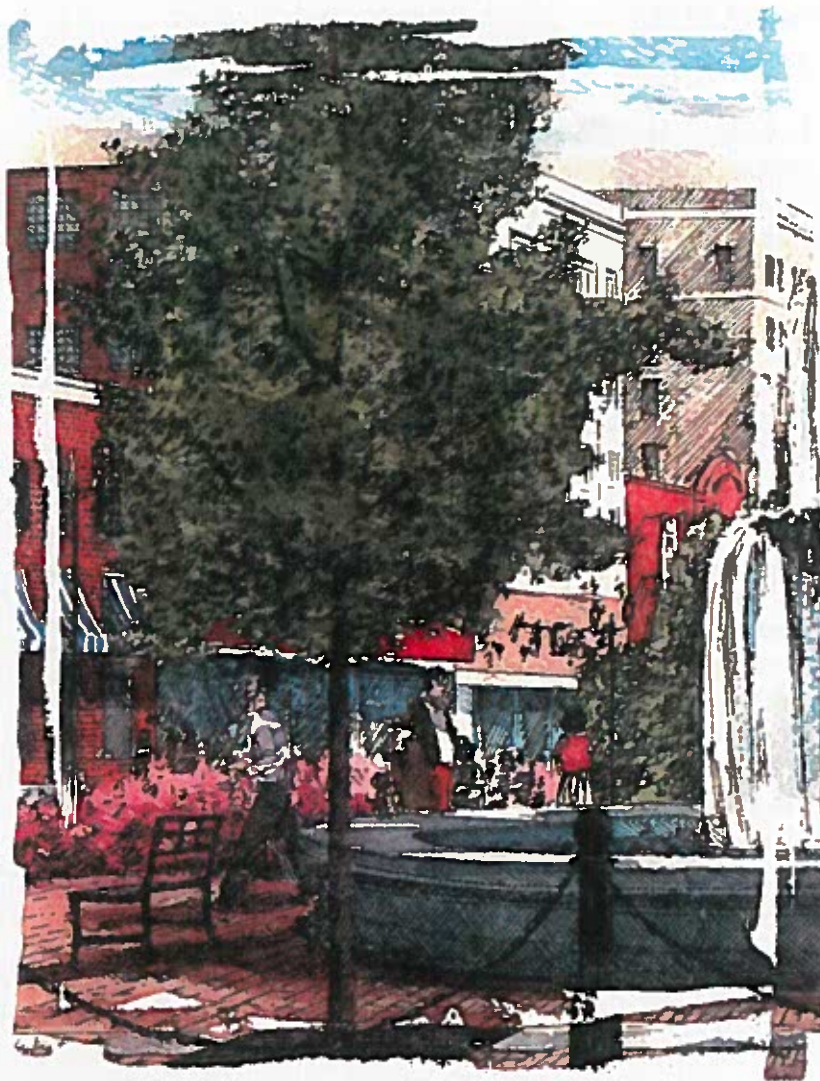
NewTown Macon is committed to prompt and meaningful action. Historic downtown buildings have been saved. At NewTown Macon's initiative, the city issued historical review guidelines to limit demolition in the central business district. Buildings that are the hallmarks of our city's proud heritage still stand today. NewTown Macon is also the catalyst for detailing the future look of our city. Already, the planned development of the Ocmulgee Heritage Greenway is generating enthusiasm and renewing interest in our urban center.

NewTown Macon has studied and identified the downtown area's most pressing economic and social needs. Subsequently, we collaborated with urban planners, development consultants, local organizations and citizens to develop a blueprint for the renaissance of downtown Macon that will spur significant economic growth and improve our quality of life.

"We must focus our energy. When you consider how important our historic town centers are to our identity as a state, you realize that it makes simple sense to make them a first priority."

- DAVID LUCAS,
REPRESENTATIVE, STATE OF
GEORGIA





"There is a moment in time that opens up to let an exciting future come in.

This is our time Macon, and we need to take advantage of it."

-JANICE MARSHALL, PRESIDENT & CEO,
MACON-BIBB COUNTY CONVENTION AND VISITORS BUREAU

DOWNTOWN MACON: A CITY IN TRANSITION

Enjoy Third Street park in late March when cherry blossoms are in full, snowy bloom. Stand at the top of Coleman Hill and observe the breathtaking view. Admire a landscape dotted with park-lined boulevards, historic mansions and ornate architecture.

Then, stand at the foot of Poplar Street, and see boarded up doors on vacant storefronts and abandoned buildings with graffiti-covered walls.

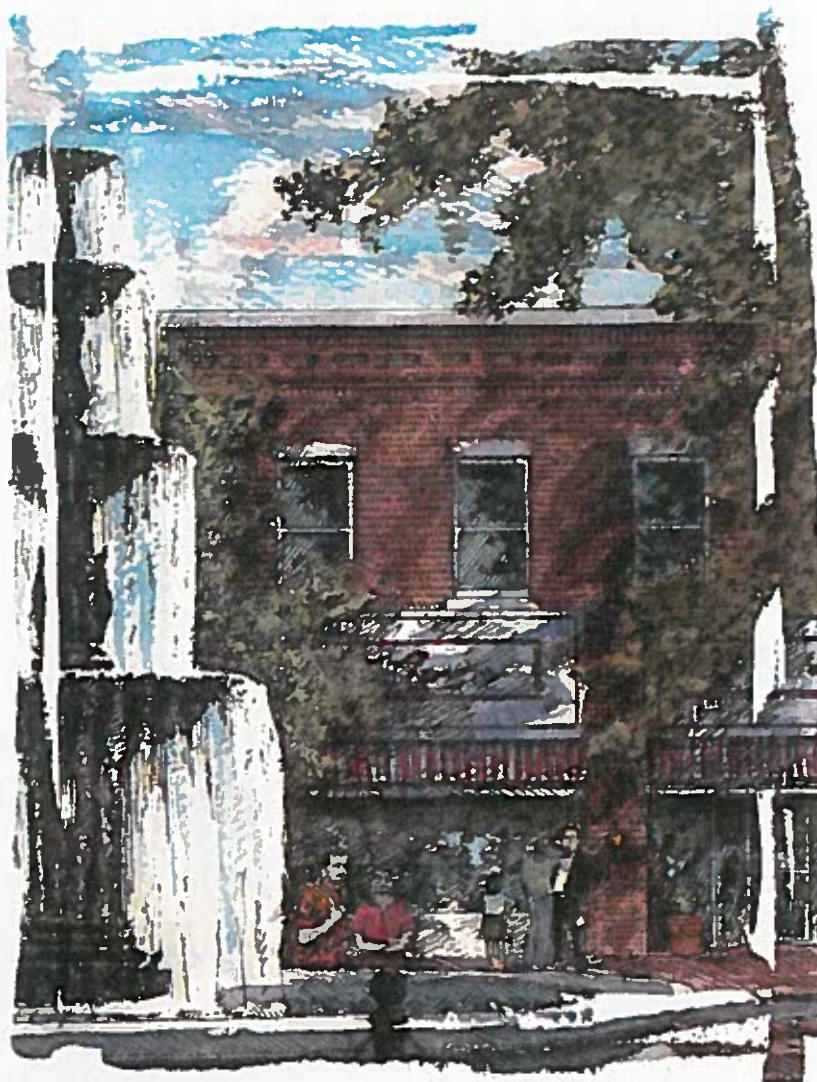
For all its beauty and history, Macon is a city in need of tending. Once the heart of economic and social vitality in Middle Georgia, Macon's downtown succumbed to urban decline over generations. Run down homes and abandoned houses are found where neighborhoods once thrived. Dilapidated buildings stand where businesses once prospered. Neglected recreational areas sit silently where children once played.

At NewTown Macon, we envision a dramatically different downtown. From the sidewalks of Poplar Street to the banks of the Ocmulgee River, Macon will become a city full of life. Everyday, thousands of us will come downtown to work, to live, and to play.

"Macon has the potential to enhance its public realm and be recognized as one of the greatest cities in the world. Few cities have the boulevards and park systems...that Macon does."

*- CYRIL B. PAUMIER, PRINCIPAL,
LDR INTERNATIONAL*





"We are blessed to have a downtown with so many historic and architectural jewels, which we must preserve and enhance for generations of families and visitors to enjoy." -BETTY SWEET SIMMONS (MRS. WILLIAM P., SR.)

DOWNTOWN MACON: ONE OF AMERICA'S GREAT CITIES

Ride your bike on trails along the Ocmulgee River. See historic landmarks and pristine fish and wildlife preserves.

Relax in a park nestled on the bank of the Ocmulgee River as children frolic in a nearby playground.

Walk down tree-lined Cherry Street and admire beautifully restored buildings filled with offices, cafes, shops and loft apartments.

Work, shop or live in a riverside development that is a multi-million dollar private investment which creates hundreds of new jobs.

Visit a city where parking is convenient and getting from place to place is fast and easy.

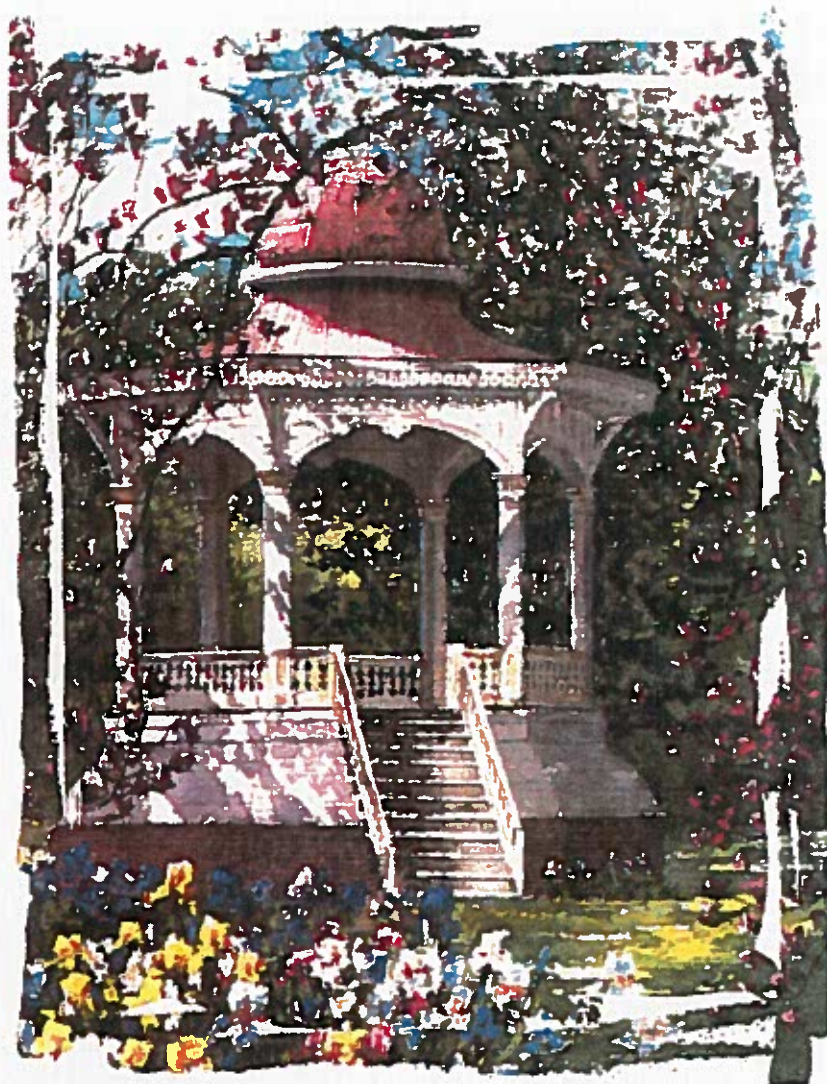
Live in a city with a vigorous, prosperous and diverse business climate.

This is the collective vision of our community. Macon, Georgia will soon be recognized as one of America's great cities. The renaissance of downtown is not merely a wish or hope. It is a viable, practical possibility when we as future-minded citizens capture the vision.

"Every resident, regardless of social status or economic background, will be able to feel they have a stake in downtown. This is an important time for Macon. We should feel proud of what we are doing in downtown. Every citizen will benefit."

- VIRGIL ADAMS, PARTNER,
ADAMS & JORDAN, P.C.





"The depth and reach of our community spirit resides in our willingness to take responsibility for what we become. You and I, in a compelling way, must light the torch. We must show the way."

-DR. R. KIRBY GODSEY, PRESIDENT, MERCER UNIVERSITY

THE CHALLENGE AT HAND: WHY WE MUST ACT NOW

A New Century is upon us. We have one opportunity to script the future of our city and our way of life to create promise and prosperity for generations. In his book *Cities Reborn, A Vision for Urban America*, William Hudnut, former Mayor of Indianapolis, noted that a vibrant central city is critical to offering citizens a solid quality of life and competitive edge in the world economy. "It is my belief that the future of the 21st century city depends on the ability or failure of public, private, and not-for-profit leadership to meet these challenges."

A New Challenge has been issued. The Robert W. Woodruff and Peyton Anderson Foundations have issued a challenge to our community. A challenge that calls upon all of this community's government constituencies, individuals, corporations and foundations to come together for the greater good of our city and its future. Each foundation has issued a \$3 million challenge grant toward the renaissance of downtown Macon. To claim this \$6 million, our community must raise an additional \$30 million.

A New Town will evolve. Many of the ingredients for a prosperous future are in place. Macon has a broad base of economic, cultural, historical, tourism and corporate resources. Macon is also more strategically located than any city in Georgia.

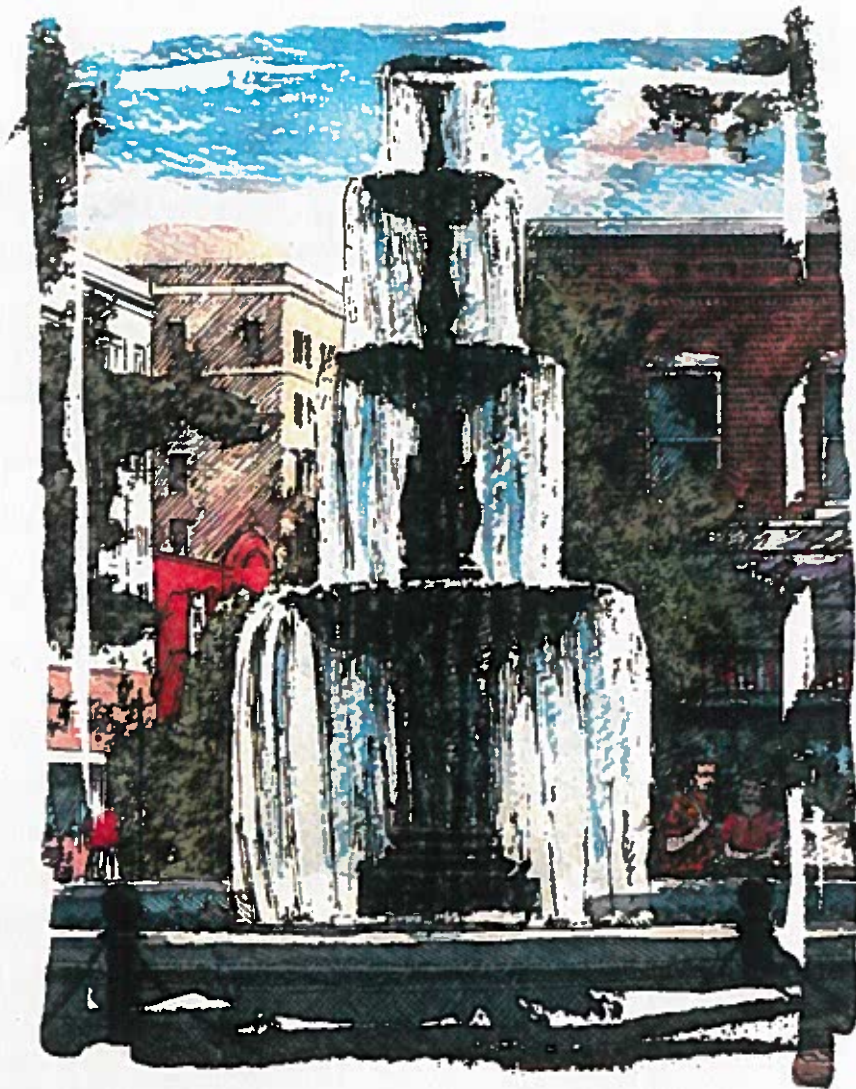
We are calling upon great leaders and philanthropists with community spirit to accept the challenge and invest in Macon's future.

This is our opportunity to ensure Macon's vitality in a new century. Our city's future depends on extraordinary leadership and commitment.

"I believe we are at a place at this moment that Macon will not be in for another fifty years. We need to revitalize our downtown because it is historically significant and strategically located. Peyton Anderson said to me, 'If you make your money in Macon, you should spend it in Macon.' Let's all give so that we can make Macon a better place to live."

**-JUANITA JORDAN,
EXECUTIVE DIRECTOR,
THE PEYTON ANDERSON
FOUNDATION**





"With the launch of the NewTown Community Challenge, we are laying the foundation and the infrastructure to attract and accelerate private development, to generate more jobs, more prosperity and improve the quality of life in Middle Georgia."

-JOHN FRANK, PRESIDENT, SUNTRUST BANK OF MIDDLE GEORGIA



INITIATIVES

THE EIGHT INITIATIVES

The comprehensive plan for the revitalization of downtown Macon is comprised of eight inter-related initiatives. Some of the initiatives will create an ideal urban environment that will be enjoyed by all Macon citizens and will attract business and industry. Other initiatives will seed large capital investments. Based on models in other cities, the plan is expected to draw over \$150 million of additional private investment in our urban center over the next five years.



"The Macon Challenge and the NewTown Macon initiatives present exciting opportunities for the people of Macon to rekindle the spirit and vitality of their city. Through their success, Macon can reaffirm its leadership of the Central Georgia region. We are pleased the Woodruff Foundation can offer encouragement to that quest."

CHARLES H. "PETE" MCTIER,
PRESIDENT, ROBERT W.
WOODRUFF FOUNDATION, INC.



THE INITIATIVES



URBAN DESIGN CENTER

NewTown Macon will be a resource for planning agencies, prospective commercial investors and residential development. The Urban Design Center will focus on urban design, planning, commercial and residential expansion as well as the funding and project supervision for other initiatives. The Design Center will associate itself with university schools of architecture, urban planning and landscaping to maximize opportunities for planning and development. In Chattanooga, a design center was a critical element for encouraging and guiding growth while insuring wise use of present and future investment capital. The costs to fund start up and the operations of such a center for three years is estimated to be \$2 MILLION.



OCMULGEE HERITAGE GREENWAY

The Greenway's major feature will be the construction of a seven mile, attractive and functional riverwalk and park system. The multi-use trail will begin with a public park at the Old Water Works and will extend through downtown. The riverwalk will continue to Central City Park and will cross the Ocmulgee River by a pedestrian bridge to the Ocmulgee National Monument, effectively tying together several of our major downtown parks and historic landmarks. The approximate cost for this stretch of the riverwalk is \$8.5 MILLION.



RIVERFRONT DEVELOPMENT

A cornerstone in the revitalization plan will be the seeding of a commercial development on 13 acres of property along the Ocmulgee River that is strategically connected to downtown. The riverfront properties extending from Spring Street to Martin Luther King, Jr. Boulevard are in the process of being assembled. NewTown Macon will organize property acquisition, relocation of the public transportation authority and central services, site preparation and infrastructure development at a cost of \$10 MILLION.



TERMINAL STATION REDEVELOPMENT

Built in 1916, the Terminal Station is one of the most architecturally significant buildings in Macon. The station, strategically located adjacent to the new Halls of Fame and the future site of the Tubman African American Museum, is at the foot of Cherry Street Plaza. Also, Macon has been designated a priority for inter-city rail service between Washington D.C. via Atlanta to Macon. The Terminal Station will be redeveloped to its optimum commercial use while remaining the hub for future inter-modal rail transportation. Redevelopment costs associated with the Terminal Station are estimated to be \$4 MILLION.

CITY ENTRANCES, STREETSCAPES, PUBLIC PLACES, PARKING, & TRANSPORTATION

Gateways reinforce the memory and identity of Macon. Thus, downtown Macon's front door and public places should convey a positive image and welcome visitors. By enhancing gateways, entrances, streetscapes and public places, downtown will be easy and enjoyable to visit and to use. The implementation of a comprehensive parking and transportation study, which may include the use of intra-city trolleys, will allow the convenient flow of pedestrian and vehicular traffic. This comprehensive and coordinated initiative is critical to the realization of Macon as a "city in a park." Designated funds to this effort are \$3 MILLION.



CHERRY STREET PLAZA

Convenient to the Georgia Sports and Music Halls of Fame and the future site of the Tubman African American Museum, Cherry Street Plaza is a strategic public gathering place. Significant development is already underway. This initiative has been designated to enhance the park with the possibility of fountains, public amenities and programming. The approximate costs are \$1 MILLION.



DOWNTOWN LANDSCAPE AND PUBLIC AMENITY MAINTENANCE ENDOWMENT

Sustainable growth is a hallmark of the "Big Picture" plan. The maintenance endowment will ensure the beautification of the public realm for years to come. The fund will supplement existing city funds used for landscaping, cleaning, lighting and other issues associated with providing an inviting environment for the public good. The endowment fund has been designated to be \$2.5 MILLION.



TRANSITIONAL PROPERTY ACQUISITION FUND

NewTown Macon through the acquisition fund, will be able to acquire and participate in the redevelopment of at-risk or declining properties that threaten or inhibit development opportunities. Plans are to develop a land trust associated with NewTown Macon to facilitate these opportunities. Funds set aside to seed the trust are \$5 MILLION.





"Downtown Macon is everybody's neighborhood. It's everyone's business and is the center of our region's economy. It is where we work, live and learn. As we begin to write another chapter in the ongoing legacy, we must ensure that our downtown continues to shine as a beacon of Macon's prosperity."

-DR. R. KIRBY GODSEY, PRESIDENT, MERCER UNIVERSITY

LONG-TERM PROJECT MANAGEMENT

NewTown Macon is presently studying models for the new generation of downtown development organizations. The most successful model is a non-profit, entrepreneur holding company that provides administrative services to its subsidiaries.

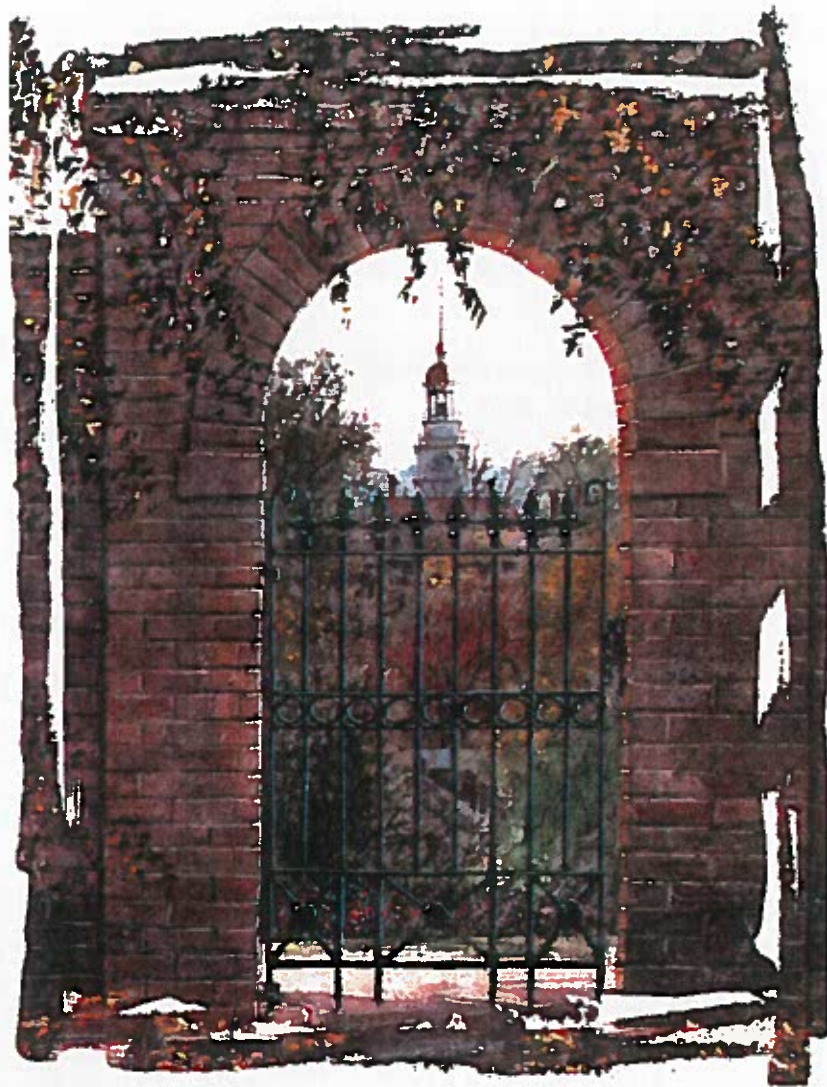
Empowered by campaign funding, NewTown Macon will support a membership organization and the Urban Design Center. The Urban Design Center will function as a non-profit development corporation, and will oversee development, implementation and sustainability of the campaign initiatives.

NewTown Macon will partner with local organizations and public entities to ensure the continued success of downtown revitalization.

COMMUNITY PARTNERS

Bibb County
City of Macon
Cherry Blossom Festival
Community Customer Board
Downtown Council
Downtown Merchants and Friends
Greater Macon Chamber of Commerce
Keep Macon-Bibb County Beautiful
Macon-Bibb County Convention & Visitors Bureau
Macon Centreplex
Macon Economic Development Commission
Macon Heritage Foundation
Macon Transit Authority
Regional Development Commission
Small Business Administration
Urban Development Authority





"There's an old Indian adage that says, 'We don't inherit land from our forefathers, we borrow it from our children.' That is why we must take up this challenge and revive downtown Macon. It is not for us, but for our children and for generations of families to come."

-CAROL HUDLER, PUBLISHER, THE MACON TELEGRAPH

A CITY IN A PARK

We stand at the gate of an exciting new century. The key to our city's fate rests in our hands. We must accept the challenge. When we open our hearts and commit our resources, we will renew James Webb's vision of NewTown Macon. A magnificent city in a park.

"We can take steps toward taking a community that lies at the geographic center and restoring our place in the heart of Georgia. Thus it will have to be said, 'If you want to experience the spirit of Georgia, you will have to visit Macon.'"

**- ROBERT F. HATCHER,
PRESIDENT & CEO,
FIRST LIBERTY BANK**





OCMULGEE HERITAGE GREENWAY



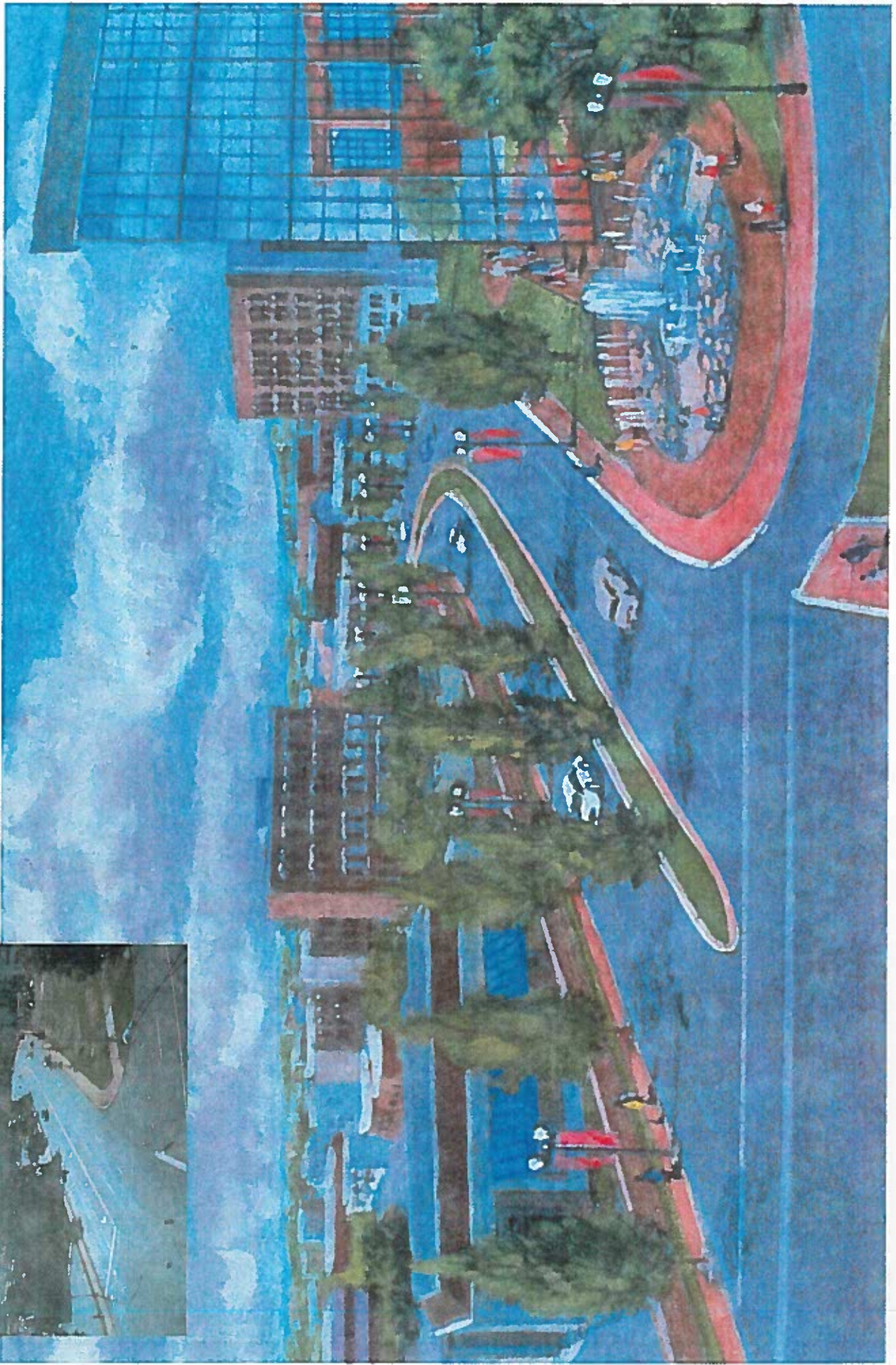
OCMULGEE HERITAGE GREENWAY



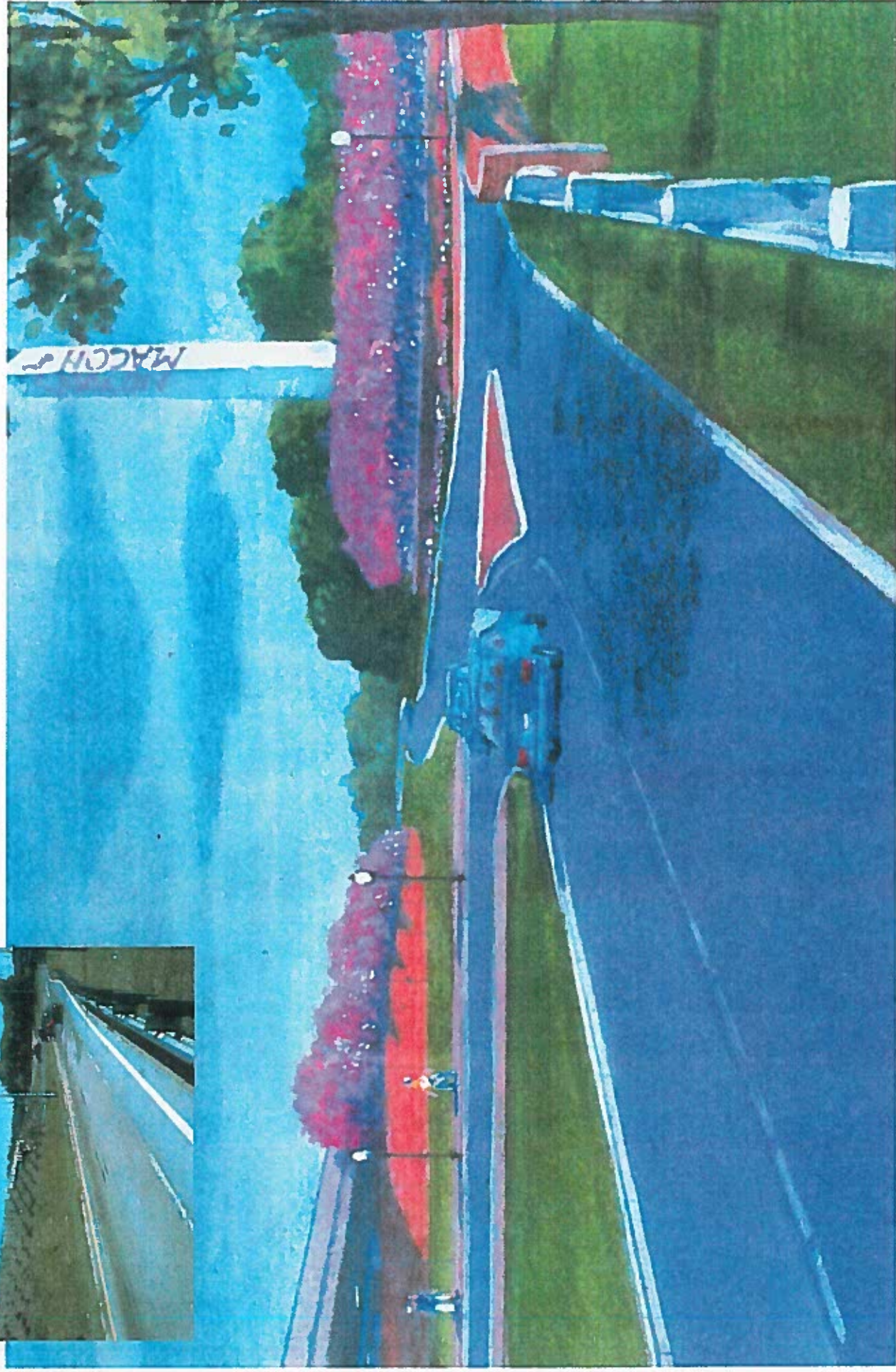




RIVERFRONT DEVELOPMENT

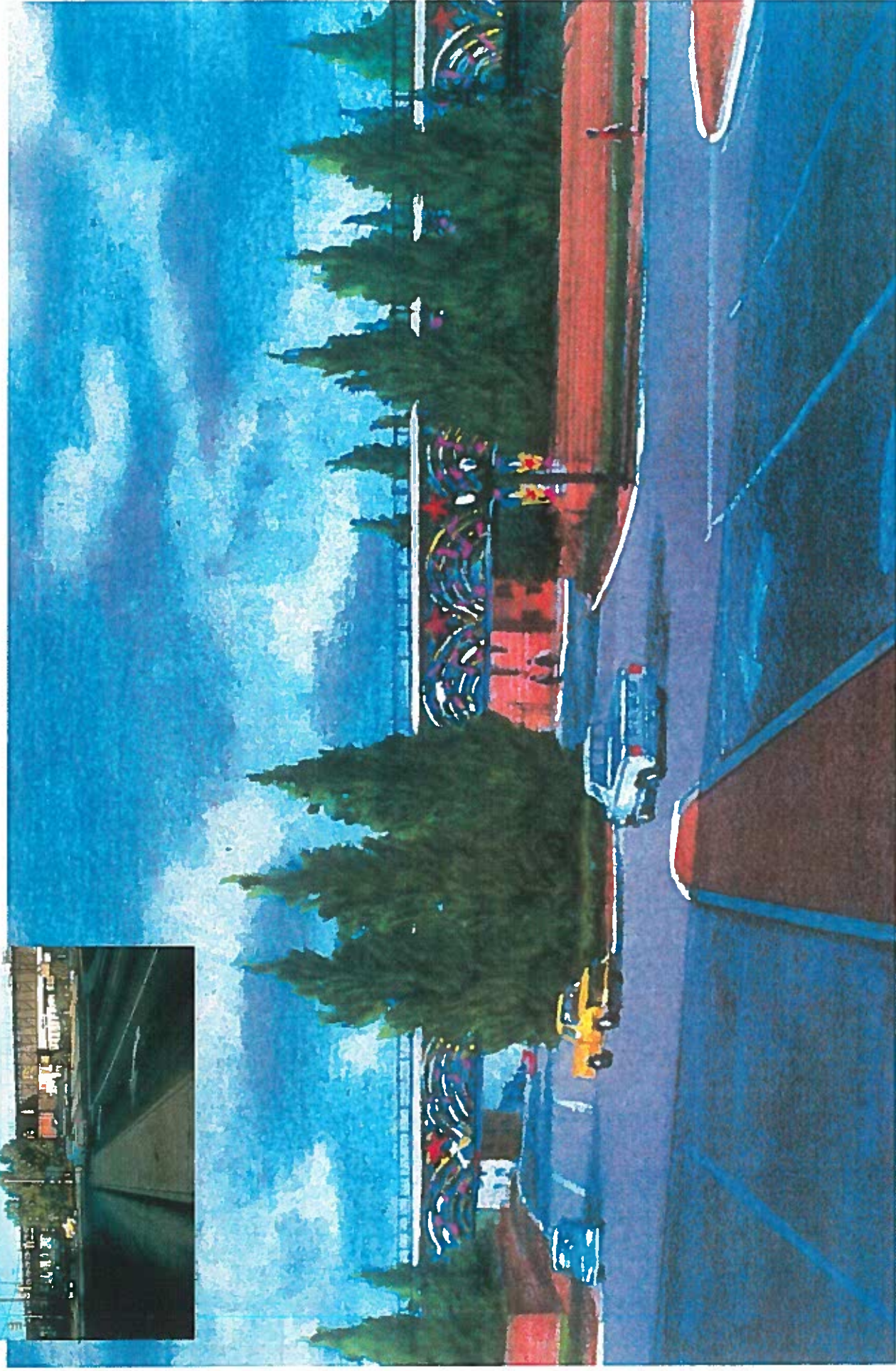


CITY ENTRANCES, STREETSCAPES, PUBLIC PLACES, PARKING, & TRANSPORTATION.

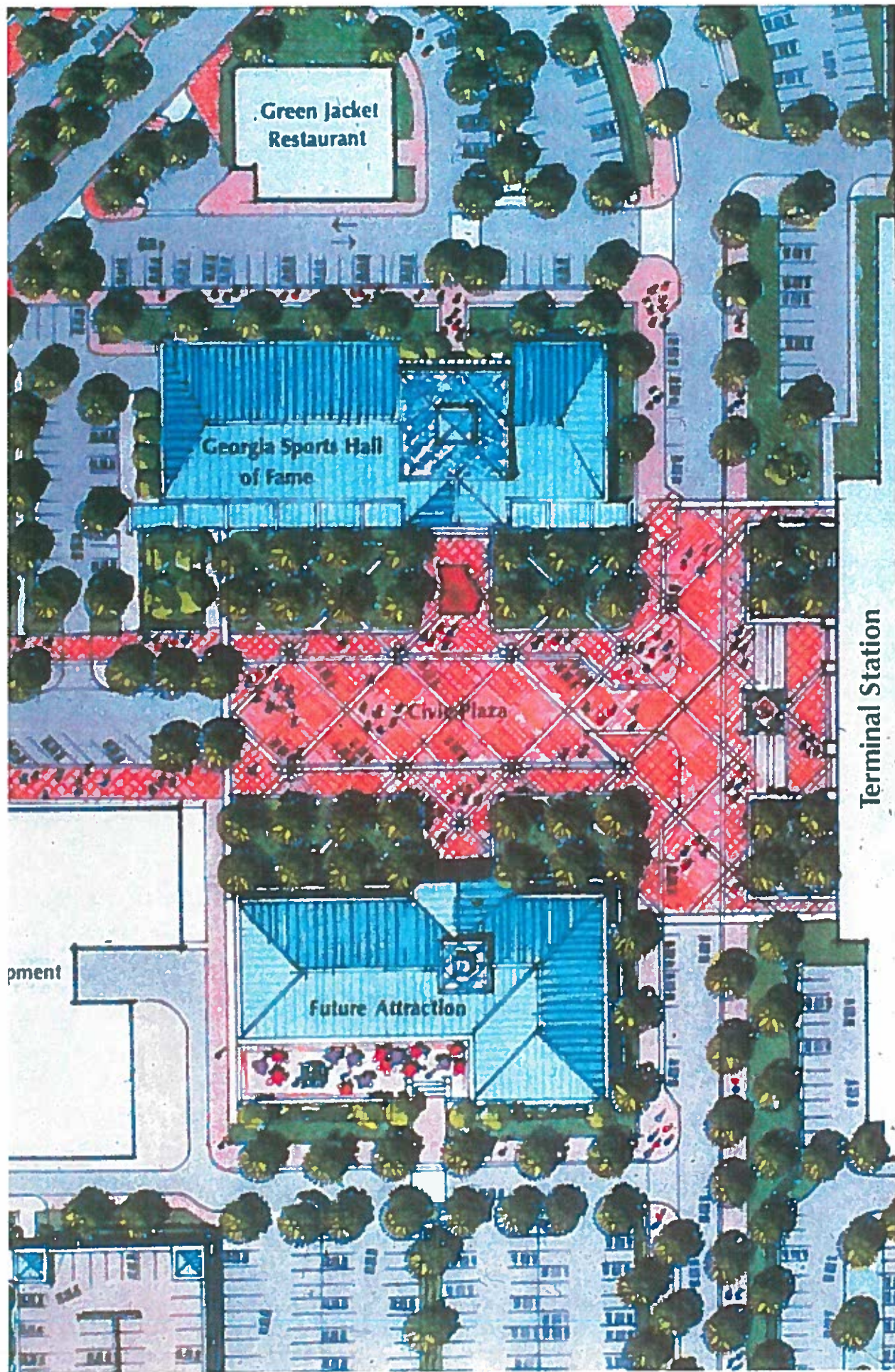


CITY ENTRANCES, STREETSCAPES, PUBLIC PLACES, PARKING, & TRANSPORTATION.





CITY ENTRANCES, STREETSCAPES, PUBLIC PLACES, PARKING, & TRANSPORTATION.



CHERRY STREET PLAZA.



CAMPAIGN AT A
GLANCE



Campaign at a Glance

<i>Initiatives</i>	<i>Funds Required</i>	<i>Funds Raised To Date</i>	<i>Funds Needed</i>
1. Urban Design Center	\$ 2 Million	\$1,495,000	\$505,000
2. Ocmulgee Heritage Greenway	\$ 8.5 Million	\$4,837,600	\$3,662,400
3. Riverfront Development	\$ 10 Million	\$2,545,000	\$7,455,000
4. Terminal Station Redevelopment	\$ 4 Million	\$ 20,000	\$3,980,000
5. City Entrances, Streetscapes, Public Places, Parking & Transportation	\$ 3 Million	\$ 180,000	\$2,820,000
6. Cherry Street Plaza	\$ 1 Million	\$ 400,000	\$ 600,000
7. Downtown Landscape and Public Amenity Maintenance Endowment	\$ 2.5 Million	\$ 0	\$2,500,000
8. Transitional Property Acquisition Fund	\$ 5 Million	\$ 407,000	\$4,593,000
TOTAL	\$36 Million	\$9,884,600	\$26,115,400

The Newtown Macon Community Challenge is a public-private partnership. The Robert W. Woodruff and Peyton Anderson Foundations each issued \$3 million challenge grants requiring a five-to-one match from private, federal, state and local government sources.

- To meet the challenge, \$8 million in new private funds are needed; \$3.2 million has been raised to date.
- \$10 million will be needed from federal and state sources. Over \$3 million has been raised to date.
- In addition to donations of property, the City of Macon and Bibb County are pursuing a \$10 million contribution to the campaign.



DONOR
RECOGNITION



Donor Recognition

NewTown Macon wishes to recognize the generosity of contributors to the NewTown Macon Community Challenge. Your gift will be permanently and prominently honored in one significant location downtown.

Founder's Circle

\$500,000 - \$1 Million

Honored on Founder's Walk

Framed limited edition Sterling Everett print commemorating the NewTown Macon Community Challenge

Honored on Memorial Wall

Invitation to the annual "City Challenge" gala and all groundbreaking ceremonies and preview parties

Recognition in NewTown Macon's quarterly newsletter

Benefactor's Circle

\$200,000 - \$499,999

Honorary Benefactor's Bench

Framed Sterling Everett collage

Honored on Memorial Wall

Invitation to the annual "City Challenge" gala and all groundbreaking ceremonies and preview parties

Recognition in NewTown Macon's quarterly newsletter

Patrons

\$100,000 - \$199,999

Honorary Garden Bench

Crystal vase with "City in a Park" etching

Honored on Memorial Wall

Invitation to the annual "City Challenge" gala and all groundbreaking ceremonies and preview parties

Recognition in NewTown Macon's quarterly newsletter

Contributors

\$50,000 - \$99,999

Honorary Garden Bench

Brass "City in a Park" coaster

Honored on Memorial Wall

Invitation to all groundbreaking ceremonies and preview parties

Recognition in NewTown Macon's quarterly newsletter





COMMUNITY CHALLENGE
CABINET

NewTown Macon Community Challenge
Campaign Cabinet

NEWTOWN
MACON



COMMUNITY
CHALLENGE

John Frank, *Chair*
President and Chief Executive Officer
SunTrust Bank, Middle Georgia

Carol Hudler
Publisher
The Macon Telegraph

Bill Hutchings, *Co-chair*
Owner
Hutchings Funeral Home

Charles A. Jay
President
Jay & Associates

Albert J. Abrams
Executive Director
Middle Georgia Consortium

Jordan O. Jelks
Principal
Jelks, McLees, Boggs Architects

Virgil L. Adams
Partner
Adams & Jordan

Charles H. Jones
Chairman and Chief Executive Officer
Ocmulgee Fields

Lynn Cass
Publisher
Macon Magazine

Juanita Jordan
Executive Director
The Peyton Anderson Foundation

Gene Dunwody, Sr.
President
Dunwody, Beeland, Azar, Walsh &
Matthews

Steve Jukes
Financial Administrator
Bibb Distributing Company

A. Don Faulk, Jr.
President and Chief Executive Officer
Central Georgia Health Systems

Dr. Alan D. Justice
President
Poplar Physicians

Dr. R. Kirby Godsey
President
Mercer University

Donald Karell
General Manager
Cox Communications

Robert F. Hatcher
President and Chief Executive Officer
First Liberty Bank

Damon King
President Emeritus
Central Georgia Health Systems

A NEW CENTURY. A NEW CHALLENGE. A NEW TOWN. MACON.

Melvin I. Kruger
Chief Executive Officer
L. E. Schwartz & Company

David Lucas
Georgia State Representative

J. Patrick McGoldrick
President
Rivoli Bank & Trust

Don McGouirk
President and General Manager
13 WMAZ

Dr. W. John O'Shaughnessey, Jr.
Physician

Ben Porter
Owner
Porter Properties

Ed Sell, III
Partner
Sell & Melton

Chris Sheridan
Vice President and Owner
Chris R. Sheridan & Company

F. Tredway Shurling
President
Shurling & Company

Joe Timberlake
Retired President
Timberlake Grocery Company

Ron Watson
President and
Chief Executive Officer
United Way of Central Georgia

Jo Wilbanks
Central Region Manager
Georgia Power Company

H. Al Williams
Chairman
SANCO Products Company

Joni Woolf
Editor
Macon Magazine

NEWTOWN
MACON



COMMUNITY
CHALLENGE



EXHIBITS



NewTown Macon Community Challenge: The Impact

The comprehensive and coordinated plan to revitalize downtown Macon is based on the particular needs of our city identified through local and professional consultation as well as models of other successful public-private partnerships in similar cities. Those cities NewTown Macon visited and studied include Atlanta, Augusta, Birmingham, Charlotte, Chattanooga and Columbus.

Chattanooga, Tennessee:

- From 1988-97, over \$355 million from private, federal, state and local government sources was invested in Chattanooga's downtown and riverfront areas;
- Property values in the downtown area increased \$31.1 million or 124% between 1988 and 1996. By comparison, property values in downtown Macon have increased on average only 1% over the last ten years;
- City/county property tax revenues in downtown Chattanooga have increased 99% over the last eight years;
- The number of downtown businesses has more than doubled. In 1988, there were 78 businesses and by 1996, there were 195. By comparison, downtown Macon has both gained and lost downtown businesses resulting in a net loss.
- Full-time employment in Chattanooga's downtown area has increased by 45%.

COMMUNITY CHALLENGE

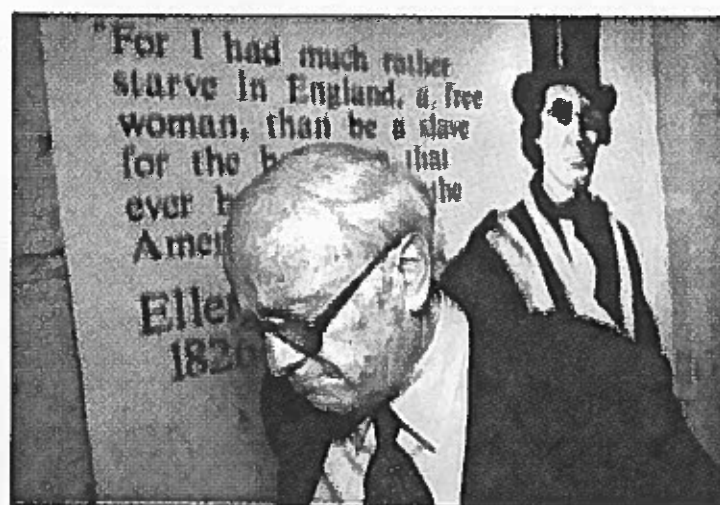
Columbus, Georgia:

- In addition to other revitalization projects, two private developments totaling \$175 million are currently under construction in downtown Columbus;
- Urban center revitalization has created 436 new jobs in the Columbus community.

Based on the Chattanooga model and with campaign funding, the NewTown Macon Community Challenge will:

- Draw at least \$150 million in additional private investment in our urban center over the next five years.
- Increase property values downtown by 7.5% annually within five years; currently property values are estimated to have increased by only 1%.
- Increase property tax revenues by 6% annually within five years.
- Increase occupancy tax revenues by 10% annually within three years.
- Increase the number of jobs downtown (outcome to be determined through feasibility studies).

Granting NewTown's IDEAS



Woody Marshall / The Macon Telegraph

At top, Dr. Gerald Austen, Knight Foundation chairman, looks at the Ellen Craft display at the Harriet Tubman African American Museum on Monday during the foundation's tour of the museum. Above, Cary Pickard, museum director, speaks to foundation members.

Four other organizations get Knight Foundation grants

By Kristen Wyatt
The Macon Telegraph

NewTown Macon Inc. and other downtown revitalization organizations will get \$3 million over the next three years, thanks to a grant from the Knight Foundation.

Announced Monday night, the grant will help fund NewTown's \$36 million plan to revitalize the city. NewTown was presented \$1 million Monday night, and the other \$2 million will be earmarked for NewTown or similar groups over the next three years.

Also, the Knight Foundation announced a total of \$131,000 in grants to the Macon Corps of the Salvation Army, the Boys and Girls Club of Roberta-Crawford County, Bibb County's chapter of Rolling Readers USA and the Central Georgia Chapter of the American Red Cross.

Established in 1950, the John S. and James L. Knight Foundation makes national grants in journalism, education and the

'This has given us critical support at a very important time. This isn't just about revitalizing downtown. It's going to help in building communities and bringing people together.'

—Conie Mac Darnell, NewTown's president

field of arts and culture. It also supports organizations in communities where the Knight brothers were involved in publishing newspapers but is wholly separate from and independent of those newspapers.

In 1998, the foundation paid out more than \$40.3 million in grants. The foundation announced this year's Macon grants from the Georgia Music Hall of Fame. Each summer, the board visits one of 26 cities where it will focus grant money. Monday's meeting was the group's first-ever visit to Macon, although the foundation has awarded money to Macon charities for 30 years.

The NewTown grant is the foundation's first use of a new fund, called IDEAS, that targets comprehensive projects that show innovation.

"This has given us critical support at a very important time," said NewTown's president, Conie Mac Darnell, after hearing of the grant. "This isn't just about revitalizing downtown. It's going to help in building communities and bringing people together."

In March, NewTown Macon announced a plan to sink \$36 million into eight projects to improve downtown, including an eight-mile riverfront walkway and a revitalization of

Terminal Station for the proposed Macon-Atlanta rail line.

The plan called for \$6 million from foundations, \$18 million from private fund raising and \$6 million each from city and county government. The Peyton Anderson Fund and the Robert W. Woodruff Foundation issued challenge grants of \$3 million each, and Knight's \$1 million goes toward the match. Darnell said the Knight grant puts NewTown more than halfway toward its fund-raising goal.

The four other recipients will use their grants for single projects. The Salvation Army will use \$50,000 to build a new shelter and thrift store. The Boys & Girls Club will use \$40,000 to start a tutoring and mentoring program for needy children. Rolling Readers USA will use \$36,000 for a tutoring program and to buy books for needy Bibb elementary students. The American Red Cross will use a \$5,000 grant to train instructors for its Crime Avoidance Program.

Satterfield's

Restaurant & Catering

Casual dining in a unique setting featuring barbecue, ribs, steaks, smoked chicken or turkey, daily specials, homecooked vegetables and desserts.

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By Conle Mac Darnell
NEWTOWN MACON, INC.

NewTown Macon, Inc., a non-profit private public partnership, is pursuing the development of its organization and specific initiatives for which it is attempting to raise capital through community campaign. NewTown Macon has been modeled after other cities' efforts to effect the revitalization of Macon's downtown. Questions and requests for more information on a number of inner city issues have led to this position statement. It is guided by NewTown's mission of being dedicated to implementing the community's vision of a comprehensive, coordinated, and continuous revitalization of downtown Macon. NewTown Macon is a grass roots collaborative organization that is designed to bring the community together in this critical effort for which all of us are bound.

The issues involving rebuilding community are complex. It will take bold and decisive leadership from the community. William Hudnut, the former mayor of Indianapolis, in his book Cities Reborn, A Vision for Urban America said, "It is my belief that the future of the 21st century city depends on the ability or failure of public, private, and not-for-profit leadership to meet these challenges." NewTown Macon, Inc. agrees with that sentiment, hence the purpose of its creation by the broad spectrum of citizens. Hudnut later lists what he believes to be the requirements to meet the challenges for a city/region of the future to offer its citizens a good quality of life and a competitive edge in our world economy:

- Has vigorous, visionary civic and political leadership that practices city-ship (citizens in, stewardship of, partnership with, leadership for, the city);
- Understands and accommodates itself to the transition to a postindustrial era;
- Collaborates, rather than excludes, and embraces diversity as a core strength;
- Thinks and acts globally, regionally, and locally;
- Delivers services efficiently and copes effectively with such urban problems as crime, education, housing, transportation, infrastructure, and environmental degradation;
- Limits "bad" sprawl, has a vibrant central city, and promotes smart growth.

Macon is similar to many cities in describing the complex issues facing a community. We are painfully aware of the economic polarization as new jobs are created further out on the periphery in places that are difficult for city dwellers to reach. Minorities find it more difficult to purchase homes the farther they travel from the inner city. Taxes and development costs increase to maintain the old infrastructure for those who are left behind. Hudnut states that a "giant sucking sound" is created, pulling vitality out of the central city. "People who can't afford a car get shut out...producing economic and social polarization, engendering an us vs. them mentality." The city begins to resemble a donut with development taking place on the periphery and downtown left decayed and hollow.

Donut?

Revitalization

NewTown Macon will pursue a city model that promotes a 'solid cookie' all the way through. The plans for the organization, with the support of the community, will reintegrate and strengthen the community in the inner city and will be a catalyst for the middle class of all races to move back. Cities die from the inside out, and they are saved the same way. NewTown Macon will be active in identifying the cause and effect of the forces that create inner city decay and will be proactive in community efforts and planning to alleviate existing and reduce future problems.

NewTown Macon's plans are to improve the quality of life for all citizens. An important criteria for success in our efforts will be measured by how well the less fortunate benefit from the cities revitalization. An inner city reality is that a preponderance of the poor were left behind, and they will have the most to gain from downtown revitalization. In dealing with the complex issues of revitalization, there are public and private resources that NewTown Macon will work to gather. Among the financial and regulatory resources available to cities are low income tax credits, neighborhood development bonds, tax abatement, written down land costs, utility discounts, community block grant funds, and housing rehab programs. These tools, with quality design and private

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sector know-how, can significantly impact blighted areas in the inner city.

NewTown Macon agrees and supports Hudnut's list of principles for cities seeking to spur neighborhood revitalization:

- Maintain infrastructure (sidewalks, curbs, sewers, streets, bridges, parks);
- Promote self-sufficiency and homeownership.
- Plan for mixed land uses;
- Make any new development harmonious with what is already there;
- Cluster economic development in nodes along underused commercial corridors;
- Provide a full range of community services;
- Find new uses for abandoned land and old buildings;
- Create open spaces, amenities, parks, and streetscape improvements;
- Undertake beautification programs in storefronts and homes;
- Mix moderately priced with high priced homes in village like communities;
- Ensure the safety of all residents;
- Make good schools a priority;
- Make available public transportation that guarantees access to jobs in other parts of the city;
- Use the full range of funding available from the public and private (both for-profit and philanthropic) sectors, in addition to tax incentives and loan programs; and
- Deconcentrate poverty, and do not segregate by race or class.

NewTown Macon will pursue all avenues to effect the goals outlined above including the inner city issues of transportation, housing, employment, parks, education, homelessness, and crime.

NewTown Macon's role will not be to supplant city and private initiatives into an effective effort. NewTown will pursue an identity capital from both public and private institutions to facilitate funding of efforts that will produce renewal in the inner city.

Accomplishing these goals will not be easy, and we do not underestimate the difficulties. NewTown Macon is a partnership for the common good. A public private partnership as alluded to earlier has been shown to be the most effective tool to bring community together to foster change. Other cities with a vision have encountered these issues with encouraging results. To be successful, it will take all of us rowing the boat in the same direction. Publicly elected representatives of the people, both city and county, are charged with promoting quality of life for the citizenry. Private enterprise raises quality of life issues number one in their list of considerations in deciding to relocate and invest in a community. With this common goal and coordinated effort of the public and private sector, NewTown Macon's plan will stimulate significant private investment in the inner city that will impact the surrounding neighborhoods and spread throughout our region. NewTown Macon believes with new growth, economic opportunity will be enhanced and a community of all its citizens will be revitalized.

The Atlanta Journal
THE ATLANTA CONSTITUTION

PARADISE



Across the nation,
citizens with vision
and a new community
spirit are transforming
once run-down urban
areas—such as in
**Chattanooga,
Tennessee**—
into exciting,
people-friendly towns.

The Choo Choo's
back: Mayor Jon
Kinsey (lower
right) with some
of the citizens
who helped
revive their city.

The Reborn American City A Place You Might Want To Live

A Report By Lamar Graham

INSIDE: What Is "Deep Play"?...By Diane Ackerman

Can a dying city be brought back to life? In the 1970s, Chattanooga, Tenn., was in dismal shape—its air

Our Restored Cities,

choked with smog, its downtown decrepit. But by the mid-'90s it was well along the way to becoming a town

Where The Living Is Easier

where people would want to live. As one Chattanooga citizen says proudly, "There's no place I'd rather be."



for now and the 21st century

FIVE YEARS AGO, THE OLD Grand Hotel in Chattanooga was so decrepit even winos didn't want to sleep there. An abandoned flophouse and a boarded-up smut shop blighted the surrounding neighborhood, the Southside. Trouble erupted periodically at the illegal juke joints nearby.

Although she worked in the Southside at its main oasis, the historic Choo Choo Hotel, Janette Richie felt safer living across town with her sister. "I used to take a shuttle bus to work, but I had to take a taxi home," says Richie, 46, who is single and doesn't own a car.

But in 1997, after learning that the Grand was being transformed into apartments for moderate- and low-income people, Richie decided to take a chance. Since moving in almost two years ago, she has witnessed dramatic changes. On her building's ground floor is a popular tea room. A new jazz club and an antiques center are nearby. The juke joints have been shut down. The porn shop is being gutted. "Now," says Richie, "this whole area back to the Aquarium [about 13 blocks away] is safe for walking."

Once a prime example for everything wrong with post-industrial America, Chattanooga (pop. 148,820) is turning itself around. The city's formerly decaying riverfront is now a thriving entertainment district that draws more than a million visitors a year. Electric buses—locally built and free to ride—ply down-

By Lamar Graham



The Walnut Street Bridge, a pedestrians-only walkway across the Tennessee River

town streets. A not-for-profit group is spending more than \$30 million a year on housing. And the air, once so dirty you had to drive with your headlights on at noon, is clean again.

Cities on the move. Chattanooga is not alone among American cities in trying to retool itself for the 21st century. Across the country, urban areas are struggling to restore blighted neighborhoods,

to bring business back to desolate downtowns and to create growing economies without straining their infrastructures, natural resources and taxpayers.

Since the mid-'90s, for example, public-housing authorities in Baltimore, Philadelphia and Newark, N.J., have replaced notorious high-rise housing projects with low-rise, mixed-income developments. Boston is trying to deal with traffic conges-

tion by spending a projected \$10.8 billion to run a network of highways underground. In Portland, Ore., four lanes of downtown expressway were replaced with a waterfront park. A new light-rail link then was built, and an 18-mile rail extension was added last fall, taking more commuters off the road by linking Portland's downtown and western suburbs. And Charleston, S.C., turned itself into a tourist mec-

ON THE COVER

Chattanooga citizens:

- 1) David Crockett
- 2) A.J. DeMatteo
- 3) Leigh Ferguson
- 4) Victoria Diaz
- 5) Kamillah Abdullah
- 6) Tyler Wright
- 7) Cristina Diaz
- 8) Mayor Jon Kinsey
- 9) Bob Colby
- 10) Morgan Kinsey
- 11) Mai Bell Hurley

ca that draws 3 million visitors a year by enacting rigorous ordinances to protect its unique antebellum architecture.

Yet, in its home-grown approach, Chattanooga—which has blended community involvement with public, nonprofit and commercial investment—is a standout. While few in the city would assert that all their problems are solved, neither would many dispute the significance of Chattanooga's two UN awards and a 1996 award from the President's Council on Sustainable Development. (The city's successes will be showcased at the National Town Meeting for a Sustainable America, May 2-5 in Detroit. Visit the Town Meeting at www.sustainableamerica.org on the Web.)

"We don't say we're a model," cautions David Crockett, City Council chairman and president of the Chattanooga Institute, a nonprofit group that promotes "smart growth" in communities nationwide. "We say we're a living laboratory."

The Dynamo of Dixie. Chattanooga has always been a city of changes, where cotton met the mountain. It began as a trading post on the Tennessee River, was all but leveled in the Civil War, then rebuilt to become a railroad and iron-forging center. World War II brought a boom to its factories and forges, and by the '50s, Chattanooga was known as "The Dynamo of Dixie"—birthplace of Coke in bottles, the Moon Pie, the tow truck and the commercial miniature golf course.

But there was fallout from industrial success. When Bob Colby—now director of the Chattanooga/Hamilton County Air Pollution Control Bureau—was a boy, his predecessors set out empty mayonnaise jars to measure the coal dust that fell from the sky. "Walter Cronkite announced on the news [in 1969] that we had the poorest air quality in the country," recalls Joe Ferguson, whose company built Chattanooga's electric-bus fleet. "And, boy, let me tell you, we did."

Four Cities That Are Making It Happen

CHARLESTON, S.C.



East Battery Street: The city turned itself into a tourist mecca by enacting rigorous historic-preservation ordinances to protect its stately antebellum architecture.

PORTLAND, ORE.



Building a light-rail line meant less traffic downtown—and a four-lane expressway was turned into this waterfront park. Last fall, a new 18-mile addition to the line extended service.

BALTIMORE, MD.



In the '90s, Baltimore began razing high-rise public housing in favor of developments such as this one: Pleasant View Gardens—mixed-income rowhouses near the city center.

BOSTON, MASS.



"The Big Dig": Now under way, the city's construction of an eight- to 10-lane underground highway system is designed to alleviate traffic congestion and air pollution downtown.

By the 1970s, the city's economy was faltering. Foundries closed. Downtown, the rails made famous by Glenn Miller's "Chattanooga Choo Choo" were yanked up. Stores began to close. "As a child, I would ride the bus downtown on Saturday to the movies," says the mayor, Jon Kinsey. "By the time I was in college, there wasn't any reason to come downtown."

Planning a new kind of city. Efforts to inject new life into Chattanooga's dying downtown began as early as 1981—the first year the area finally met federal clean-air guidelines. The Lyndhurst Foundation, a local philanthropy, asked

Stroud Watson, an architecture professor at the University of Tennessee, to come down from Knoxville and set up an urban-design center.

Operating out of a tiny downtown storefront heated by a wood stove, Watson and his students began championing "sustainability," a set of ideas popularized by urban-planning critics such as Jane Jacobs and James Howard Kunstler. Vital cities, they believe, require "mixed-use areas" that combine businesses, offices and residences; busy pedestrian traffic; efficient mass transit; and clean industries.

The first steps. Soon, Watson's stu-

dents began displaying their designs, and business and community leaders began meeting in Watson's storefront to discuss proposed projects. In 1984 Chattanooga Venture, a nonprofit organization, was formed and a series of open meetings drew more than 1700 residents. By the end of that year, Chattanooga Venture had what Mai Bell Hurley, its first chairman, calls a "commitment portfolio" for more than 200 projects.

Chief among the group's goals was the proposed \$45 million Tennessee Aquarium to bring people back downtown and

continued

How To Start Turning Your Community Around

Here's some advice from veterans of Chattanooga's revitalization campaign:

• **THINK LOCAL—AND DIVERSE.** Rethinking a community starts on the neighborhood level, says the Chattanooga City Council member Mai Bell Hurley. Start with your neighborhood association, she advises, and "include people from a variety of perspectives."

• **SEEK BROAD INPUT.** Many Chattanoogaans attribute their success in large part to what's often called "the visioning process"—a series of public meetings in which residents are encouraged to offer their ideas for the future. "Nothing catalyzed our people more," says James Catanzaro, president of Chattanooga State Technical Community College, who helped lead the process.

• **LISTEN TO EXPERTS.** "We know so little about what people are doing elsewhere that we spend time reinventing the wheel," says Catanzaro. "People are being brought in all the time to speak to colleges and service clubs." Why not ask those groups to set a year-long theme—revitalizing the city—and cooperate in lining up speakers?

• **START SMALL.** "Make sure the first opportunity that you tackle

is diverse and doable," says the University of Tennessee architecture professor Stroud Watson. He adds that neighborhood groups can think small: repairing sidewalks or street landscaping. The point is to make sure the project comes off. "Success builds confidence in the process and confidence in the city that, once one neighborhood does something that's good for them, we can do it in another," he says.

Walt Disney's Mickey Mouse Stamps Create Collector Magic



Mania Over Issue Is No Fairy Tale!

Owings Mills, MD — Disney fans and collectors are suddenly scrambling to obtain a Limited Edition 9 Stamp set issued by Gambia to celebrate the magical evolution of the world's most beloved mouse — Mickey!

"Collector demand for these stamps has been unbelievable," stated John Van Ernden of the International Collectors Society, national clearinghouse for Disney collectible stamp issues. "Disney's Mickey Mouse has touched the hearts of all of us, and collectors know this could be their only opportunity to get actual government issued stamps that are both beautiful and rare. In fact, we're nearly sold out."

Collectors are already predicting that in the very near future these stamps could be far more sought after and be more desirable than the U.S. Bugs Bunny stamp, the most popular stamp of all time.

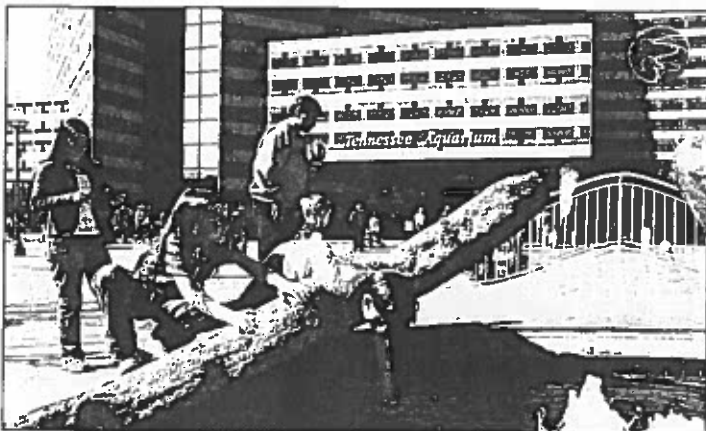
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"Over 385 million Bugs Bunny stamps have been issued. When you compare that to these Disney Mickey Mouse stamps, which are a Limited Edition of just thousands worldwide, you can see the irresistible appeal that these stamps have to stamp collectors and Disney fans," added Van Ernden.

Each of the 9 stamps is about four times the size of a regular U.S. postage stamp. They're legal for postage in Gambia, and are recognized by every postal authority around the world.

Gotta have 'em? They are available for a short time at \$9.95 (plus \$3 p&h) for the complete set of nine different colorful stamps, accompanied by an individually numbered ICS Certificate of Authenticity. The most you can buy is six sets. Send your check or money order to ICS, 3600 Crondall Lane, Suite 100PASDM, Owings Mills, Maryland 21117. Credit card holders may call toll free 1-800-550-6727.

RESTORED CITIES/continued



The Tennessee Aquarium, completed in 1992, helped bring people back downtown in Chattanooga and now draws a million visitors a year. Nearby is an IMAX 3D movie theater and the children's Creative Discovery Museum.

to capitalize on the city's riverfront. A new mass-transit system involving environmentally friendly electric buses — to cut pollution and support pedestrian traffic downtown — was planned and gained local, state and federal backing. Joe Ferguson launched Advanced Vehicle Systems to build the buses, and the first one hit the streets in time for the 1992 opening of the Aquarium. Today 18 shuttles are running routes downtown. Passengers ride for free.

Downtown needs to be for everybody. As those plans were getting under way, another new nonprofit group, the Chattanooga Neighborhood Enterprise (CNE), went to work as a low-interest lender, helping the elderly and poor to repair or buy homes. The effort was strongly supported by the mayor. "Downtown needs to be for everybody," says Mayor Kinsey. "We don't want to just gentrify it." In fiscal 1999, CNE expects to make \$31 million in loans — more than any other nonprofit group of its kind in the country — and up to 20 percent of the money will be earmarked for commercial developers — to bring shopping and other for-profit ventures into the mix. "Even poor people don't want to live in neighborhoods where everyone is poor," says Leigh Ferguson, CNE president.

What's ahead. It's one thing to create a tourist district and another to recreate viable urban neighborhoods. "In five years we'll make steps equally important as those made over the past decade," says Stroud Watson. But it's unclear in which direction those steps will be taken.

To Stroud Watson and Leigh Ferguson, the key to the city's future is a diversity of people living downtown again. To Mayor Kinsey, it's jobs. The pet projects of City Council Chairman David Crockett are "eco-industrial parks," in which manufacturers reuse and recycle each other's by-products, and a multibillion-dollar, high-speed "bullet train" between Chattanooga and Atlanta. And for Mai Bell Hurley, the critical issue is education.

"People ask, 'How did Chattanooga



"We don't say we're a model," notes David Crockett, City Council chairman. "We say we're a living laboratory."

ever get people to agree to do the things you've done?" says Joe Ferguson. "Well, we don't always agree. But we've figured out ways to come to a consensus. I've had the opportunity over the last 20 years to travel over most of the world, and I feel very strongly that there's not a place I'd rather be than Chattanooga, Tennessee, U.S.A." 