

AMERICAN INSTITUTE OF ARCHITECTS

**RUDDAT**

MACON  
1975

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THE RUDAT PROGRAM

# THE R/UDAT PROGRAM

The Urban Planning and Design Committee of the American Institute of Architects has been sending Urban Design Assistance Teams to various American cities since 1967.

The Macon Team is the 24th such team to be invited into a specific area to deal with environmental and urban problems which range in scale from a region to a small town, and in type from recreational areas to model cities programs.

The teams respond to the problems as described by the local AIA Chapters and their sponsors from the community leadership.

Each Regional/Urban Design Assistance Team is specially selected to include professionals experienced in the particular problems of the area under study. Members are not compensated for their service and agree not to accept commissions for work resulting from their recommendations.

The team acquaints itself with the community and its people, presents its analysis from a fresh perspective, offers its recommendations and any ideas it may have for new approaches for planning or design.

## OBJECTIVES

The objectives of the RUDAT Program are:

to improve the physical environment throughout the nation;

to illustrate the importance of design in urban planning;

to dramatize problems of urban design, stimulating public action;

and to give national support to local AIA Chapters in their efforts to improve their own communities.

The aim is not to offer a complete not final plan, but with a new look by experienced outsiders:

to give new impetus and perhaps new directions for community action;

to make clear and comprehensive recommendations which are professionally responsible as well as politically and economically feasible and understandable by the public.

## SPONSORSHIP

The request to the AIA has been accompanied by letters of interest and support from the

Middle Georgia Chapter AIA, Mrs. Jean Newton, President; Chairman Bibb County Board of Commissioners Earl Zimmerman; Mayor of Macon Ronnie Thompson; Macon-Bibb County Urban Development Authority Chairman William O. Faulkner; Downtown Council President Roy Campbell; Middle Georgia Area Planning and Development Commission Executive Director Charles Howell; Macon-Bibb County Planning & Zoning Commission Executive Director John Holley, and Chamber of Commerce President Bert Struby.

Financial support for the expenses of the RUDAT has been enlisted by the Downtown Council from the community.

## THE VISIT

The Middle Georgia Chapter's request was processed by the AIA, and the team chairman, Henry Steinhardt, made a reconnaissance visit on 11 November 1974.

The team was sent extensive background material on Macon for study in advance of the visit. This included material from the Macon Chamber of Commerce, Planning & Zoning Commission and Middle Georgia Area Planning Commission.

After walking, riding and helicopter tours of the City followed by meetings with the Mayor, Planning & Zoning Commission, Middle

# MACON RUDAT CITIZENS ACTION COMMITTEE

Georgia Area Planning Commission and the AIA Chapter, a hearing was held in the City Council Chamber. Members of the Citizens Action Committee outlined the problems of Macon. This was followed by a hearing involving the public. With this information, the team engaged in intensive work sessions which culminated in a public presentation on 13 January 1975.

This report was presented at that time.

Bert Struby, Chairman - Greater Macon Chamber of Commerce  
Charles Brittain - Macon AIA  
Roy Campbell - Downtown Council  
William O. Faulkner - Urban Development Authority  
John Holley - Macon-Bibb County Planning and Zoning Commission  
Charles Howell - Middle Georgia Area Planning and Development Commission  
Delbert Leggett - Bibb County Board of Tax Assessors  
Baxter Evans - Board of Realtors  
Val Sheridan - Middle Georgia Historical Society  
John Hemby - Macon Clean Community Commission  
Ed Bond - Mayor's Advisory Committee on Sub-Standard Housing  
Larry Justice - Transportation Policy Committee

## ACKNOWLEDGE- MENTS

Dr. Albert Cardwell - Downtown Churches  
Mrs. Crawford Edwards - Macon Junior  
League  
Mrs. John McManus - Federation of Garden  
Clubs  
Albert Billingslea - Independent Contractors  
Bill Brannen - City Department of Inspections  
& Fees  
Scott Sorrells - Macon's Young People  
Mayor Ronnie Thompson - City of Macon  
Winburn Stewart - Bibb County Commission

### GEORGIA TECH PROFESSORS:

Joe Smith  
Elliott Pavlos

### GEORGIA TECH STUDENTS:

Kirk Train  
Lee Berg  
Maria Castellanos  
Paul Lieneck

### UNIVERSITY OF GEORGIA PROFESSOR:

Robert P. Nicholls

### UNIVERSITY OF GEORGIA STUDENTS:

Marianne Cramer



Coy Ballard  
Richard Wells  
Jeff Dyer

PRINTING OF REPORT

Middle Georgia Area Planning Equipment  
Carl Schuchmann, James Warren

ENTIRE CHAPTER MIDDLE GEORGIA AIA CHAPTER  
RUDAT STEERING COMMITTEE OF MIDDLE GEORGIA  
AIA

Jack Holliday, Chairman  
Jean Newton  
Lee Oliver  
Charles Brittian  
David Ricahrdson  
Chester Crowell  
Gene Dunwody

Helicopter - Jim Sheehan of C&S Bank

Aerial Photographs, Gary Evans Photographer,  
& Bill Hollis, Airplane

RAISING MONEY FOR TEAM VISIT

Downtown Council, Roy Campbell, John Ramsey,  
& Sid Cherry

SPACE FOR WORK SESSIONS

Middle Georgia Area Planning & Development  
Office, Grand Building

Columbus Georgia Architects, Rozier Dedwyler  
& Ed Burdeshar who came to Macon with Colum-  
bus Georgia RUDAT Report and convinced Macon  
Architects to undertake sponsorship of a team  
to Macon.

Chamber of Commerce, Bert Struby  
Urban Development Authority, Bill Faulkner  
Middle Georgia Regional Planning Commission,  
Charles Howell

Macon-Bibb County Planning & Zoning, John  
Holley

WMAZ-Film Processing Facility

Typists, Elizabeth Daniely, Sandi Glore

Special Help, Cris Benton

Elevator Operators, Lt. Johnson Macon Police  
Department

# THE TEAM

The national AIA RUDAT Chairman was Ronald A. Straka, AIA of Boulder, Colorado. The Macon RUDAT was assembled and chaired by Henry Steinhardt, AIA, of Mercer Island, Washington.

PETER BATCHELOR, AIA, AIP

Architect - Urban Designer - Planner  
Director of the Urban Design Program at North Carolina State University  
Raleigh, N.C.

Author, teacher and practitioner, specializing in the processes of urban planning and design, information and decision-making systems.

WILLIAM R. EAGER, PhD.

Transportation Engineer  
President, Transportation Research Associates, Inc.  
Seattle, Washington

Consultant specializing in the development of workable transportation programs. Current projects in Boulder, Denver, Aspen, Portland, Olympia, Seattle, and for the National Park Service.

RICHARD C. FRANK, FAIA

Preservation Architect  
Partner: Johnson, Johnson and Roy  
Ann Arbor, Michigan

Architect specializing in historic preservation and author of a number of preservation planning studies for midwestern cities. Member of Board of National Trust for Historic Preservation and former chairman of AIA Historic Resources Committee.

FRANK J. HAHN

Economist  
Economics Reserach Associates  
Orlando, Florida

Regional manager of national economics consulting firm. Specialist in urban and real estate economics studies and preparation of development guidelines for counties and cities. Attended Athens Institute of Ekistics.

PETER M. HASSELMAN, AIA

Architect and urban designer  
Partner: Smith, Segreti, Stillwell and Hasselman  
Washington, D.C.

Architect and author with background in planning, having served on numerous urban design concept teams. Critic at Catholic and Howard Universities and lecturer at Gettysburg College.

R. T. SCHNADELBACH, ASLA

Landscape architect - urban designer  
Schnadelbach - Braun Partnership  
Philadelphia, Pennsylvania

Author and landscape architect concerned with urban design. Landscape architect of street rehabilitation studies of Trenton, N.J. and East 86th Street, New York City. Professor at M.I.T. and University of Pennsylvania.

HENRY STEINHARDT, AIA, TEAM CHAIRMAN

Architect - urban designer  
Henry Steinhardt, AIA  
Mercer Island, Washington

Architect specializing in urban design and graphic design. Head of several multidisciplinary urban design teams. Former chairman of AIA Urban Planning and Design Committee. Involved in the RUDAT program for six years.

## CHARGE TO THE TEAM

by the Middle Georgia Chapter, AIA, 16 July 1975

SUGGEST POTENTIAL SOLUTIONS FOR PROBLEMS OF THE CBD - TYPIFIED BY DECLINING RETAIL SALES AND DEPARTURE OF STORES - AND INCLUDING:

- VACANT UPPER FLOORS
- OUT-OF-TOWN SHOPPING
- PARKING INADEQUACIES
- TRADE TURNING PRINCIPALLY TO LOWER INCOME AND MINORITY GROUPS & CRIME INCREASING
- INEFFECTUAL HISTORIC PRESERVATION
- UNDERUTILIZATION OF THE WATERFRONT
- TRAFFIC ACCESS INSUFFICIENCY

CONCLUSIONS

# CONCLUSIONS

The Macon RUDAT concludes that:

The Macon CBD has emerged as a regional service center rather than a retail or distribution center.

## IDENTITY

## PRESERVATION

- . Macon has superb quality residences in close proximity to the CBD that must be preserved through the creation of a local historic district with protective legislation.
- . CBD contains a few landmark buildings and several small concentrations of structures worthy of preservation concern. CBD should not be incorporated into a historic district, but protected by a design review ordinance.
- . The proposed National Register Historic District should be limited to the residential area stopping at Spring and New Street.
- . There is a dual need to provide retail areas for both the poor and the young. These needs are not met by existing and planned centers. This presents an opportunity for downtown.

## SOCIAL ISSUES

- . In a number of issues, concern over the relationship between black and white areas surfaced. It is our opinion that attitudes of the community leaders was a healthy one of "we'll continue to work it out." We don't feel that our three days of experience qualify us to offer further suggestions.



There was an open understanding that younger people find the adjustments between the black and white communities easier. This provides additional justification for encouraging youth-oriented development in downtown.

## PUBLIC INPUT

Planning and urban design processes should be changed to include more exposure of plans and designs to public scrutiny and discussion, with the objectives of better response to public concern, increased involvement of the citizenry in revitalization, and intensified development of community pride.

## LAND USE

The combined retail, residential and office use of existing CBD space is desirable, feasible and attractive and should be encouraged.

## MALLS

The lack of congestion, wide streets and changing role of the CBD indicate that a multi-block mall concept is not feasible.

## HIGHWAY ACCESS

- . Highway access is not a major constraint to downtown development.

- . Continuing improvements in the quality of streets and highways is justified.

## PARKING

- . There are adequate parking spaces in the CBD.

- . Parking, while adequate in number, is confused and inadequately marked. On-street parking regulations are not adequately enforced.

## TRANSIT

- . Information on transit routes and schedules should be published.
- . The frequency of service is too low. The proposed improvements should be encouraged.
- . No obvious justifications exist for fixed guideway transit systems at this time.

## STREETSCAPE

- . The atmosphere and functioning of the street and alley system of downtown Macon must be studied and developed to improve their quality. The extraordinarily wide streets must be treated from building line to building, provide better pedestrian conditions, a fresher visual experience, more shade and other comforts, plantings typifying local garden standards, adequate lighting by means of more suitable fixtures--all to produce an ambiance of charm and safety. Traffic and parking must be accommodated as conveniently and safely as possible but subjugated to the convenience of the pedestrian.

## PLANNING PROCESS

The following needs should be satisfied:

An improved data base in various planning factors such as assessed values, existing conditions, topography, natural elements, floor areas, etc. should be developed by the Macon-Bibb County Planning and Zoning Commission within 12 months.

A qualified urban designer should be added to the Macon-Bibb County Planning and Zoning Commission staff within 90 days.

A citizens' Design Review Board should be authorized and empowered by the City Council and appointed by the Mayor within 60 days.

## GIMMICKS

Successful revitalization of downtown Macon does not lie in gimmicks or other desperate "pie in the sky" proposals. It will only come through sound diligent planning based on real data, economic and market place realities, and conservation of present uses, merchants and amenities.

TENNESSEE

NORTH CAROLINA

ALABAMA

GEORGIA

SOUTH CAROLINA

81 MILES

STATE LOCATION MAP

STUDY AREA

I-75

I-86

I-20

ATLANTA

I-20

I-85

I-75

AUGUSTA

COLUMBUS

I-75

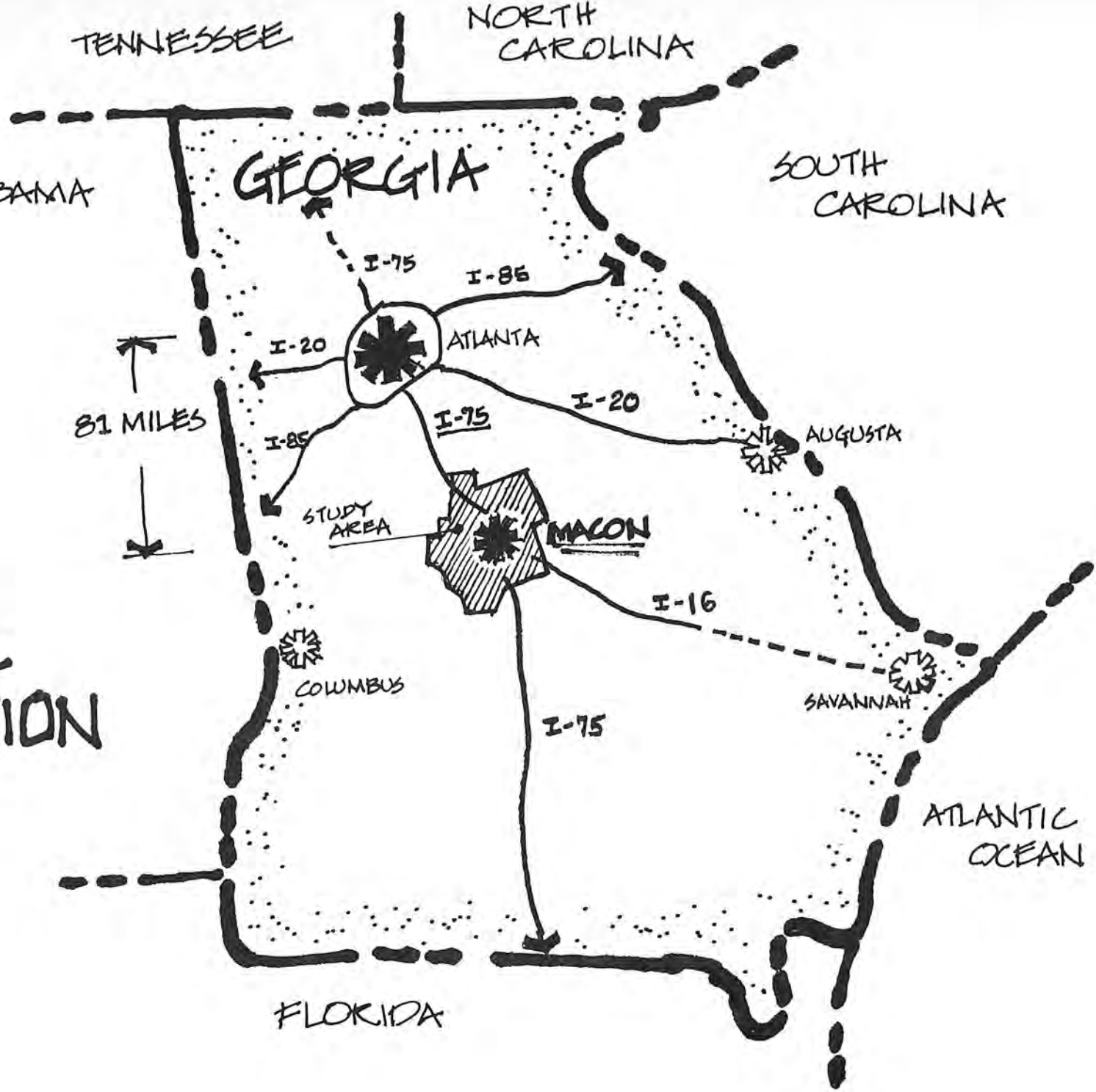
I-16

SAVANNAH

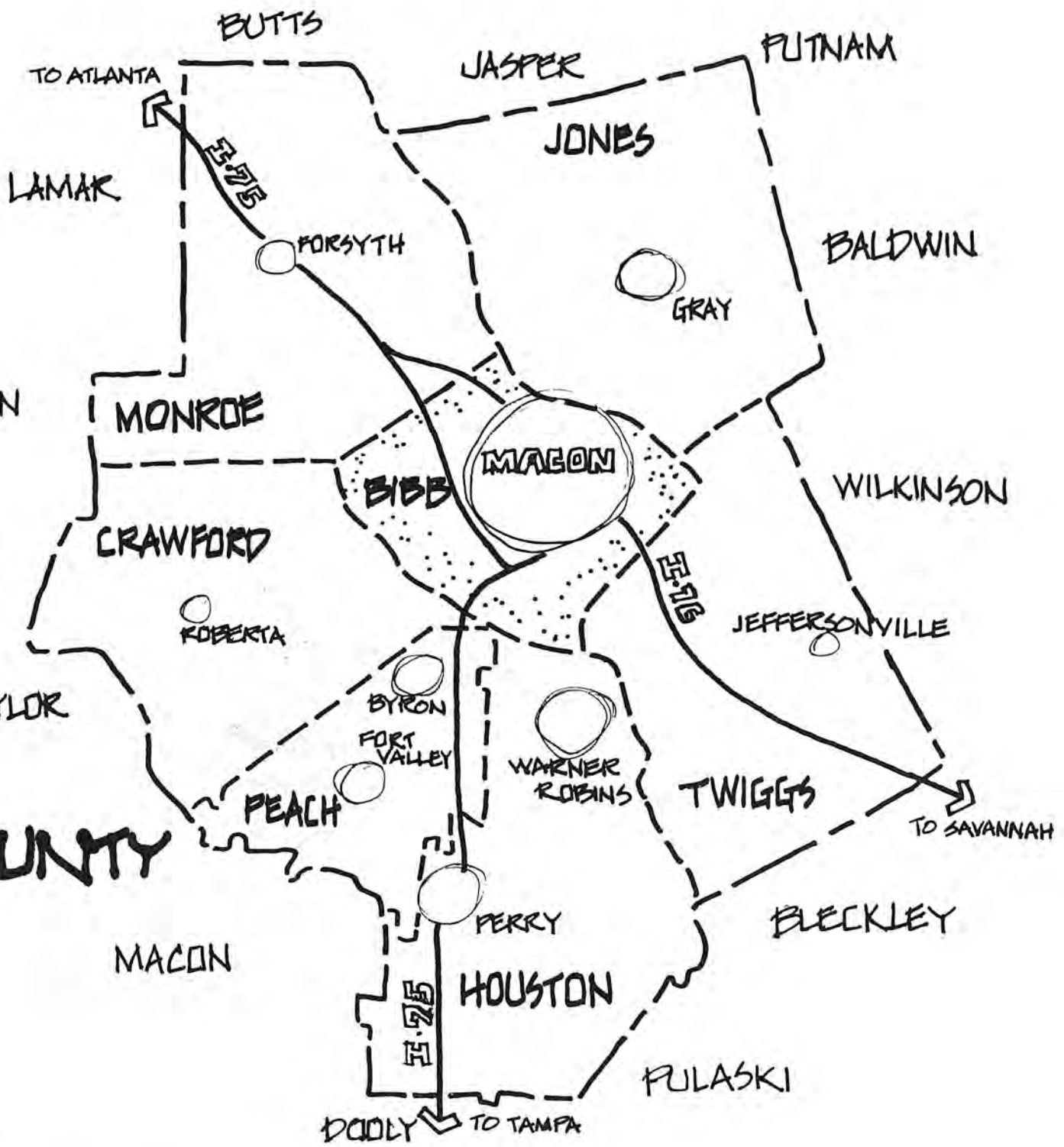
MACON

ATLANTIC OCEAN

FLORIDA



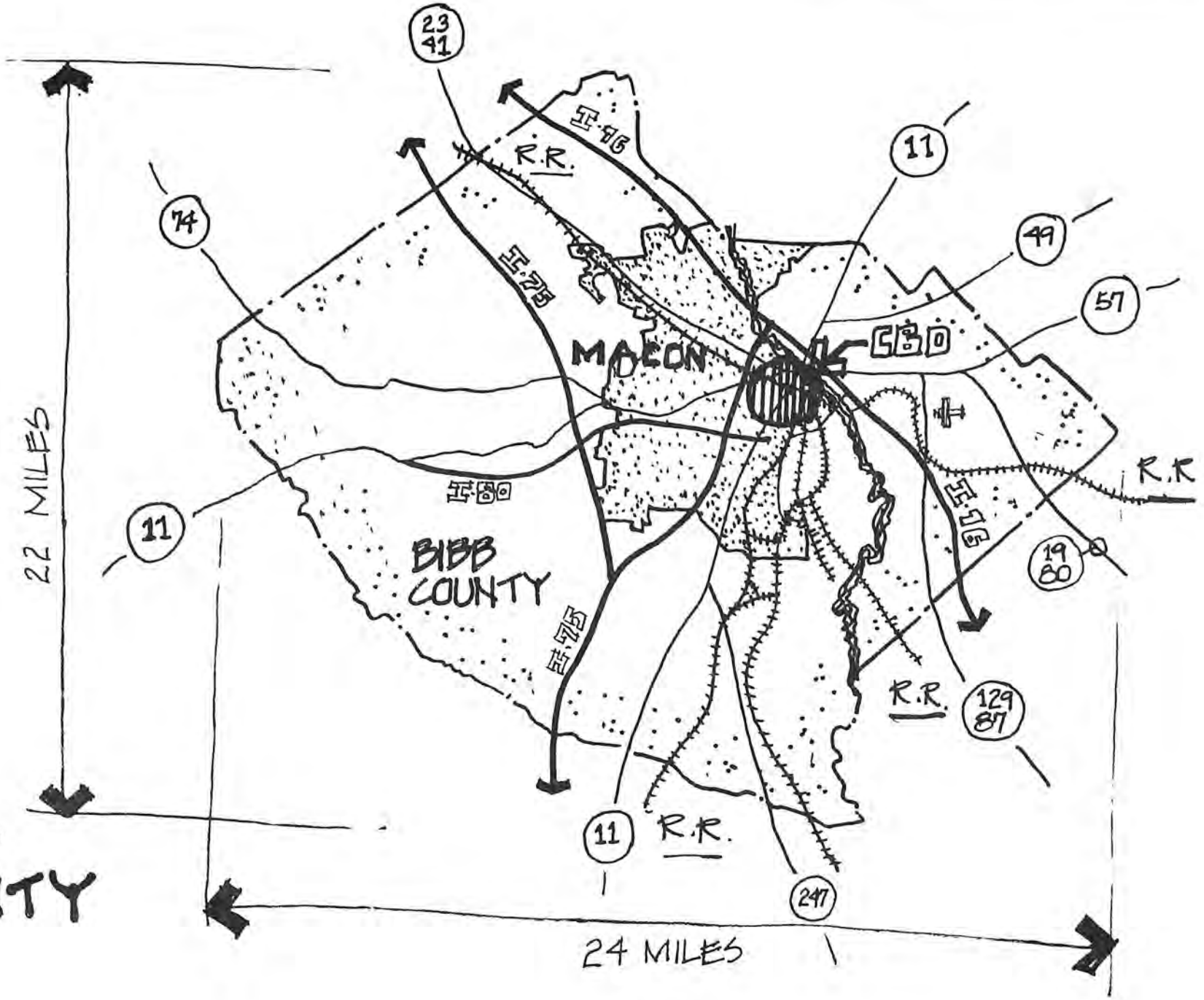
**MIDDLE  
GEORGIA  
SEVEN COUNTY  
AREA**

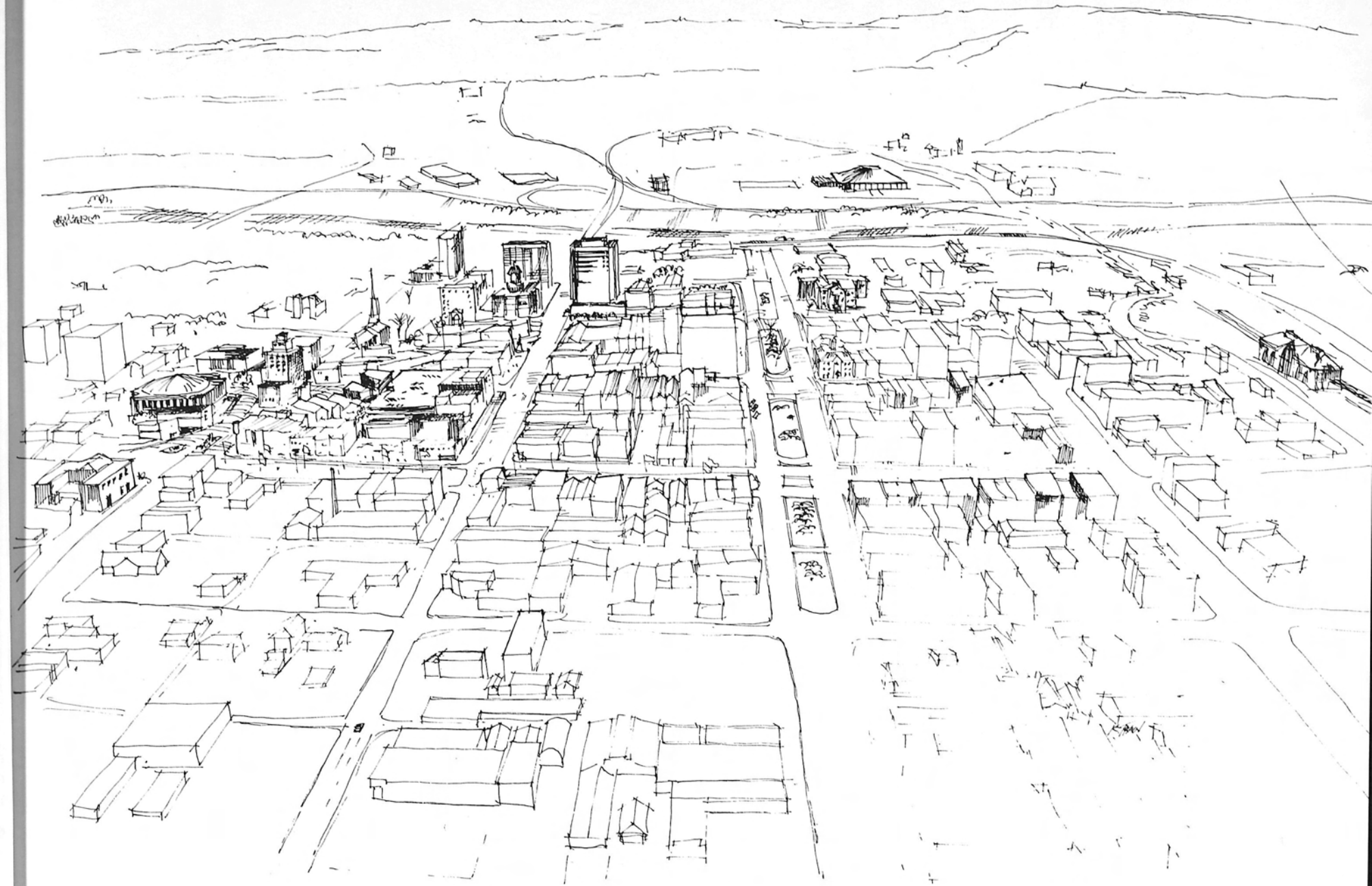


**BIBB COUNTY**

22 MILES

24 MILES

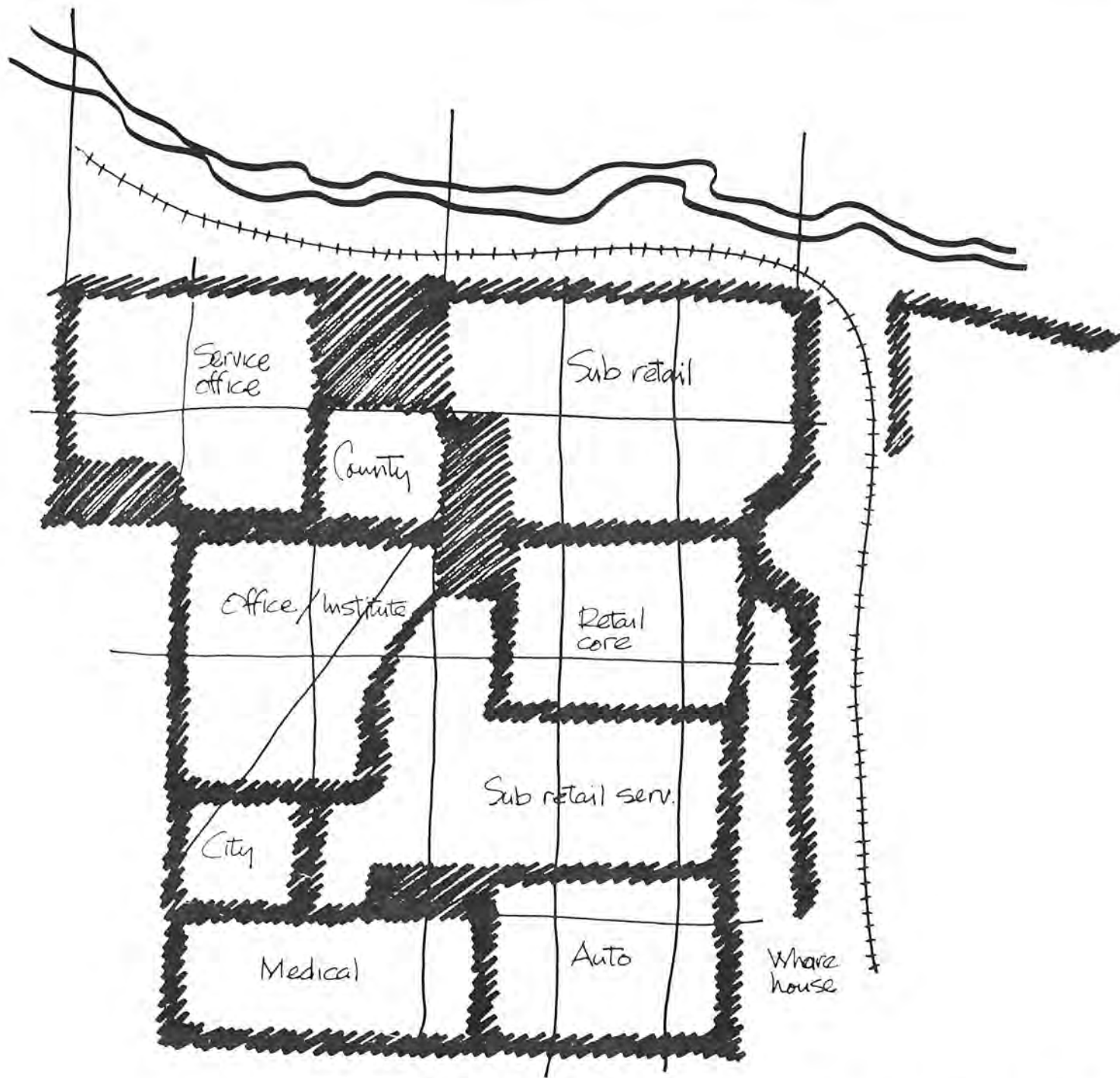




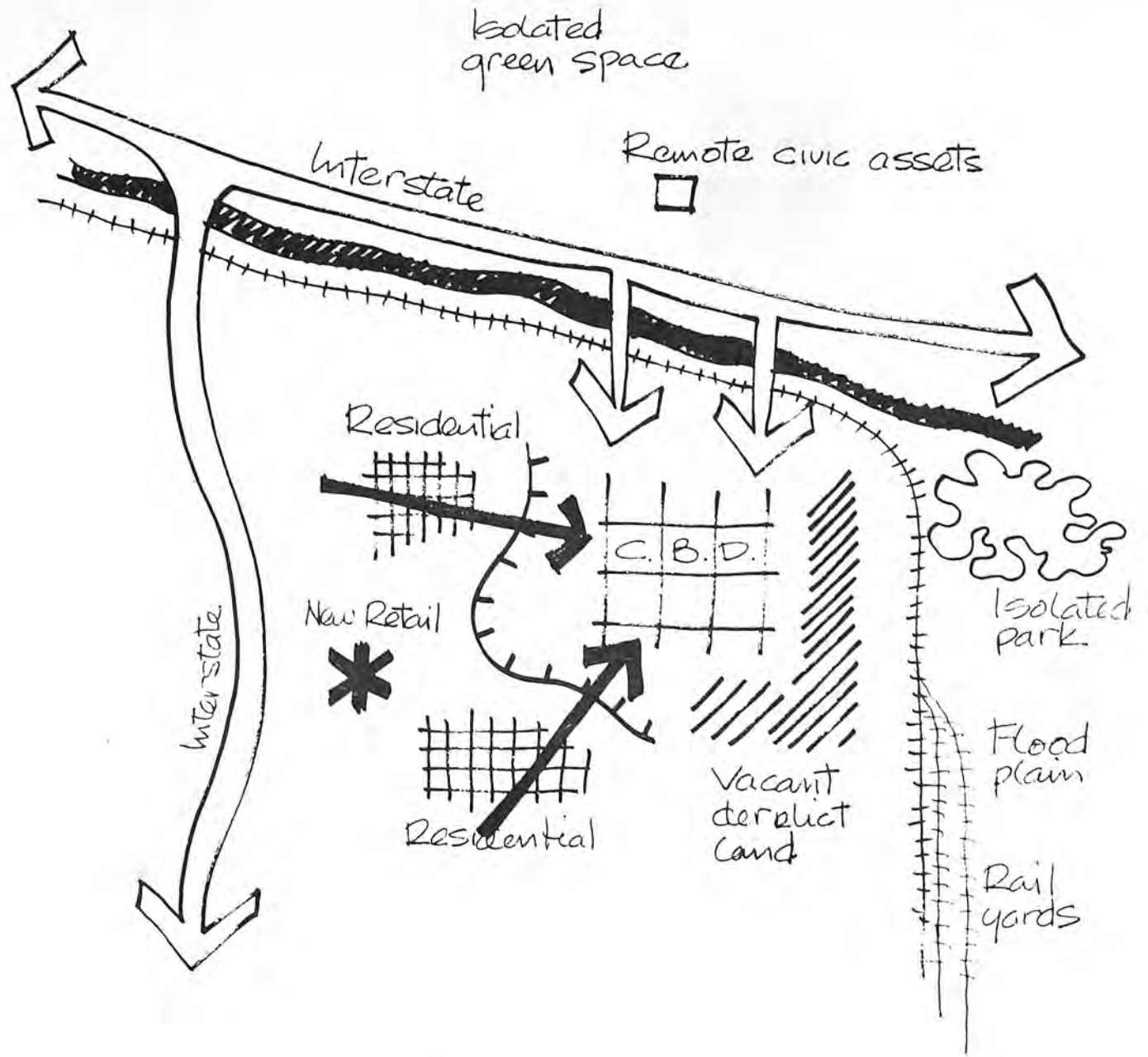
**REGIONAL AERIAL PERSPECTIVE**

PERCEPTIONS





# CITY DISTRICTS



# ISSUES AND PROBLEMS

## A. SOCIO-ECONOMIC PERCEPTIONS

### POPULATION

Downtown Macon, although providing vital shopping services in the community, is no longer the regional shopping area that it once was. The loss of this distinction is not all bad, and with foresight the congestion, crowds, crime rate and decay that are typical of the downtown areas can be avoided. The opportunity to provide a unique commercial/residential area in downtown Macon now exists. This is possible while still retaining substantial retail trade in the downtown center. The change in the CBD's role has been caused by the following forces:

- . A stabilizing population in Macon.
- . A continuing shift of the center of population to the west of the CBD.
- . New interstate highways which make outlying shopping centers more convenient.
- . Eight shopping centers with 73 percent of total available shopping center square footage opening since 1966.
- . More retail shopping space than the area can support.
- . Increasing concern of the white population with the downtown environment.

Only 16 percent of Bibb County's population lives within 3 miles of the CBD while over 32 percent is within 3 miles of the new Macon Mall. On a regional basis the population distribution is heavily skewed to the southwest with Houston County having over 30 percent of the SMSA population and over 20 percent of Bibb's population located to the southwest of the CBD. The CBD lost its close-in convenience for much of the population.

## INCOME

Another aspect that is influencing the CBD's role is the income level of the population within two miles of the CBD. The population is largely black with median family incomes in the \$4,000-\$5,000 range. Much of the housing is renter-occupied and of low value compared to housing in the outlying areas of the city. The level of income and lack of ownership are not conducive to the type of retail sales that support a regional type center that carries a wide range of durable and consumer goods.

## LAND USE & OWNERSHIP

A survey of the area indicated that many owners were not maintaining their properties, especially the second and third floor. The more dynamic merchants/owners who are exceptions to this are obvious by their efforts. Another survey of the ownership of 261 separate properties on 12 downtown blocks indicated the following patterns:

<u>Type of Owner</u>	<u>Number</u>	<u>Percent of Total</u>
Individually Owned	181	69.1%
Trust	32	12.6%
Banks	20	7.7%
Absentee	9	3.4%
City/Public/Government	9	3.4%
Church	7	2.7%
Fraternal Orders/Clubs	<u>3</u>	<u>1.1%</u>
TOTAL	261	100.0%

Absentee ownership and trust holdings are not the principal cause of the lack of investment and interest in downtown properties.

An assessment of retail, residential and office space demand was made. This analysis showed that an additional 250-300,000 square feet of office space could be supported in both the 1975-1979 and 1980-1984 periods. Both the CBD and the suburban areas will provide this new space. Although there is a significant percentage increase in office space, it does not represent significant construction over the next decade.

Retail space, as has been noted, is sufficient and will remain so for at least 2-3 years. The amount of unused space downtown can easily be used for any expansion.

## RESIDENTIAL

The age and condition of many structures and the demand for apartment units indicates the need for continuing construction and renovation of housing units. The opportunity exists for new residential units in and nearby the CBD. The nominal population growth expected in the next 20 years limits the total number of units but new apartments adjacent to the CBD are supportable. A more detailed study of the existing housing stock, rental ranges, vacancies and price ranges is badly needed to provide base data for projecting the exact housing mix.

# PRESERVATION PERCEPTIONS

## HISTORY

The city of Macon has a highly important historical background which serves as the foundation for its rich sense of heritage. This history has been eloquently presented in numerous publications and undoubtedly is very familiar to most Maconians. It, therefore, seems unnecessary (and time does not permit indepth analysis) to review as a part of the RUDAT effort. However, the observation can be made that the strong development background of the city had a positive influence on its architecture. Macon can be proud that it is a "treasury of great historic buildings."

Although history is recorded by the written word which is usually supported by voluminous archives, there is no better way to read the background and character of a community than through its architecture. There lies the hopes, the dreams, and the artistic taste of changing generations. In the existing buildings of a community, history is there before us in three-dimensional clarity instead of filed on a shelf for us to pick only when we choose.

## PRESERVATION

There should be no question, then that we must cherish the best of what our ancestors had to offer that is a part of our world, today. We must be concerned as a part of a changing contemporary society that we strive

to preserve as a normal procedure of how we progress. This does not mean that we must preserve all--for to do this would be too severe a constraint on a dynamic future. But we must work to save the best of what we have.

## PLANNING PROCESS

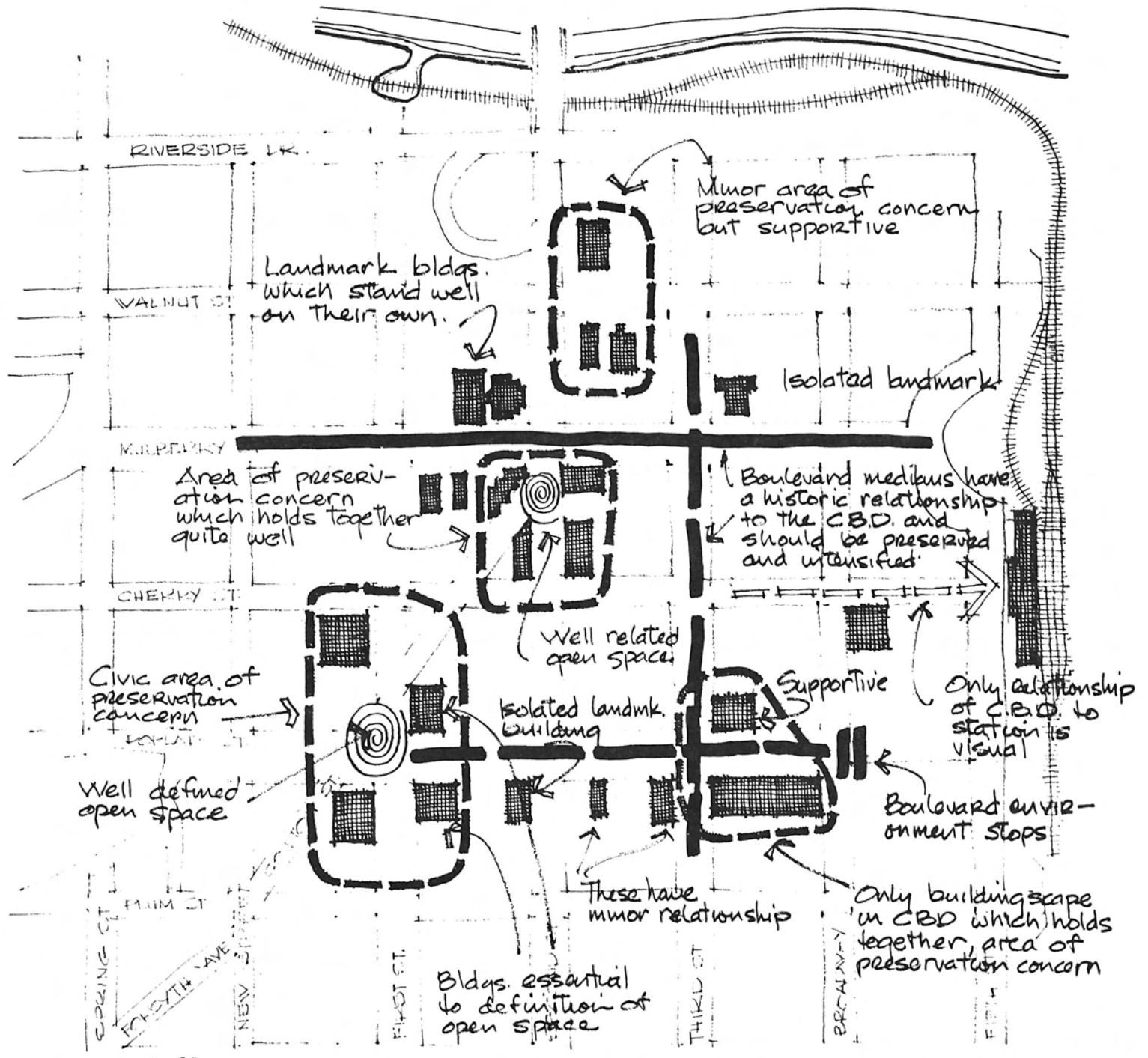
If this philosophy is reasonable, and we believe that it is, then preservation must be looked at in a very contemporary way. Today, American cities create and regulate through a planning process that is increasingly competent and successful. However, preservation must be injected into that planning process if it is to be truly reflective of our society's needs. In most cities, and Macon is really no exception, this has not been the case. There is no question that with our present capabilities and sensitivity, this must change.

## INVENTORY

In 1970, the Middle Georgia Historical Society, Inc. commissioned a study entitled The Historic Architecture of Macon, Georgia, performed by Carl Feiss, AIA, AIP and Russell Wright, AIP. These gentlemen are two of the most highly respected professionals in the field of historic preservation consultation, today. Their study and review processes are indisputable. Their recommendations are sound and implementable, but only some have been implemented over four years later. This should be rectified as soon as possible. The community can be proud that it has such a sound base upon which to base preservation action.

Upon reviewing their work and your city, we concur that its architecture which still





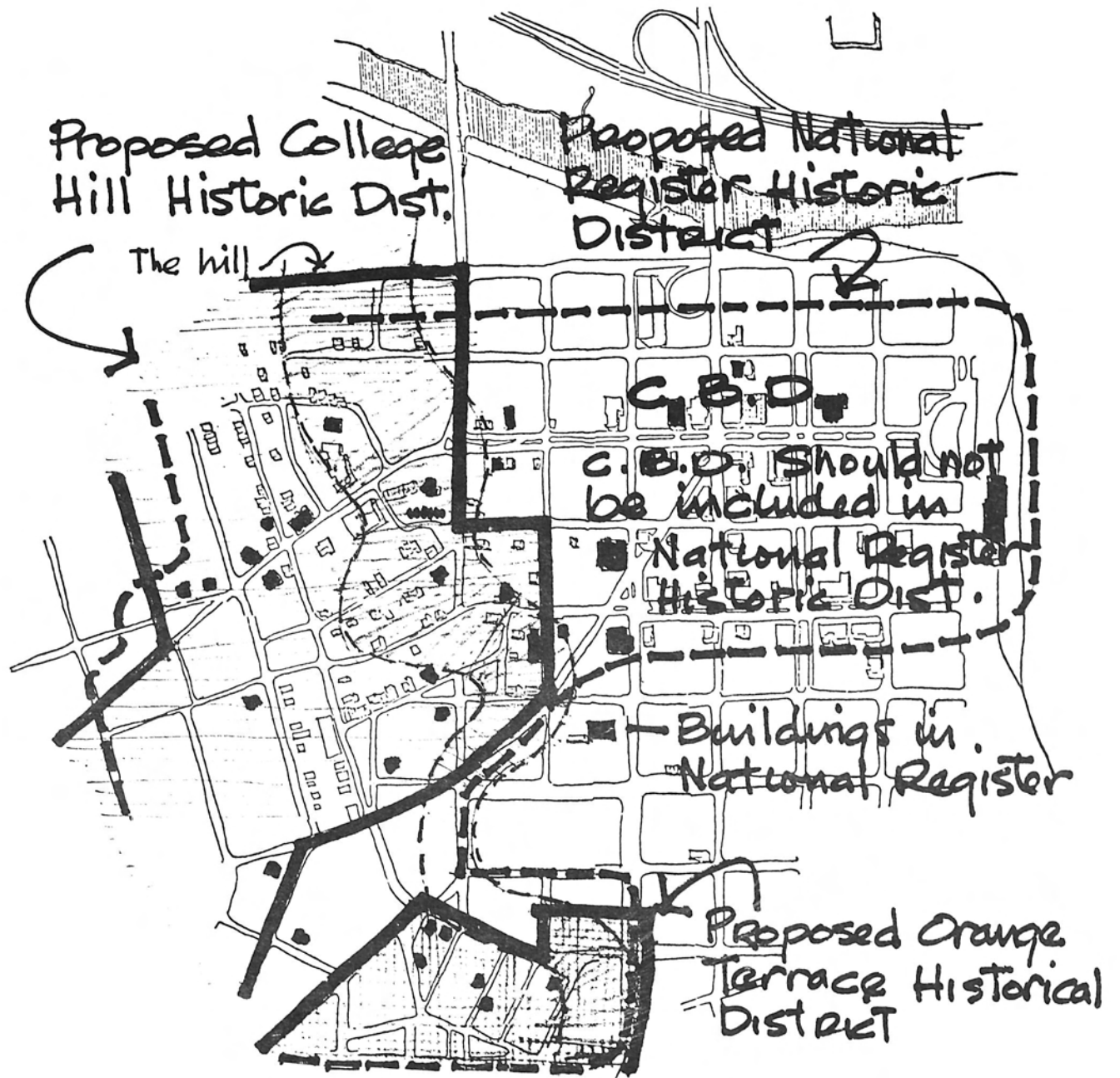
# HISTORIC INVENTORY

remains is highly important and must be preserved. This is particularly true of the residential areas close to the CBD. However, not only is preservation of the buildings of utmost importance, doing so will provide a viable close-to-downtown residential base so necessary to the health of the CBD. Everything possible which will be supportive to the present activity in the proposed Orange Terrace Historical District and to the much larger College Hill Historic District and the other areas adjacent must be offered to these large undertakings.

### C.B.D.

Unfortunately, progress has not left the CBD so well endowed. Although there are a number of "landmark" quality buildings and several concentrations of collections or "streetscapes" of buildings, the area does not match the adjacent residential area in either quantity or quality. It is recommended that the CBD not be incorporated as an historic district but that protection of the few remaining valuable elements be so encouraged that these become a positive and exciting influence on the CBD's urban design characteristics.

Time does not permit a detailed written description of all of the buildings and areas which should be of preservation concern, but a review of the accompanying analysis of the CBD will point out the most important. Worthy of particular note is the municipal building area, the group at the foot of Cotton Avenue and the only complete original blockscape in commercial Macon on Poplar between Third



# HISTORIC DISTRICTS

NATIONAL  
REGISTER  
HISTORIC  
DISTRICT

and Broadway. Although a difficult challenge, the latter is of particular importance and demands concerted effort.

It has come to our attention that a historic district on the National Register of Historic Places has not only been proposed but a nomination prepared and approved on the State level and is presently being reviewed in Washington. It was distressing to learn that this much activity had been undertaken on Macon's behalf and local government officials knew little or nothing about it. Efforts must be taken that this will not happen again.

With all respect to the intent and the effort involved, we do not believe that this district is properly composed. Although we have not had the precise information to be able to comment on the nomination in its entirety, the inclusion of the CBD south of Spring and New Streets seems unwise. There does not appear to be a sufficient concentration of significant buildings to warrant such and registration might severely hamper city actions for future development. It is felt that sufficient protection can be afforded the valuable buildings and concentrations with other legal devices which would allow more flexibility.

CBD DESIGN  
REVIEW

It is recommended that instead of National or even local codification as a historic district, the CBD would be better served by the establishment of this area as a Design Review

District. This type of control concerned with aesthetics, could assure that nothing improper was undertaken on pre-identified existing buildings of architectural character, and additionally all new construction was designed in a compatibly supportive manner. It must incidentally be pointed out that new architecture in a city such as Macon should be the best of contemporary design. Attempting to capture or adopt an architectural style from some historic period in the past can only reduce the validity and significance of older adjacent buildings.

## SECOND AND THIRD FLOORS

A great deal has been said during our visit about the usability of presently vacant second and third floors in older buildings. Although not always the economic panacea for saving an old building, it can and is being done with not only success, but also with some desirable benefits. If exit and fire code problems can be resolved (and usually this takes only imagination and stamina) either residential or office space can be created. The result is usually an aesthetic environment on the interior which is highly attractive from the exposure of the natural materials of brick and wood and the opportunity to create existing spaces from existing high ceilings and varying floor levels.

## ADAPTIVE MODIFICATION

It must be pointed out that when dealing in an urban context where existing buildings are of value, but not of National Register quality, preservation action is not puristic restoration. It consists of renovating exteriors in

a way which one is honest to the original architectural character as one can afford, then remodeling interiors in any way desired which can capture the inherent warmth of the building, usually in a contemporary manner. This is considered to be excellent preservation and is termed "adaptive modification." It is suggested that the Development Authority consider the creation of a revolving fund to promote the renovation and reutilization of upper floors.

## TERMINAL STATION

The issue of the development of Terminal Station has been brought up on a number of occasions since we have been in Macon. We understand that a proposal sometime in the recent past was not implemented, but the possibility of adaptation and re-use of the spaces within this building still captures the local imagination. Although we would concur that the building could be an exciting development, we are compelled to point out that this would draw essentially the same type of businesses felt necessary to bolster the areas in the CBD closer to its heart. This is a highly complex economic and marketing circumstance and unfortunately our limited time has not enabled us to find the magic answer.

## RESIDENTIAL HIST. DIST. ORDINANCE

A local historic district ordinance must be implemented for the proposed residential historic districts north and west of the CBD. This effort should be coordinated between the city and private efforts presently underway.

## ZONING

Such ordinance should include preservation guidelines to aid homeowners in their efforts to accomplish as honest and authentic renovations as they can afford.

Finally, moving away from the CBD, it must be pointed out that there appears to be the beginning of zoning which is not conducive to maintaining the integrity of the historical residential neighborhoods. Indiscriminate zoning which allows non-residential uses detracts from the scale and character of the neighborhood and seriously affects property value. Zoning policies should be reviewed and serious consideration given to undertaking corrective measures if such is the case.

# ENVIRONMENTAL PERCEPTIONS

1) Ecological information was difficult to obtain and use. Agencies such as Soil Conservation Service, the Georgia Forestry Commission, Weather Service, etc have partial and general data. None of the local planning agencies have attempted to collect or use this kind of information for land capability. We have assembled and correlated as much information as has been available or is relevant to this study. We recommend: A) Information be requested

- from agencies such as:
- 1) Soil Conservation Service  
Soil Classification Mapping  
& Sampling.
  - 2) Watershed Management Study  
of Soil Conservation Service
  - 3) Forest Type and Association from Georgia Forest Commission.
  - 4) N.A.S.A.-ERTS Vegetative-Monitoring Computer Prints.
  - 5) Wind & Temperature Information.

B) A full natural resource mapping and synthesis be undertaken for Bibb County with



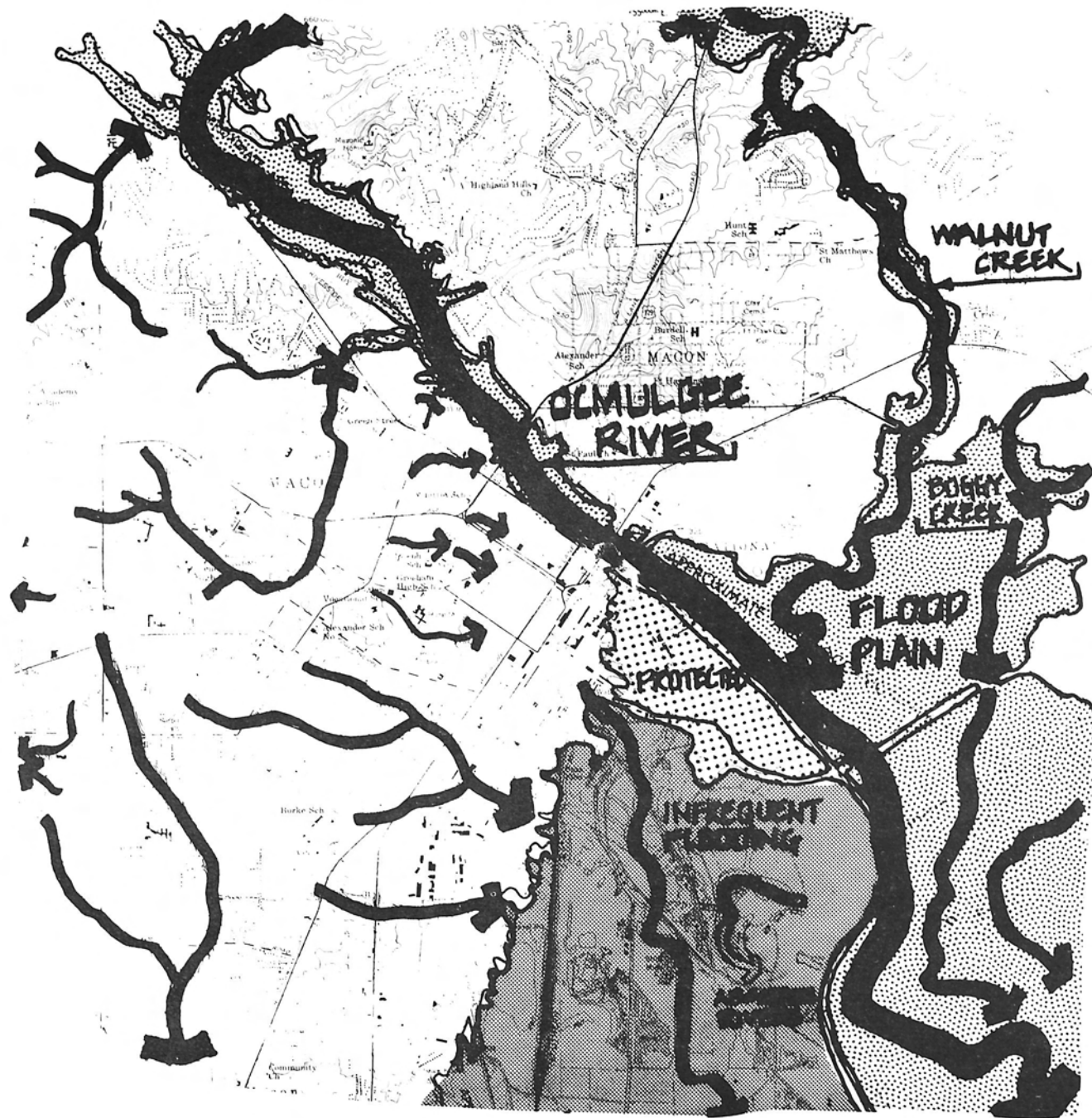
conclusions developed to evaluate development proposals and steer growth.

2) The original settlement and plan of Macon was sensitive to the environment and its land base. Rapid expansion during the early 1900 and recent highway work and development spraur have not been sympathetic to the natural resources of Macon. Active planning and design review should be required of all major new developments.

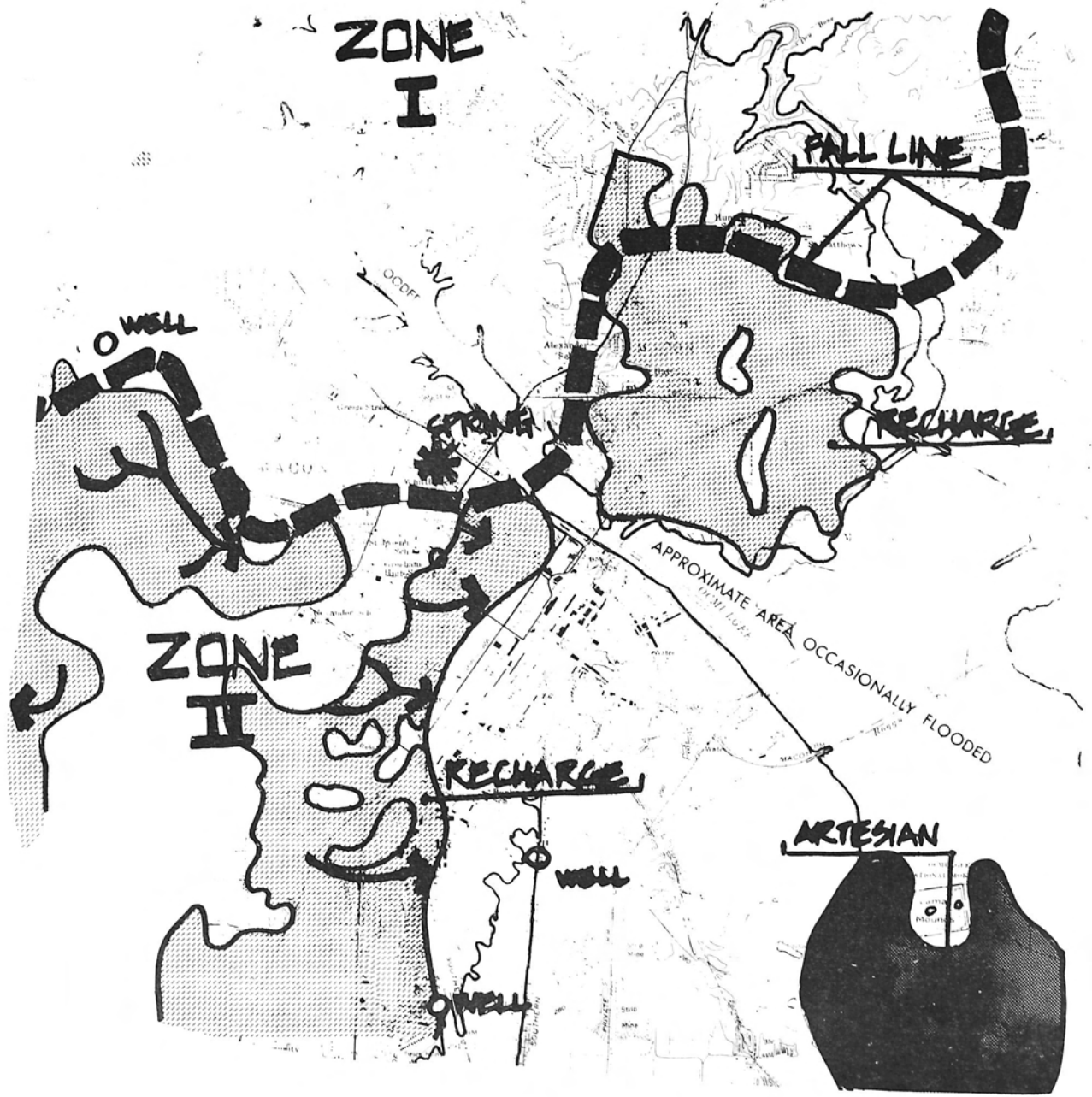
## HYDROLOGY

The valley of Ocmulgee River contains extensive floodlands southeast of Macon for both 25 year and 100 year floods. Local flooding occurs throughout area within the Corps of Engineer's dikes. Roads and industrial buildings should be prohibited from this area. Development through the landfill technique should not be permitted.

Streams south of the fall line and within the vacinity of the CBD are presently submerged in the city storm drainage but some surface water and lateral ground water movements still occur along these routes. Buildings interrupt this flow and there are numerous sitings of wet basements and walls. There should be a policy of stream and drainage protection in the residential and vacant parts.



# HYDROLOGY



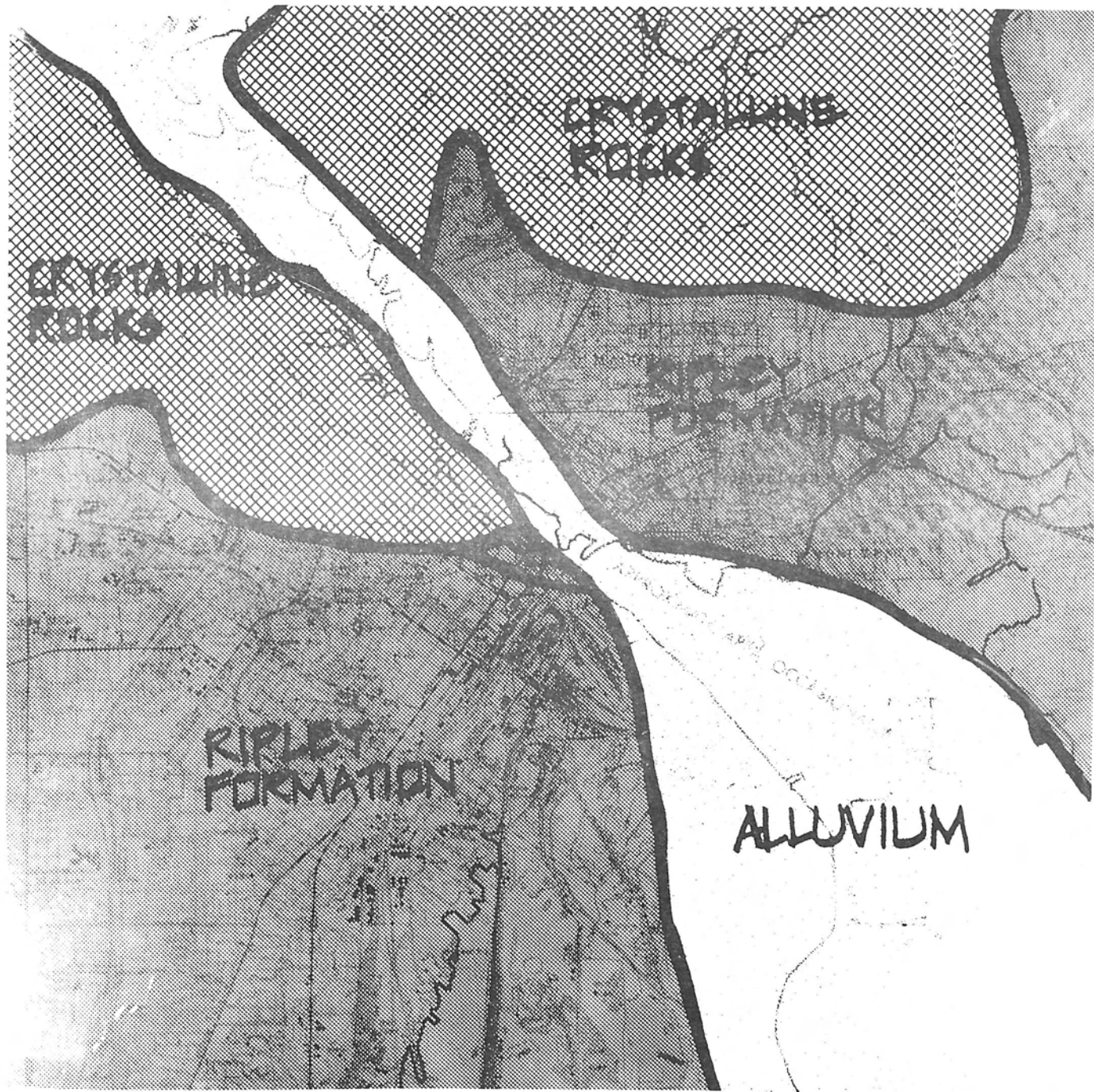
# GROUNDWATER

To the north streams are very articulated, erosion and steep slopes dominate and development has been avoided. This practice should be formulized through zoning easements and controls.

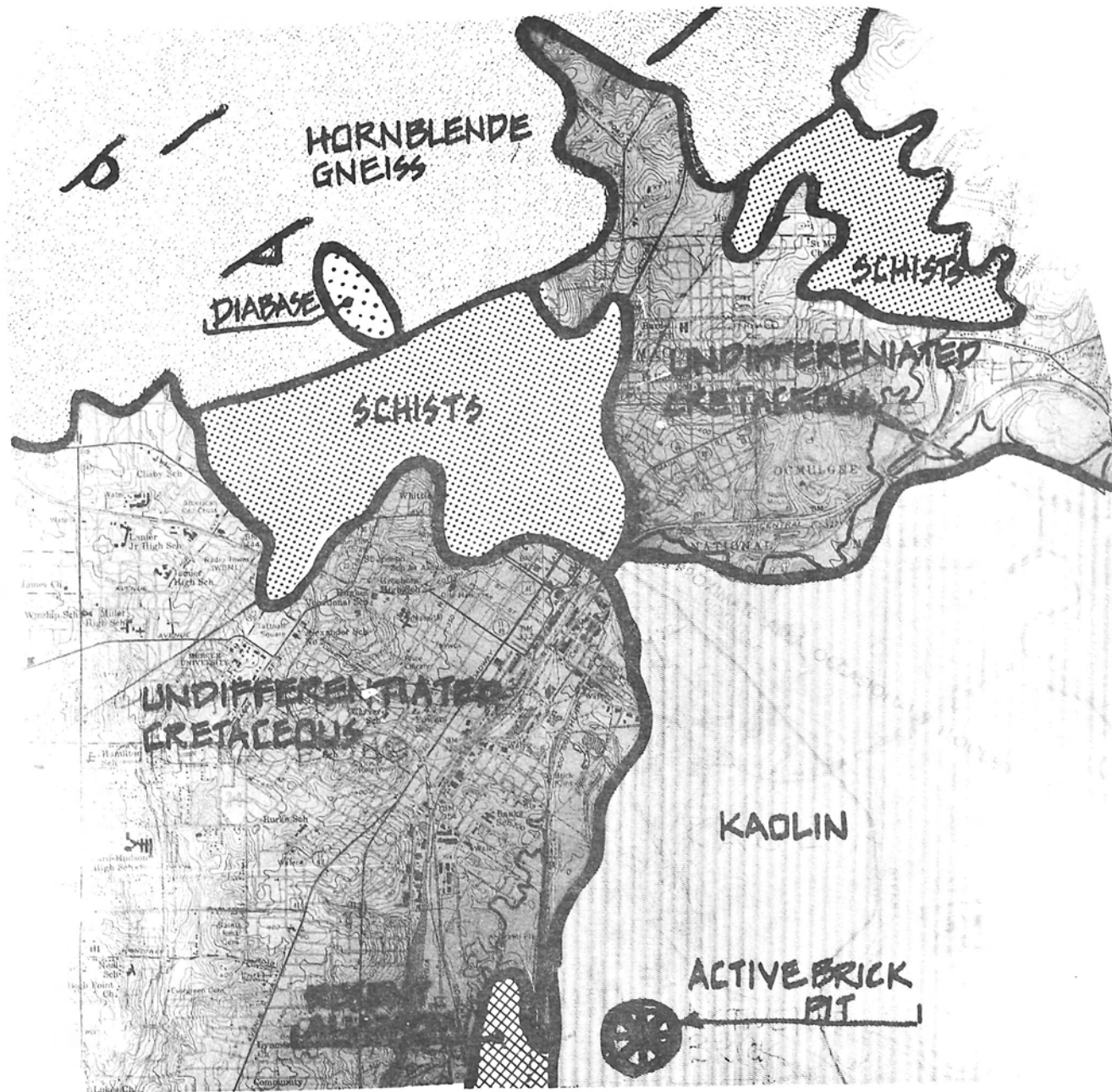
Ground water is fair to good in the CBD region, but is not utilized for supply. One of the major aquifiers (water bearing layer) of the coastal plain surfaces in the CBD. It is a highly porous crustaceous limestone and is inclined to the southeast. It is a major water source for cities and rural homes throughout the southern section of the region. Pollution from the streets and sewers of Macon probably add to the recharge, but do not appear to be a major threat to water quality due to the filter quality of the bedrock material. Oil dumping, chemical storage and other industrial uses should be restricted from these areas. Retension ponds should be used on parks to recharge surface drainage waters into the aquifier.

## GEOLOGY

The CBD is built adjacent to the fall line with it's major area lying on the edges of the Atlantic Coastal Plain. The plain is comprised of sedimentary rocks with Macon primarily being crustaceous limestone of the riply formation. Its surface soils would tend to be weathered limestone except for sand overlaid from transported weathered



**GEOLOGY**



# MINERAL GEOLOGY

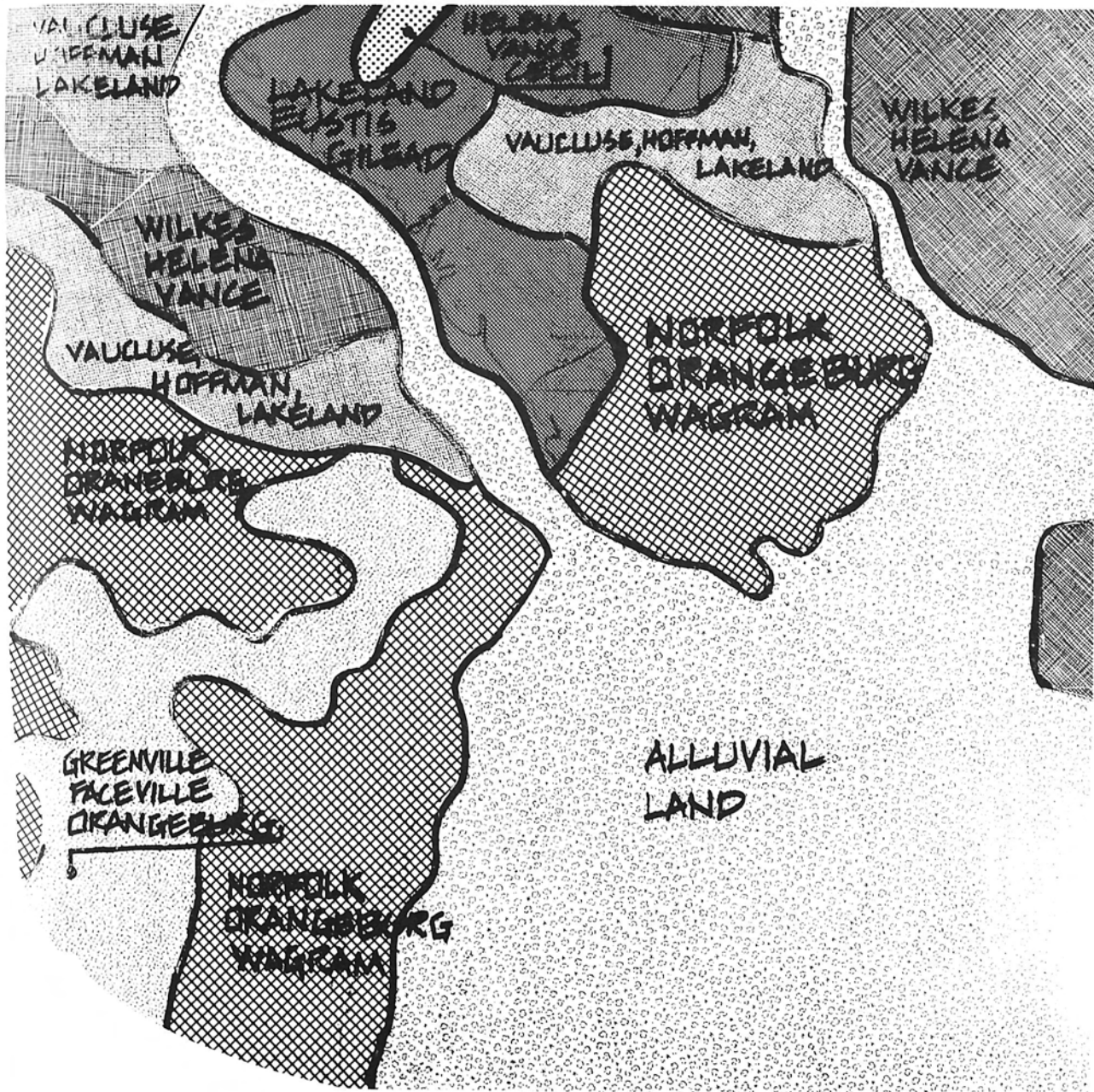
Bedrock from the Piedmont Plateau to the northwest. This area is best suited for 3 to 4 story, extensive coverage buildings such as now exists.

The plateau is comprised of crystalline rock with schist dominate in the immediate vicinity. This can be easily seen outcropping along the river slopes. It is extremely good for bearing and a unique prong extends south in a line between Walnut and Riverside to Third Street. The highrise buildings in this area are well suited and should be encouraged to develop on this base.

A unique formation of diabase rock, the oldest formation in the area, is sited north of Riverside Cemetary and is probably representative of earth's venting - it is easily seen on the slopes along the river and conservation area for education.

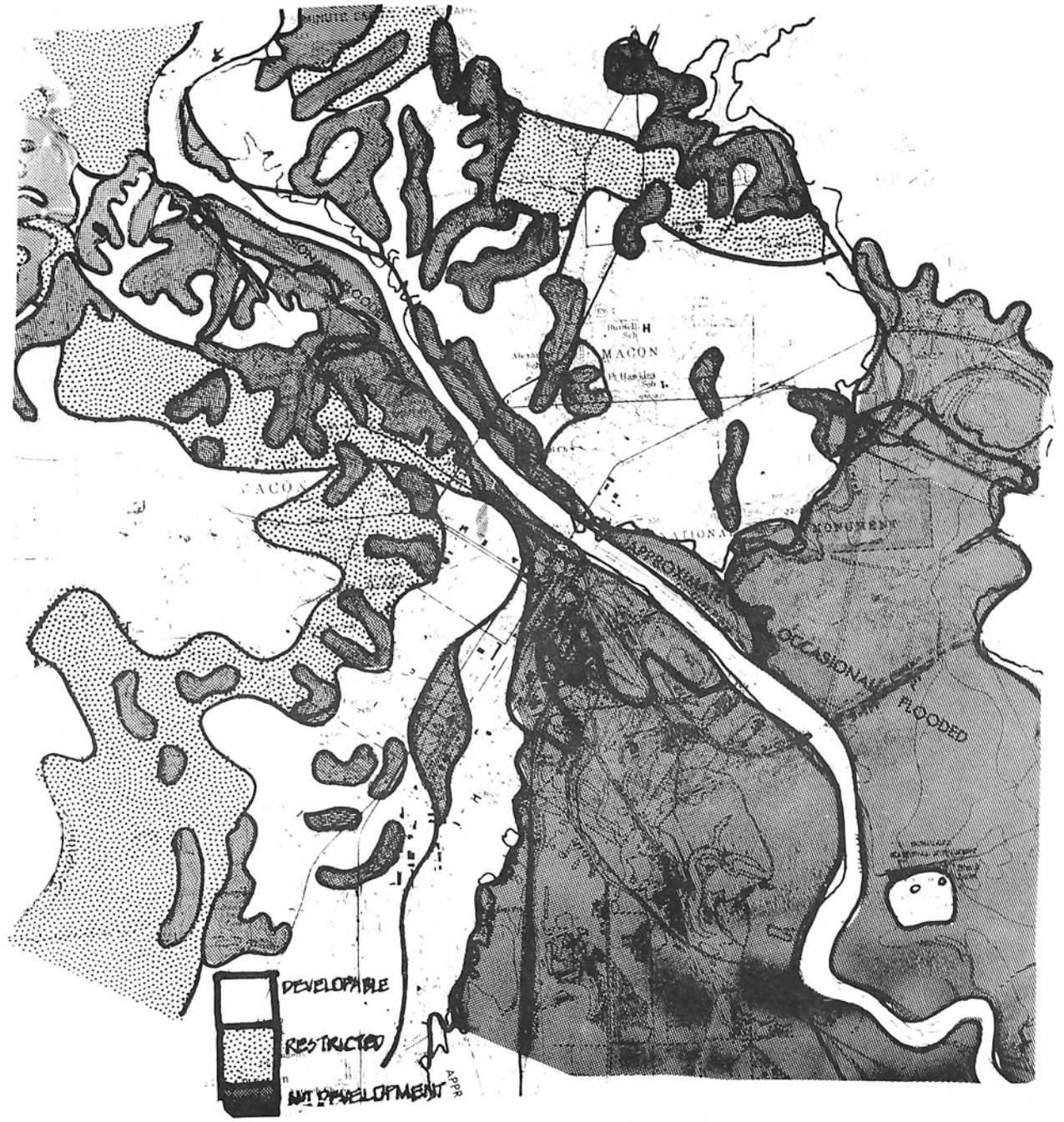
## SOILS

Sands and Sandy loams form the base material of the CBD area. These are good structural soils with good internal drainage, ideal for a central business area to the northwest, on the hill and up River Road are hard clay dense soils with high shrinkswell conditions and steep profiles. They are not suitable for expansion of the CBD or large scale developments. It is best used in large lot housing. Erosion is a prime factor on steep slopes and therefore should not be developed.



SOILS





DEVELOPABLE AREAS

A unique feature is the alluvium fan delta south of the CBD. This area was formed by course soil and gravel being carried by the swift Ocmulgee River fall out in deposits as the river slows down on the flood plain. Over time the deposits fall out in all directions. Central City Park is on this landform and has fair bearing and drainage but a high water table is common and buildings should be minimized and raised off the ground. Master planning of the park should protect the unique pattern of the landform.

The floodplain is composed of fine clay soil, Kaolin, much of commense value. It also has large areas of solid clay mud lumps and muck. It is not structurally suitable for development.

## WILDLIFE VEGETATION CLIMATE

This area of natural environment inventory has not been surveyed for the Macon area for it was believed to be of least importance of this CBD study, but it is necessary to say that the river slopes and edges and the floodplain are the few remaining areas of natural habitat within the Macon CBD region. It should be thought of as a resource and recreation amenity.

The area is rich in deer; has citings of bear and bobcat a diminished species; ducks and many migratory fowl. Small protected areas should be established to be habitat and

spawning grounds for future specimen. The  
levies offers bicycle and pedestrian trail  
potential and other trails should branch  
out to scenic spots such as the abandoned  
river oxbow.

## ENVIRONMENT PERCEPTION: URBAN DESIGN

Downtown Macon is more than a collection of uses, buildings, and cans. It is streets, trees, azaleas, lights, signs, parking meters, buses, and materials. It is weather, topography views, slopes, and drainage; and most important it's the utilities, trash collection, police, parks, institution, and other services which all make up what is commonly called "The Public Environment." We recommend the following:

- (a) Design of a continuous recognizable park system along the river edges to Central City Park and the marshes of the Ocmulgee floodplain.
- (b) More active design use of civic parks in the CBD such as the Hill Park at the end of Mulberry as an overlook park or a Sunday lawn concert park, and the auditorium the plaza for outdoor concerts and performing events.
- (c) Develop a full collection of street furniture for use on all sidewalks, medians, and alleys around the CBD. Important is a well designed bus shelter and sitting bench to shade, cool, and protect the bus riders.
- (d) Replant all the street sidewalks and medians of the CBD with shade trees and ornamental shrubs.

## STREET

Macon's streets are beautiful in their design and orientation. Out or uphill, the vistas capture the hills and topography of its setting. Its wide treed boulevards give it a plan as unique as Savannah, but Macon's streets have its problems. Over the years, the boulevards and streets have been denuded of vegetation except for Mulberry. The results are wide open spaces too hot in the summer to enjoy. Furthermore, their widths are not conducive to shopping.

Through measuring successful shopping streets and malls, a good shopper street is between 70 and 90 feet wide, 1,000 long maximum good lighting, continuous interesting windows, and a variety of interesting stores for all tastes. Existing Cherry Street is over 170 feet wide, over 1,500 feet long, lighted for automotive safety, random shop displays and a similarity of stores for an older adult taste.

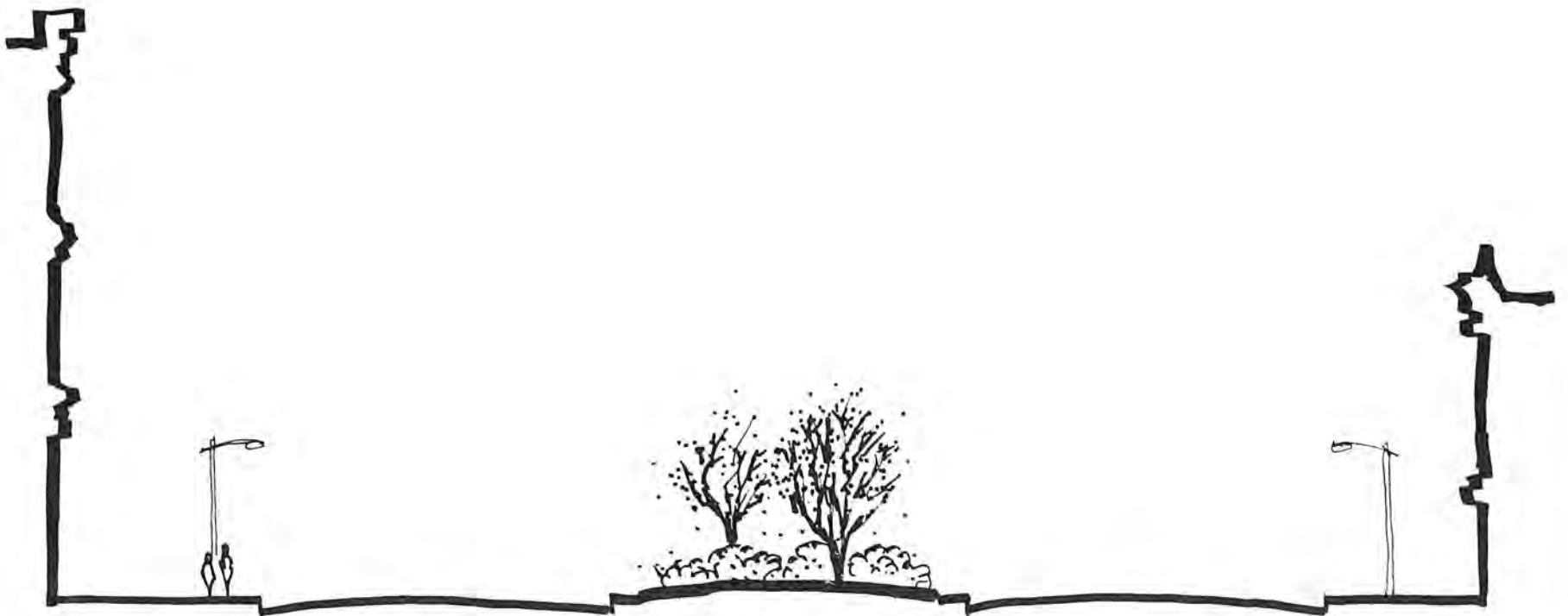
In order to attract the shopper back to Cherry Street, it will be necessary to concentrate retail stores, offer a complete variety of goods particularly appealing to the young taste, or the special interest, interpose small stands or kiosks oriented to impulse buying to bridge the pedestrian from one side to the other or develop interior shopping environments connecting the stores with weather control.

Within the street, a clean, handsome, attractive unified sidewalk should be provided with good

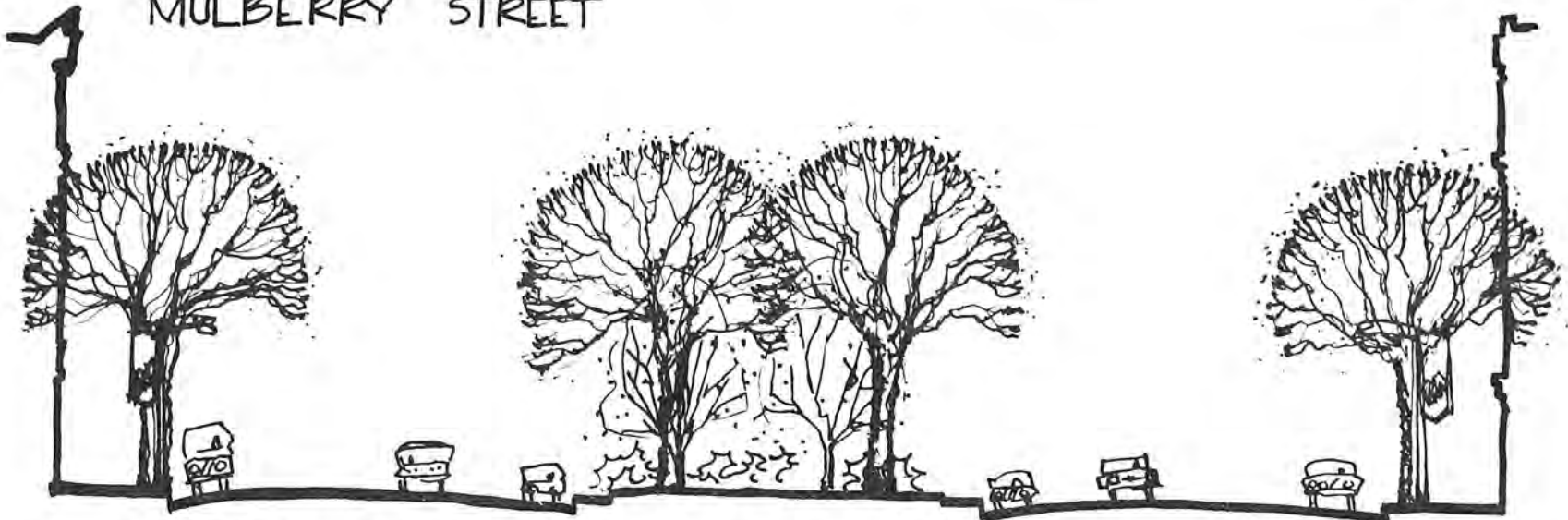
pavement such as brick, good pedestrian lighting, shade trees with benches organization of parking signs, meters, and other furniture like mailboxes and phones. The few gaslights, while decorative, are ineffective against the harsh Mercury vapor, too few and too weak in illumination. Bolder incandescent lights such as L'Enfant Plaza, Washington should be developed for Macon's own character. Most important is street sanitation. The latter commission has a number of good suggestions which should be implemented right away. In addition to a street sweeper, a sidewalk litter vacuum should be purchased and run twice daily-- a practice of every shopping mall.

The medians of all boulevards should be rethought. Mulberry is a fine example of the scale and type of planting. Tall canopy trees act like an umbrella offering shade and channel for the breeze off the hill. Leggy small trees add interest to the trunk area without obstructing the view of facade and signs. If any criticism is made, lower forms of azaleas and shrubs should be used as flowering seasonal interest.

Third Street was a fine effort poorly executed. The landscape is too low and uninteresting. Trees even of the most rapid growth rate take a decade to be effective within the vastness. Immediate effect should be established by 8" caliper or more transplants.

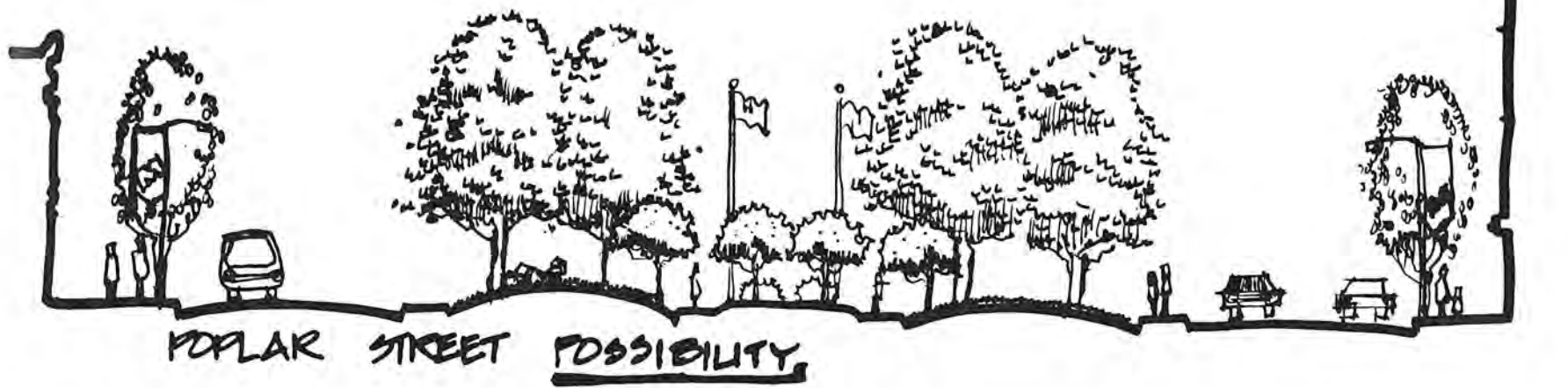
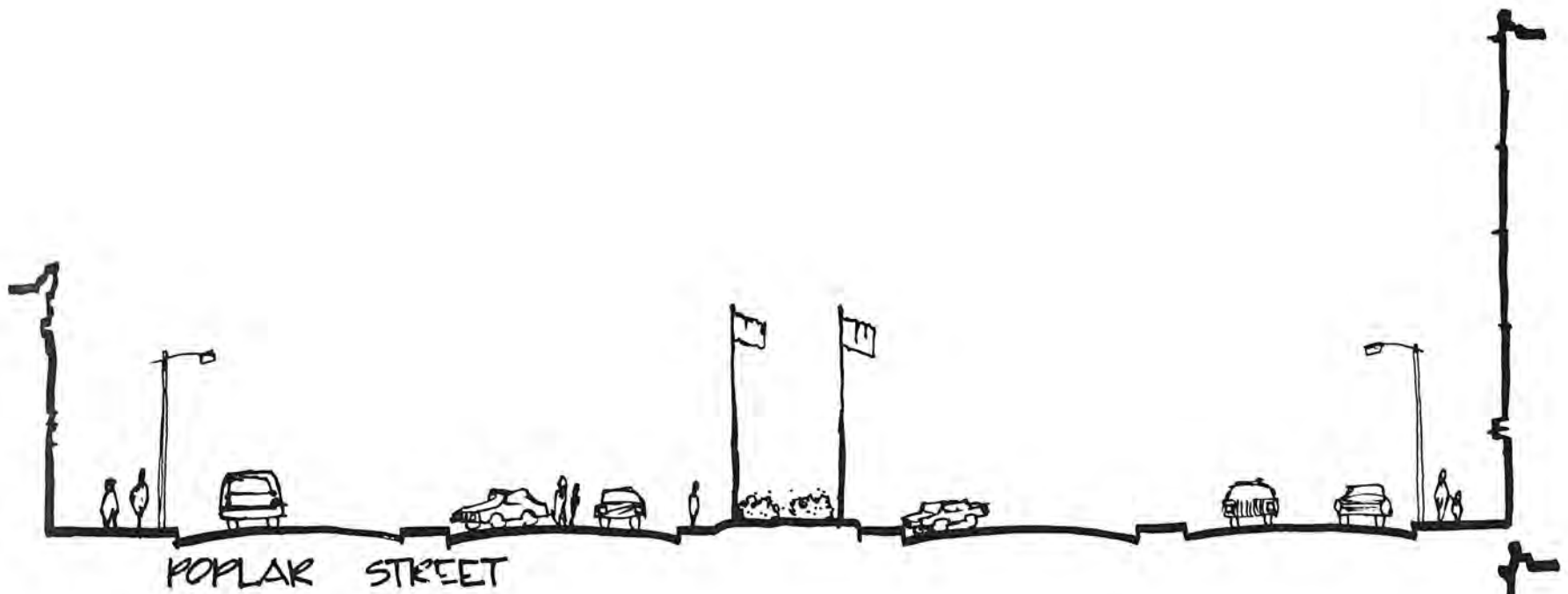


MULBERRY STREET



MULBERRY STREET

POSSIBILITY





Poplar Street should be poplar lined and medianed and the hybrid cherries minimized only for interest. Cherry should be planted within Cherry Street. Walnut and other nut trees should line Walnut Street. The Third Street mall should be a collection of native and hybrid magnolias including grandiflora and cucumber.

Signs like trees should reflect their street environment. Bright flashing signs should be restricted to number streets, while overhead signs should not be permitted on Cherry or Mulberry. On Cherry signs should be pictographs, illustrating the nature of the store and should minimize wordage to name only. Within entertainment establishments neon and barebulb incandescent. Height and placement are important to standardize and a CBD wide study would be develop.

## PARKS

Recreation and parks to Macon's central area are good. The hill and Ingleside neighborhood have many scattered small passive parks. Within the CBD the small sitting plazas along Mulberry and Third Streets are good. The new plaza for the auditorium/parking should be more active in nature with more sitting areas, a fountain, and outdoor performance potential.

The CBD is well located in regard to Central City Park. This park is regional in nature and has good recreational facilities as well as unique historical areas. It is the one park

and downtown area used by teens and youth. It should be improved to make it more usable, better access to CBD, bus service, and a front door parklike entrance to the CBD. The park should be extended as a conservation park north along the sloped embankments of the Ocmulgee River to the historical cemeteries. This area should be conservative in purpose with bike trails provided.

Of major opportunities lost was the park on the north side of the river which is now under construction as strip shopping. This park was extraordinary in its collection of ornamental trees and could have been tied into a river-oriented park system.

## IMAGE

Information directories, kiosks and routing signs should clearly indicate the full merchants and events of downtown Macon. A symbol should be designed and used on banners, kiosks, entrances and promotion throughout the CBD.

A more progressive image of new ideas, new styles, and a fresh fun spirit should be encouraged from the painting of end walls to buying sculpture by national leading sculptors. This should be done in such a way as not to sacrifice the historical buildings there now. This should be with the spirit of downtown Macon like Ford "has a better idea."

Parking areas should be as attractive as any suburban area. The raw edge should be safe with a green area adjacent to the sidewalk, a brick wall screening the jumble of cars and chrome, minimized and graphically good signing and super graphics or ivy on walls. Better, well designed new parking lots should be built with tree islands and good lighting convenient to shopping.

# TRANSPORTATION PERCEPTIONS

## PERCEPTIONS-- TRANSPORTATION

### TRAVEL CHARACTERISTICS

Automobile travel has been increasing, both in the total and the amount per person per day. Transit travel has been generally declining.

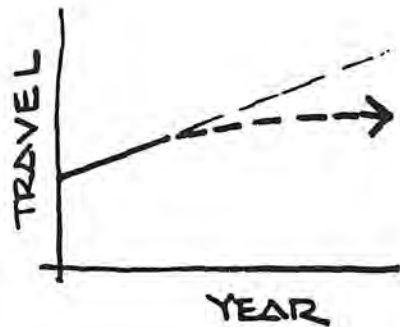
- . Approximately 4% of total trips are by transit.
- . About 8% of work trips are by transit.
- . 1.3 persons per car--work trip

At the peak hour, about half of Macon residents are within 10 minutes of downtown by auto, nearly all are within 15 minutes.

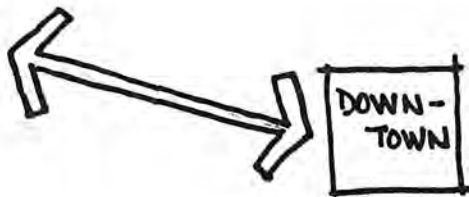
Outside pressures may change travel characteristics. Notably:

- . Long-term restraints on fuel availability and increasing costs will drastically slow the rate of auto travel growth.
- . Federal Clean Air requirements may significantly alter automobile travel and facilities. Stringent controls on indirect sources (parking lots for example) may be imposed in mid 1975.

Major highway improvements have not generally stemmed the decline of downtown areas--in some cases they may have encouraged the decline. The proposed U.S. 80 extension should not be expected to solve downtown's



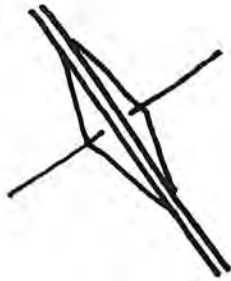
### HIGHWAY ACCESS



problems.\* Certain other improvements are justified on the basis of improving the quality of flow in and out of downtown Macon. These include:

- . improvements along the corridor to the west/northwest.
- . Additional I-16 ramps adjacent to downtown.

Such projects are listed in the MATS 1973 Annual report.



\*There may also be environmental problems along the alignment shown in the MATS 1973 Annual report.

## TRANSIT ACCESS

Present service is characterized by:

- . Focus on downtown Macon.
- . Low frequency of service, averaging one bus every 25 minutes along each route during the peak hour (range 12-60 minutes).
- . Lack of adequate information of routes and schedules.

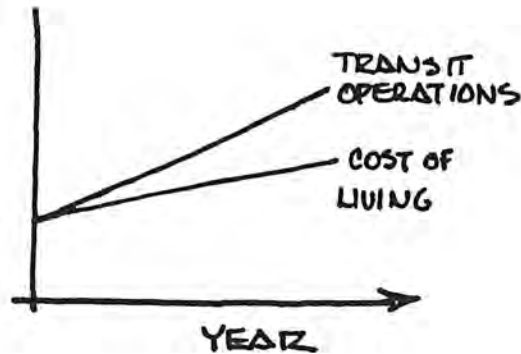
The following minimum improvements should be instituted:

- . Service every 15 minutes should be a minimum objective.
- . Service information should be posted along transit routes.
- . Information and schedule pamphlets should be readily available.

In addition, consideration should be given to:

- . Increasing the hours of service (some routes are peak period only and all cease at 9:00 p.m.).

Some need for a fixed guideway ("monorail", for example) may develop. Such a need is not now apparent in Macon. In our opinion, fixed guideway systems are too expensive to build solely as an "attraction"--the benefit to downtown is questionable, too. Their cost demands that there be a useful transportation function served (access to needed remote parking, supplement to a high volume pedestrian corridor, for example).



## PARKING

Certain downtown design improvements may require the addition of a "circulator" service as an aid to pedestrians. Recognizing past failures, such service should consider the following:

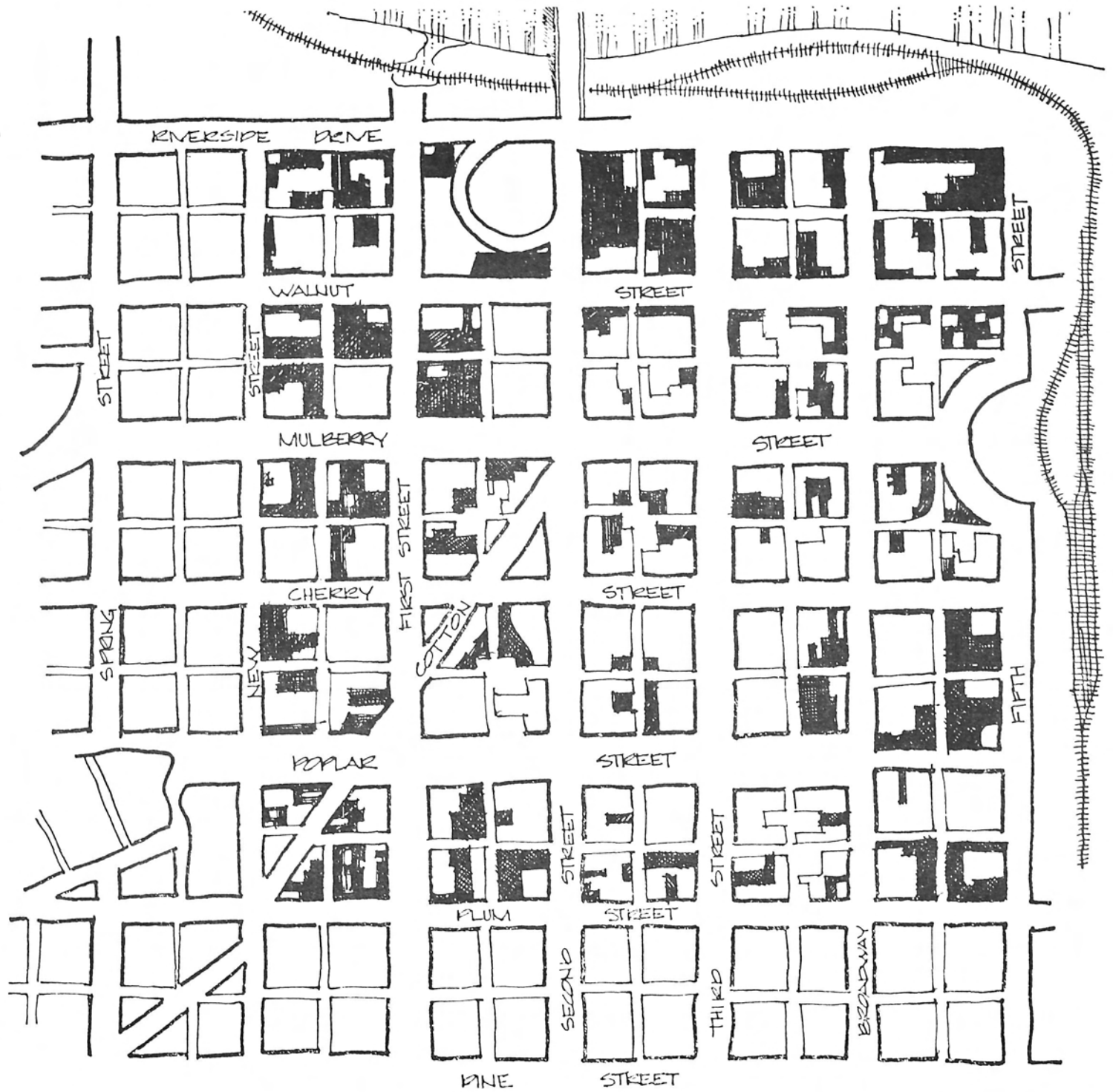
- . The route should be simple and identifiable.
- . Frequency of service should be high (5 to 10 minutes).
- . Initially, at least, service should be limited to a relatively compact area.
- . A small, attractive bus, with easy access.
- . A careful, high quality marketing and publicity program.

These and other improvements may be constrained by costs, particularly operating costs. Nationally, operating costs are rising at a rate considerably higher than average inflation. The conflict between rising costs and rising needs will present difficult decisions. (Some Federal funds are now available to support transit operations.)

There is a diversity of viewpoint about parking among the Macon citizens we met. Based on these discussions, we recommend that:

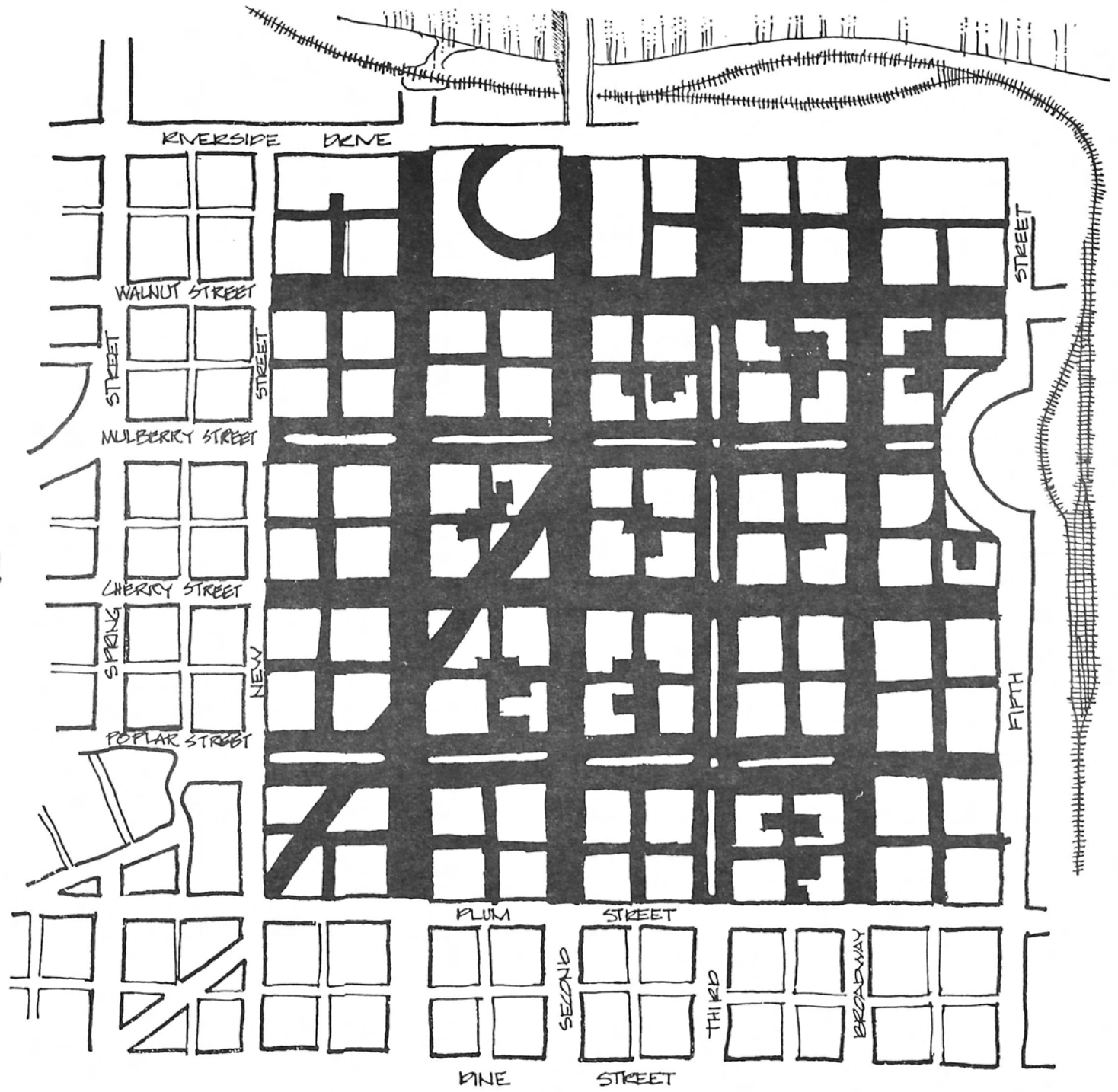
- . Additional enforcement of on-street parking restrictions be considered (long-term parkers may be reducing the "turnover" important to retail trade, and meter revenues may be low).

OFF STREET  
PARKING





VEHICLE  
CIRCULATION  
WAYS



## PEDESTRIANS

- . Identification of off-street parking lots be improved, and informational signs be improved.
- . In the long run, try to consolidate off-street parking into larger more coherent groups. Identification, parking information and landscaping can be better handled.

While we were unable to develop specific recommendations, improvements encouraging pedestrian travel can have significant beneficial impact. Macon is already doing a better than average job for pedestrians. Further improvements may include:

- . Transit circulators (as mentioned under TRANSIT).
- . Bicycle paths.
- . Additional traffic signal provisions for pedestrians.
- . Other changes as discussed in subsequent sections.

Land used for automobile purposes in a portion of downtown is shown in black on the following map. (This includes streets, alleys, driveways and off-street parking.)

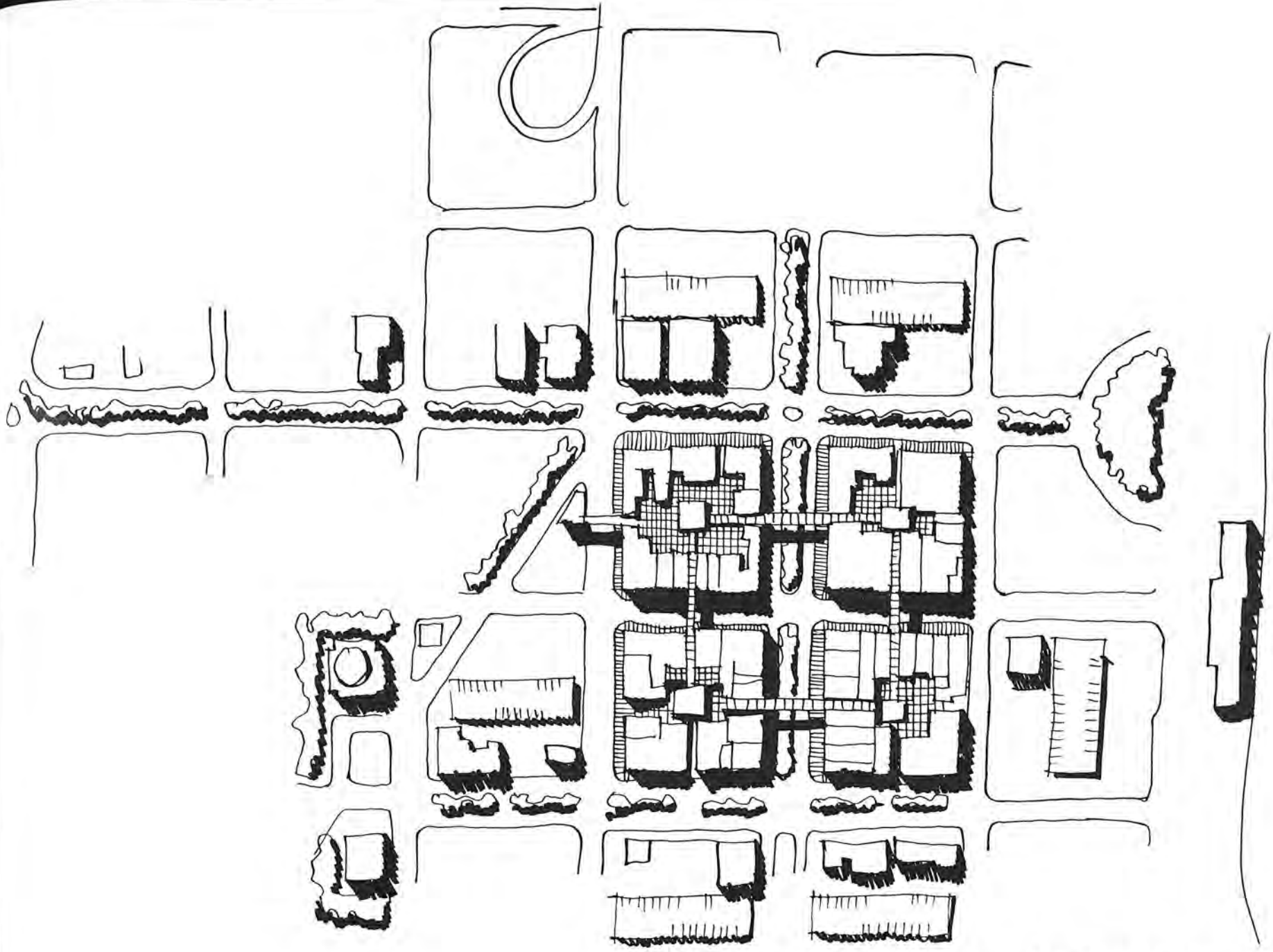
DESIGN OPPORTUNITIES

## CONCEPT: MACON GOLDEN SQUARE

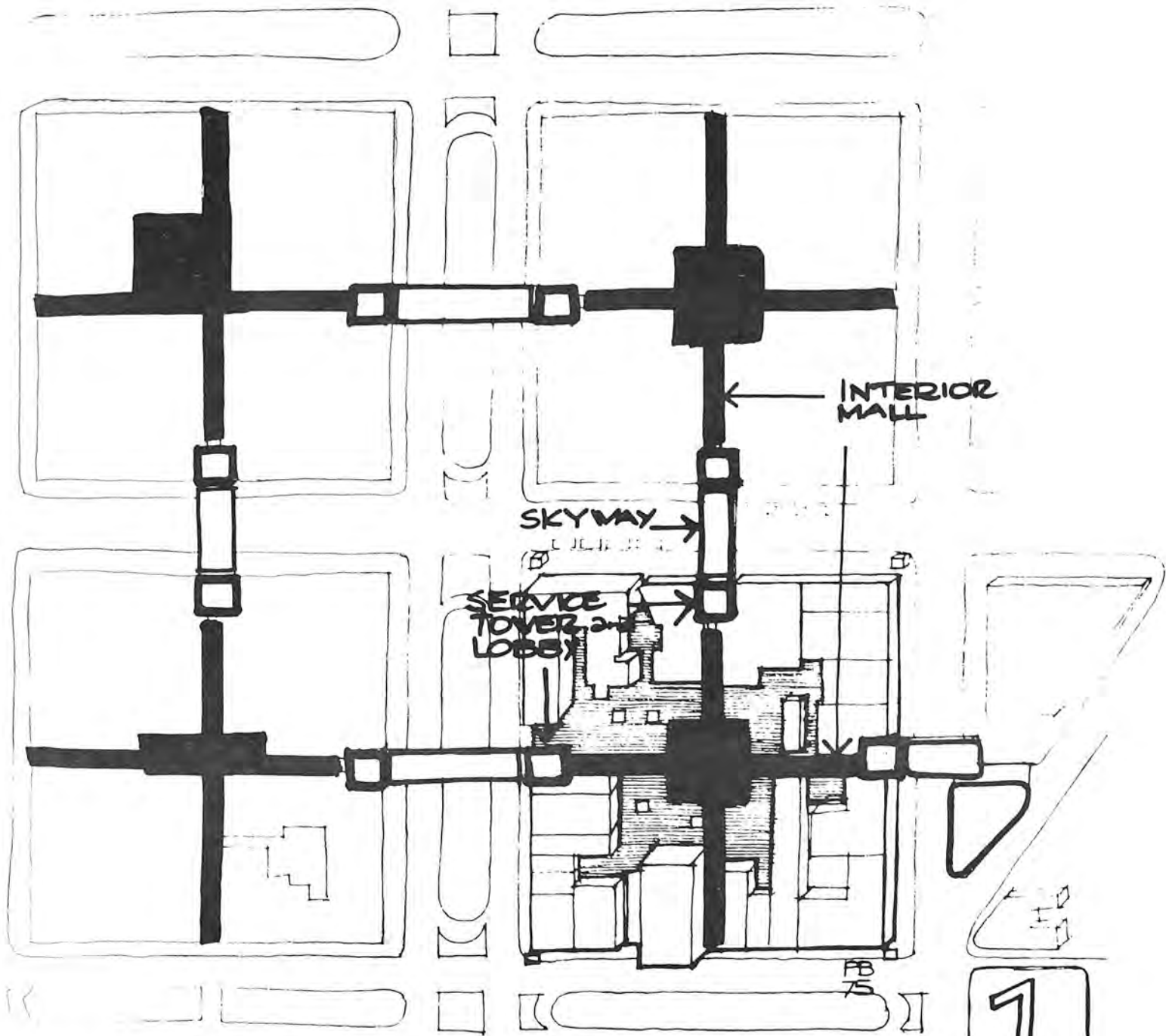
Description. This is a concept with a low initial investment and is based on the idea of "self-renewal," with appropriate private investments and supporting public administrative controls and tax measures.

It consists of a staged development process with all of the emphasis placed on a "key" block, in this case the one bounded by Mulberry, Second, Cherry, and Third. Exterior improvements consist of color coordination, sign control, facade renovation, sidewalk tree planting in containers, and other minor physical improvements. Interior improvements consist of the creation of a covered and air conditioned mall system in the present alleys, with stores modeled out of the rear of existing establishments. This would have the effect of intensifying existing building usage and of concentrating pedestrian activity, both necessary for continued commercial viability.

Successive stages of development will spread to other blocks as the CBD's redevelopment process gains momentum. Upper level walkways will connect a growing series of pedestrian concourses.

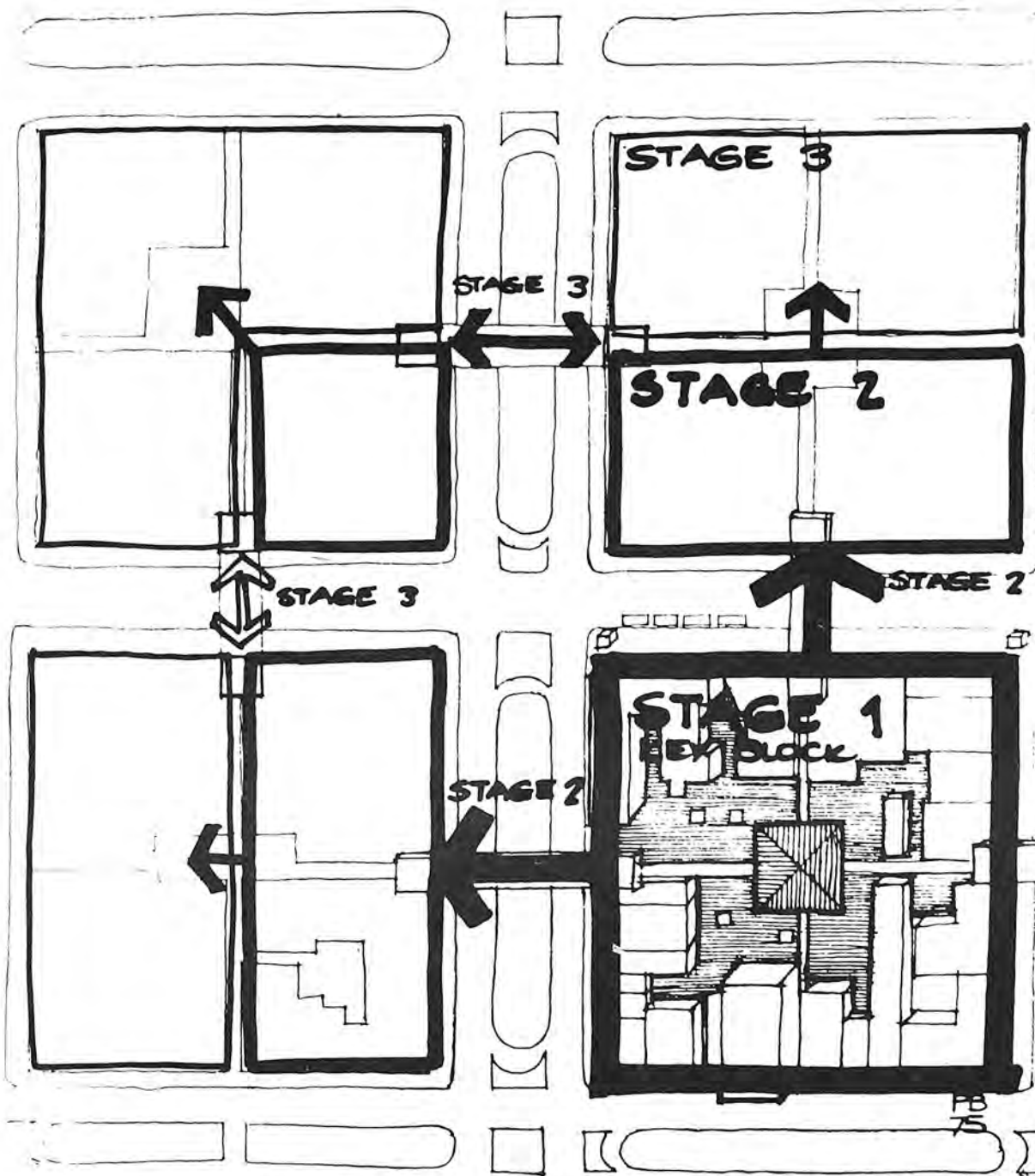


MALON GOLDEN SQUARE



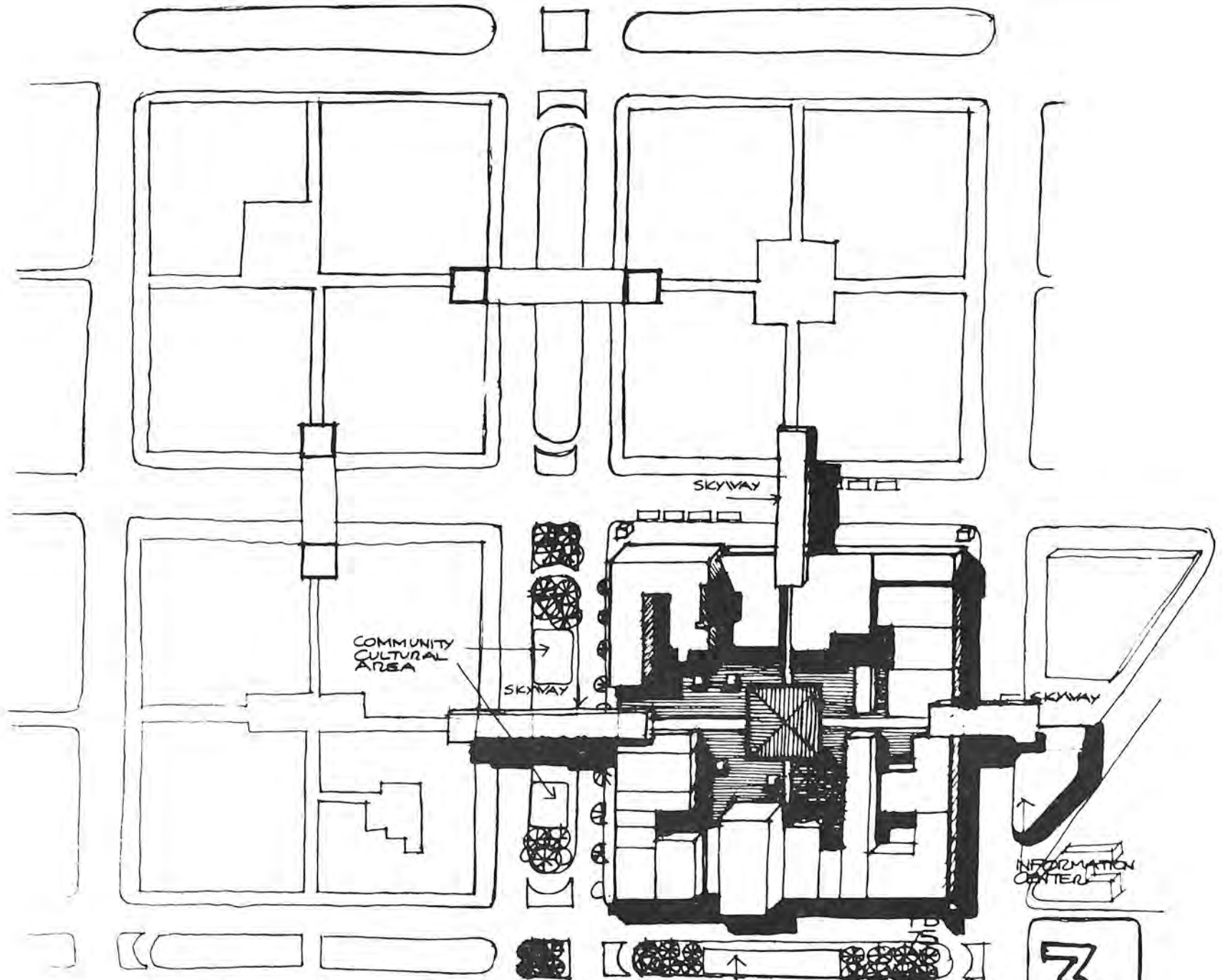
MACON GOLDEN SQUARE  
 INTERIOR MALL and PEDESTRIAN NETWORK

1



MACON GOLDEN SQUARE  
DEVELOPMENT STAGING

2



MACON GOLDEN SQUARE  
 STAGE ① DEVELOPMENT

3



## OTHER DEVELOPMENT ACTIONS

### Other Development Actions.

Transit System has all routes leading to a four-block square bounded by Mulberry, Second, Poplar, and Broadway (anticipated limit of "Golden Square").

Information Columns placed on sidewalks at all major intersections, with transit maps, posters, schedules of events.

Permanent Information Center in triangular plaza now occupied by Hart Building.

Bus and Foot Tours originating from Second and Mulberry.

Community Events staged in the medians of existing boulevards.

Improved Lighting--intensity, placement, direction--on all streets in the golden square, and lighting in landscaped medians.

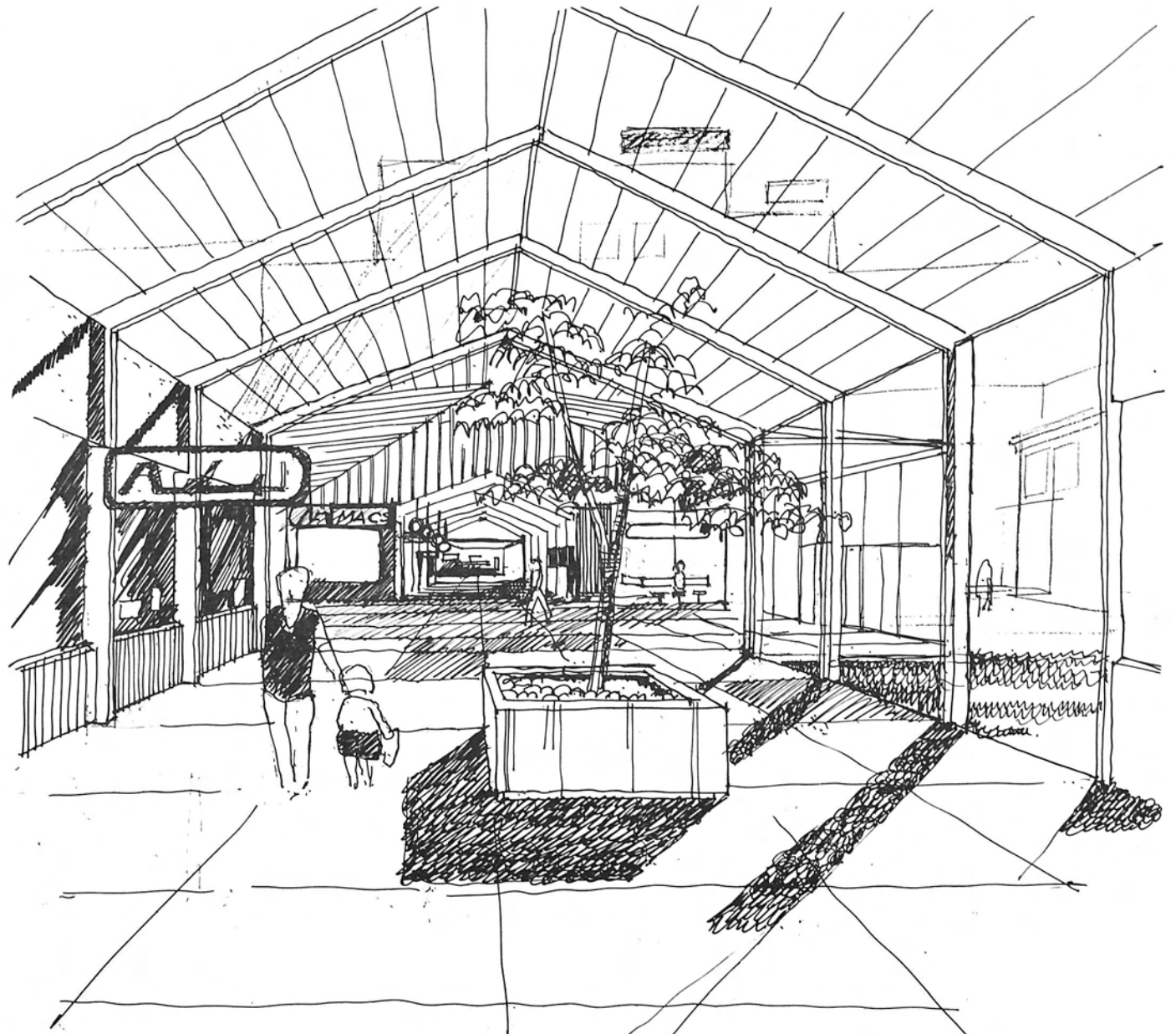
Interior Development of Blocks Outside Golden Square based on residential or residential and commercial mixes.

Parking Lots gradually removed from Golden Square and kept to its perimeter. Parking permitting on all streets as at present, with street enforcement of violations.

Special Loan Bus instituted at completion of Golden Square with connection to jitney for other major buildings and institutions.

No Development For Terminal Building until Golden Square concept developed.

Open Space and Park System initiated at Stage 2 of Golden Square (as key block spreads into surrounding three blocks), picking up Cotton Street and City Hall, Historic trail in CBD, Poplar Street, Third Street, and Mulberry Street.



INTERIOR MALL VIEW

## DEVELOPMENT PROCESSES

Urban Development Authority changes owners of key block with developing a plan according to standards created Planning and Zoning Department. Assistance provided to (A) building owners to redevelop structural skill and interior of properties, and (B) shares in total ownership of block created on a proportional volumetric/square footage basis.  
City Designates Special Tax District to operate for a portion of investment period (not tax deferrals, but reduced assessments on reduced tax rate).

Control Mechanisms: Ordinances required by contemplated developments are as follows:

1. Creation of Planned Commercial Development District ordinance to permit combinations of floor areas, parking requirements, etc. for purpose of reassignment over block level area.
2. Tax district to be coterminous with PCD District.
3. Sub-Ordinances required as part of PCD District Ordinance.
  - (a) Exterior design and renovation
  - (b) Sign place and size
  - (c) Exterior lighting in public areas and on building
  - (d) Design standards for street furniture, plantings, surface treatment on interior rights-of-way
4. Overall comprehensive development plan prepared by planning department for entire

downtown area and containing plans for movement (pedestrian transit, automobile), parks and recreation, development zones by general use and density, community facilities, engineering services, and capital improvements.

5. Review and recommendation to City Council by Greater Macon Development Council consisting of
  - Macon Development Authority (Financial Authority)
  - City Council Planning Commission (Planning Authority)
  - Neighborhood Associations Council (Representative of area associations)
  - Regional Planning Commission
  - Heads of departments of Local Government

## CONCEPT: TRANSIT MALL

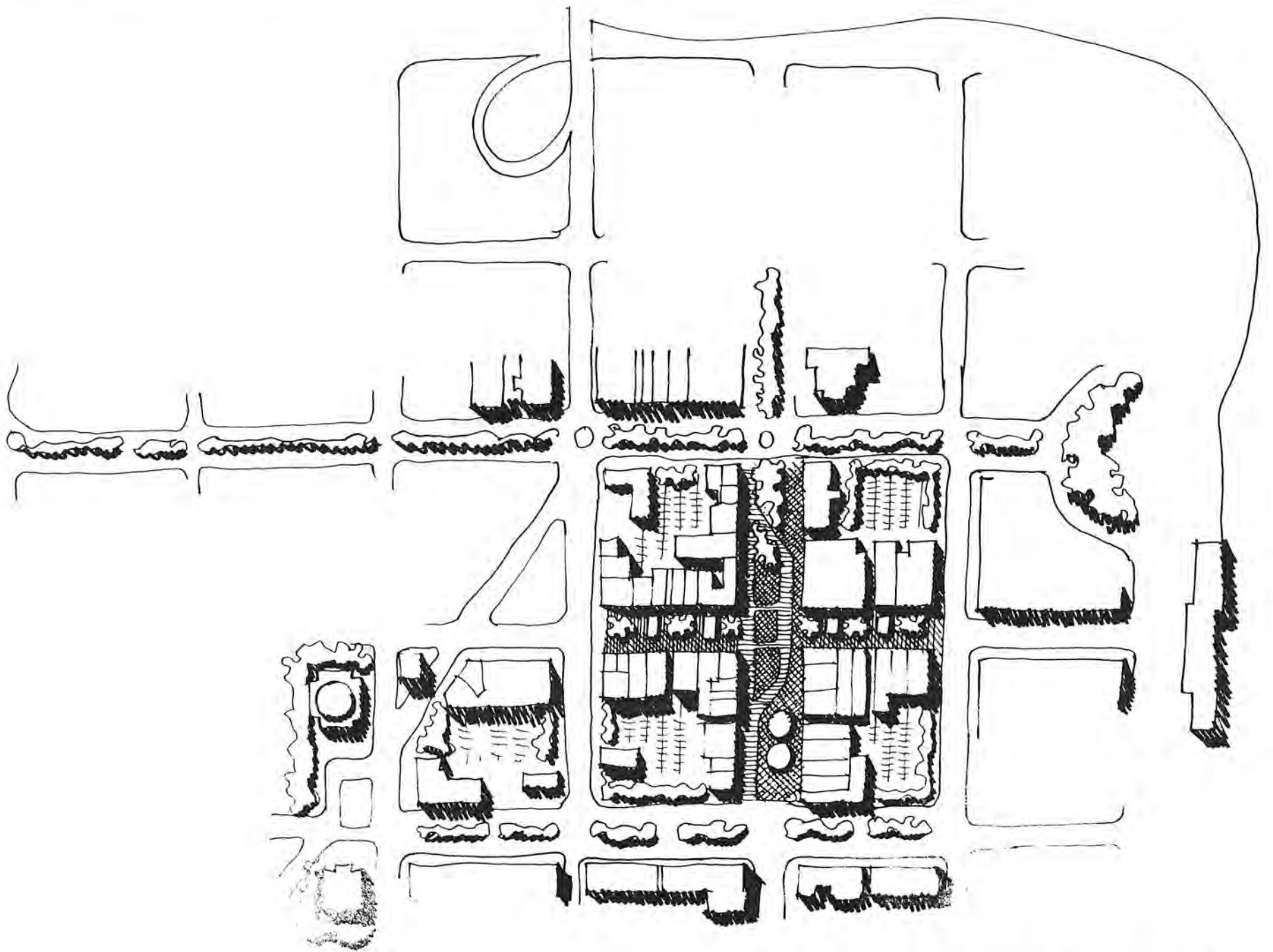
This is a concept with a low initial investment but higher impact on development of the existing downtown area than the Golden Square concept. It is also based on the same process of renewal of existing structures, but in larger increments than a whole block.

Transit mall consists of adequate dirt fill on the surfaces of two intersecting streets-- Third Street from Poplar to Mulberry, and Cherry Street from Second Street to Broadway. This concept will create areas for informal landscaping in order to create a contrast with the rectilinear streets. A winding, indirect road for transit, service and emergency vehicles runs through both of the filled-in streets.

Existing and new stores blend together in the concept and many of the currently underutilized structures are converted into office space. Parking is provided at the corners of the block so that in no case does the motorist need to walk more than 200 feet to his destination. Small covered walks are provided through the small stores and office.

## OTHER DEVELOPMENT ACTIONS

Transit System is routed in a loop around the boundary streets.



TRANSIT MALL

Heavy Shade Trees planted in mall areas and on Poplar Street to keep shopping areas cool and to frame and/or limit views.

Mulberry Street and Poplar Street Maintained As Boundaries within a continuous open space network within the city. Trees with a capacity for large growth planted throughout the system.

Green Space/Recreation Buffer Zone wrapped around the eastern and northern edges of the CBD from the terminal to the Second Street bridge.

Ground Floor Office Space created out of renovated stores in underutilized parts of town.

## DEVELOPMENT PROCESSES

Urban Development Authority requests plan for entire transit mall through City/County Planning Commission and Downtown Development Council and/or representative merchant groups. Segments of transit mall require cooperation between owners on both sides of the block so that the Development Authority also requires corporate agreements for mall development on behalf of all owners on opposite sides of the block before proceeding with financial arrangements. Development Authority then proceeds to make separate financing arrangements for the mall (public property) and the stores (private property).

City Designates Special Tax District to operate only for portion of investment period (not tax deferrals, but reduced assessments on reduced tax rate).

## CONTROL MECHANISMS

Ordinances required by contemplated developments are as follows:

1. Creation of Planned Commercial Development District ordinance to permit combinations of floor areas, parking requirements, etc. for purpose of reassignment over block-level area.
2. Tax district to include entire transit mall concept but should be operative only when development authority has let contracts on segments of the concept.
3. Sub-Ordinance that will be required as part of PCD District Ordinance:
  - (a) Exterior design and renovation
  - (b) Sign placement and size
  - (c) Design standards for street furniture, plantings, and surface treatment on interior rights-of-way
4. Overall comprehensive development plan prepared by planning department for entire downtown area and containing plans for movement (pedestrian transit, automobile), parks and recreation, development zones by general use and density, community facilities, engineering services, and capital improvements.
5. Review and recommendation to City Council to be made by Greater Macon Development Council consisting of
  - Macon Development Authority (Financial Authority)
  - City Council Planning Commission (Planning Authority)
  - Neighborhood Associations Council (Representatives of area associations)
  - Regional Planning Commission 2nd
  - Heads of departments of Local Government





TRANSIT MALL

## CONCEPT : DIFFERENTIATED ZONE

### ACCESS

Improved expressway access to CBD with large contiguous parking areas. Specifically the realignment of new extensions of the Eisenhower Expressway parallel to the railway tracks behind the Terminal Building with access to Walnut and Poplar Street with possible connection to the Otis Redding Bridge.

Small electric "jitney" taxis in large number should be installed along Cherry Street. Commercial kiosk placed along Cherry Street selling books, news or jewelry, youth oriented aimed at impulse buying.

Mandering traffic patterns on Cherry Street restricting parking and fast moving traffic as are found in Street mall in Washington, D.C. and Nicolette Mall in Minneapolis, Minn. Improved lighting, landscaping, paving and street furniture along with landscaped parking lots.

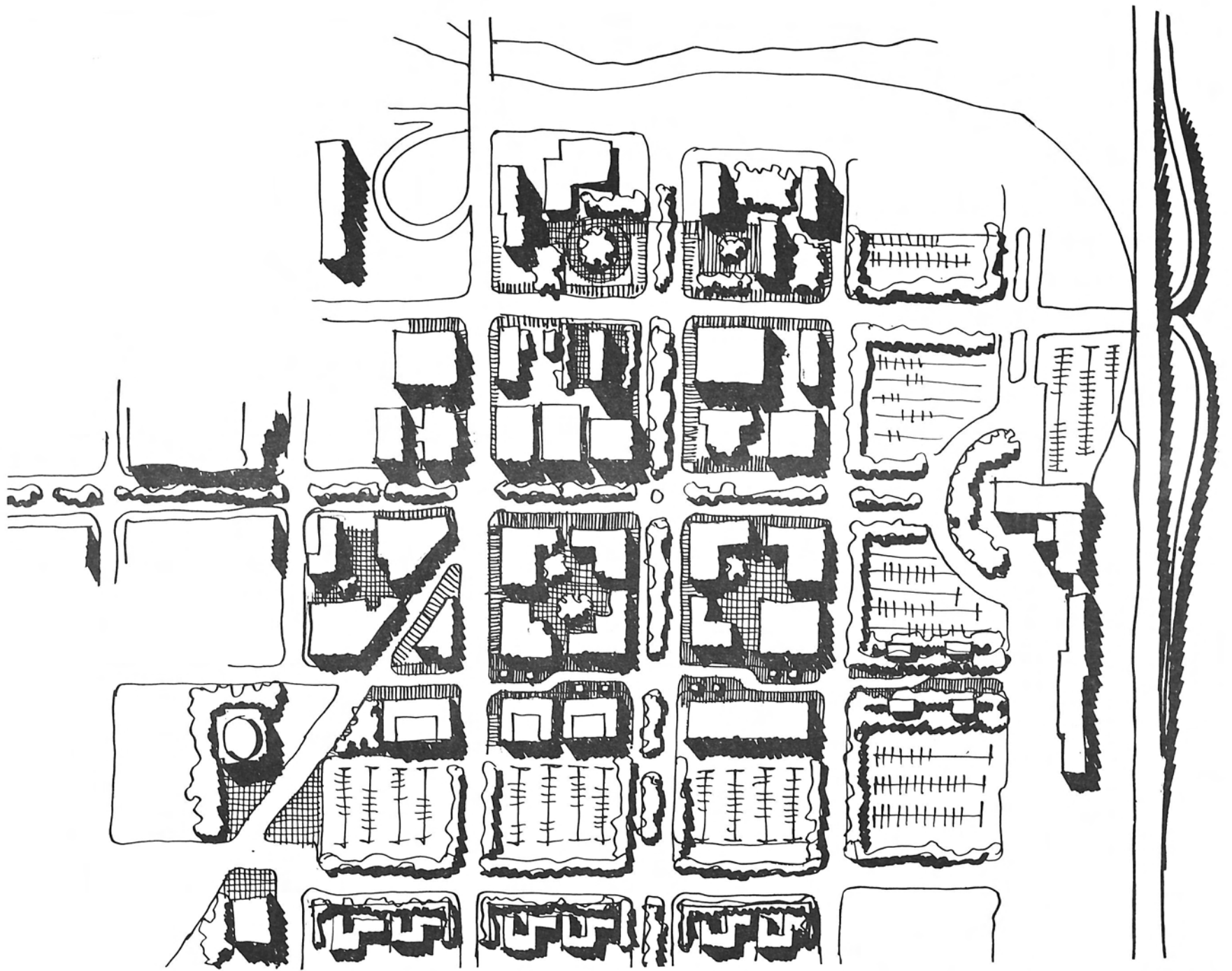
### DEVELOPMENT

No development is recommended for Terminal Building at this time.

The theatre district should be centralized and upgraded by means of gas lite alleys to encourage night life and create a cultural atmosphere.

Existing Theatres, the Auditorium and Opera House should expand their programs to appeal to a broader range of people.

Capital, Douglas and Rialto Theatres should be converted to mini cinemas in order that they may be supported by smaller groups of people



DIFFERENTIATED ZONE

## HOUSING

Capricorn records offers the opportunity for good quality live entertainment for a large cross-section of the people.

Davison's is a key element and could improve it's operation by decreasing it's array of merchandise and increasing the quality, particularly in fashion-items for women.

S&S Cafeteria is also important and should be improved with a connection to a gaslight alley.

New contemporary, luxury, highrise apartments should be introduced into the CBD in the convenient "walk to work" Hill and Ingleside areas.

The bank along the river between Walnut and Riverside offers a river overlook and a potential community center at Christ Episcopal Church with portions of the Sears Building functioning as convenient shopping and improved access to Central City Park.

Remodeling of old buildings along with the introduction of some new structures on the south side of Poplar Street catering to professionals, nurses, etc. from the hospital district as has worked well in the hospital district of Jacksonville, Florida.

A number of old buildings on Poplar Street should be saved and oriented toward health services for low income and out patient care.

Establish merchandizing development council with manager and staff to improve marketing and recruit appropriate businesses.

## DEVELOPMENT PROCESS

## CONTROL MECHANISMS

Execute existing options on all land purchases between 4 and 5 streets with termination of uses conflicting with city moral codes.

Undertake one test improvement block across each of the development bands between 3 and 4 streets.

Establish strong coordinated urban development authority with powers to exercise condemnation and purchase for parking.

Rezone and create new zoning for each of the land use bands.

Create urban design review board for the entire concentrated commercial and residential district with strict sign, paving and building material codes on a block by block basis to insure varying character.

Provide strong support for inner city housing neighborhoods, primarily the Hill, Ingleside and hospital areas, in the form of city services such as trash collection, street cleaning, bike paths, staffed active recreation facilities, and public safety services.

This concept is one of consolidating existing functions into land use bands relating to the existing grid pattern of the streets, centralizing fragmented parking to serve the commercial area. The scheme centers around the pedestrian shopper by improving access to the CBD, making parking more convenient, and improving the street scape. Quality residences are introduced into the area and existing theatres are upgraded.

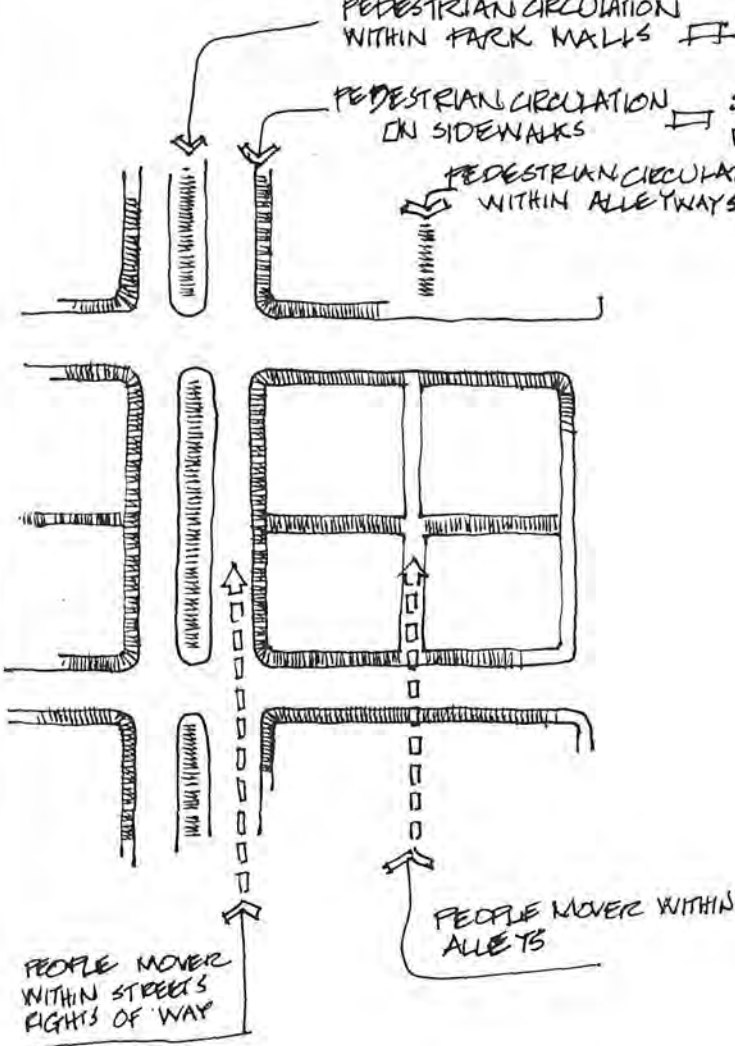
The gas lighting of existing alleyways reorients activity and encourages night time activities within safe precincts.

Existing structures are utilized to satisfy the demand for profession office space within the district.

PEDESTRIAN CIRCULATION WITHIN PARK MALLS LEISURE RECREATION PLACES TO SIT & PLAY

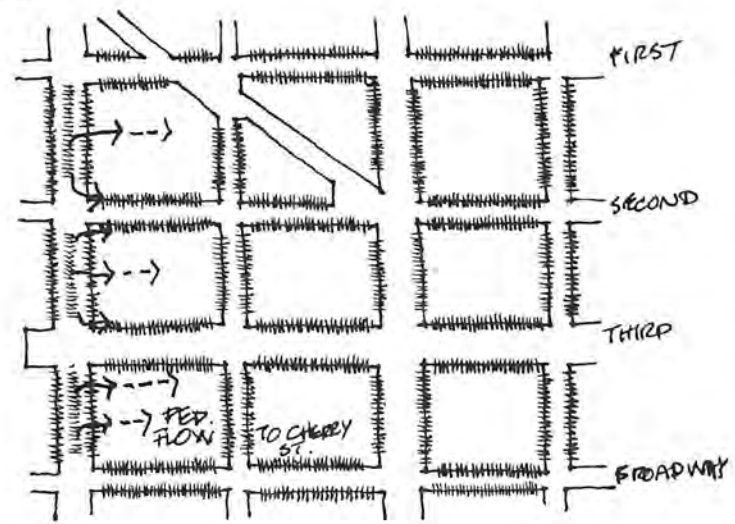
PEDESTRIAN CIRCULATION ON SIDEWALKS SHOPPING-NEED SUN PROTECTION - AWNING?

PEDESTRIAN CIRCULATION WITHIN ALLEYSWAYS INTIMATE SCALE QUIET (BLOCK CENTERS)



PEOPLE MOVE WITHIN STREET'S RIGHTS OF WAY

PEOPLE MOVE WITHIN ALLEYS

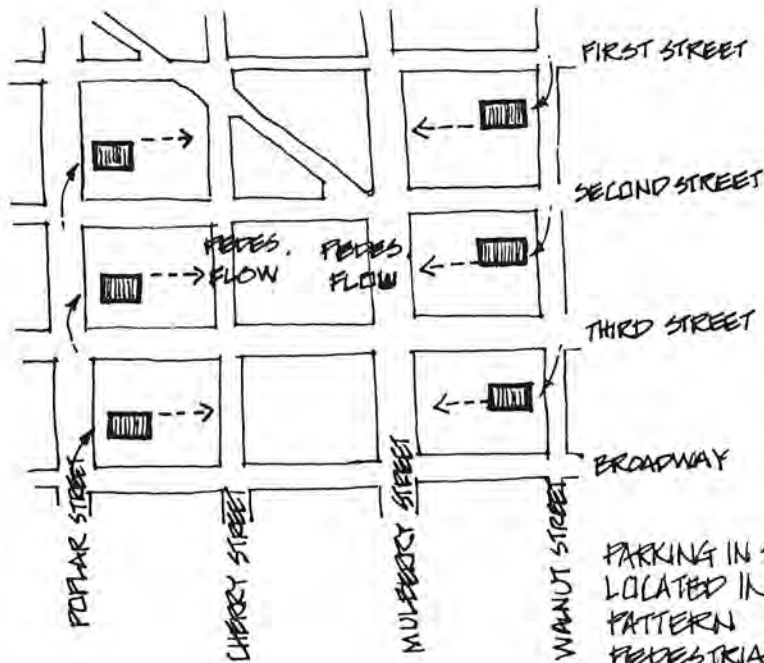


IF YOU ARE GOING TO PARK ON POPLAR STREET, WHY NOT MAKE IT A REAL RESERVOIR - 2 OR 3 LEVELS UNDER STREET AND PUT PARK BACK ON TOP.

POPLAR  
CHERRY  
MULBERRY  
WALNUT

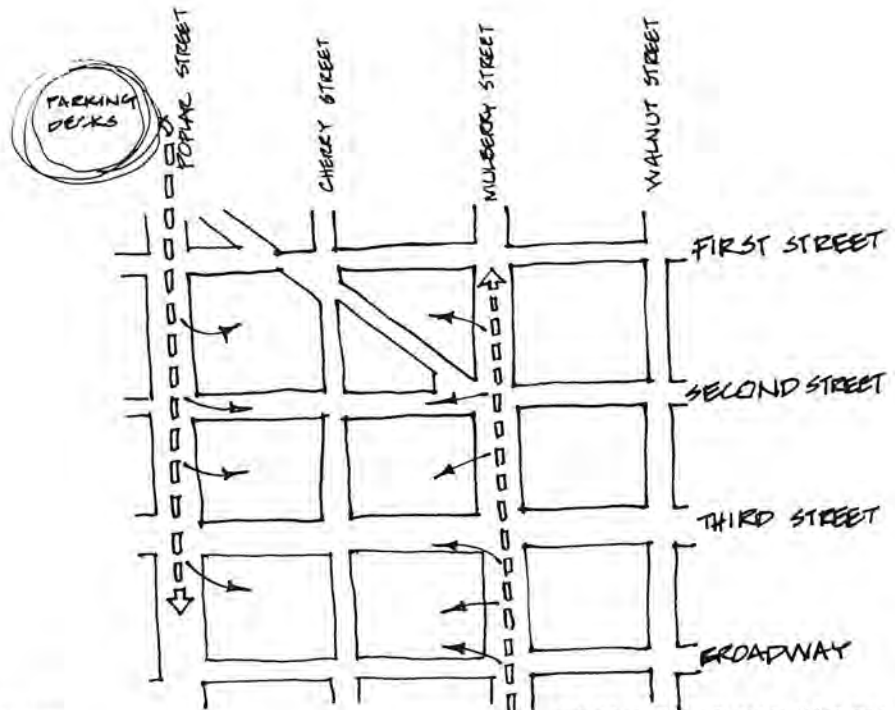


# SOME ALTERNATIVE PARKING SOLUTIONS



PARKING IN STRUCTURES  
LOCATED IN REGULAR  
PATTERN  
PEDESTRIAN ACCESS TO  
STORES ALONG ALLEYS  
AND SIDEWALKS

(B)

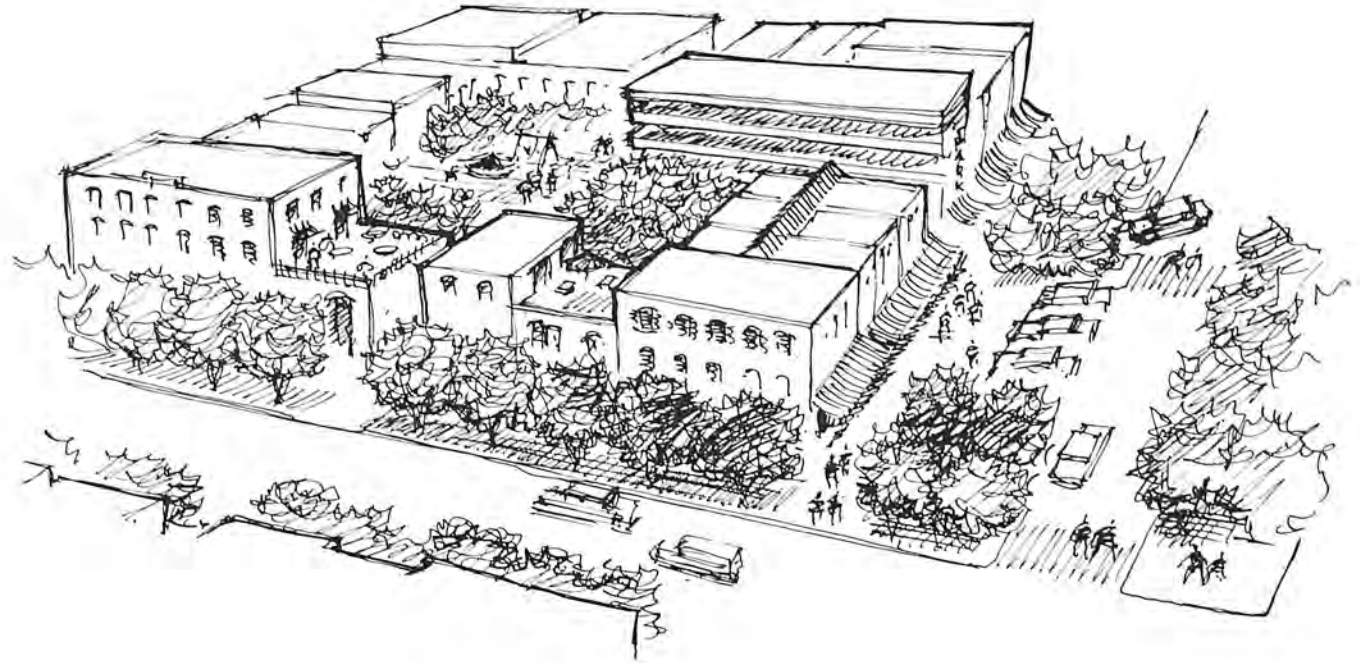


LARGE PERIPHERAL PARKING  
DECKS,  
PEOPLE MOVERS TO PROVIDE  
ACCESS TO CBD.

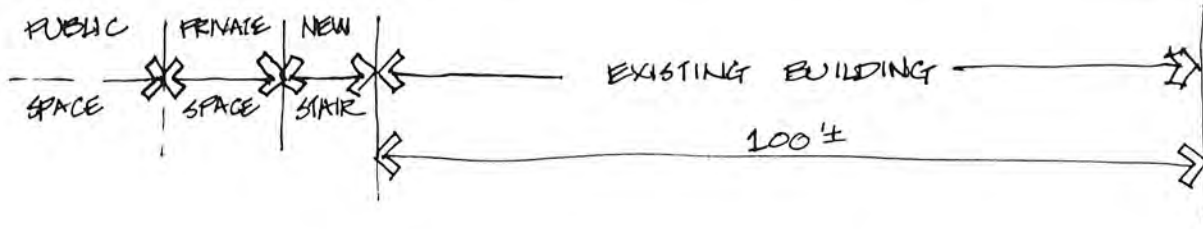
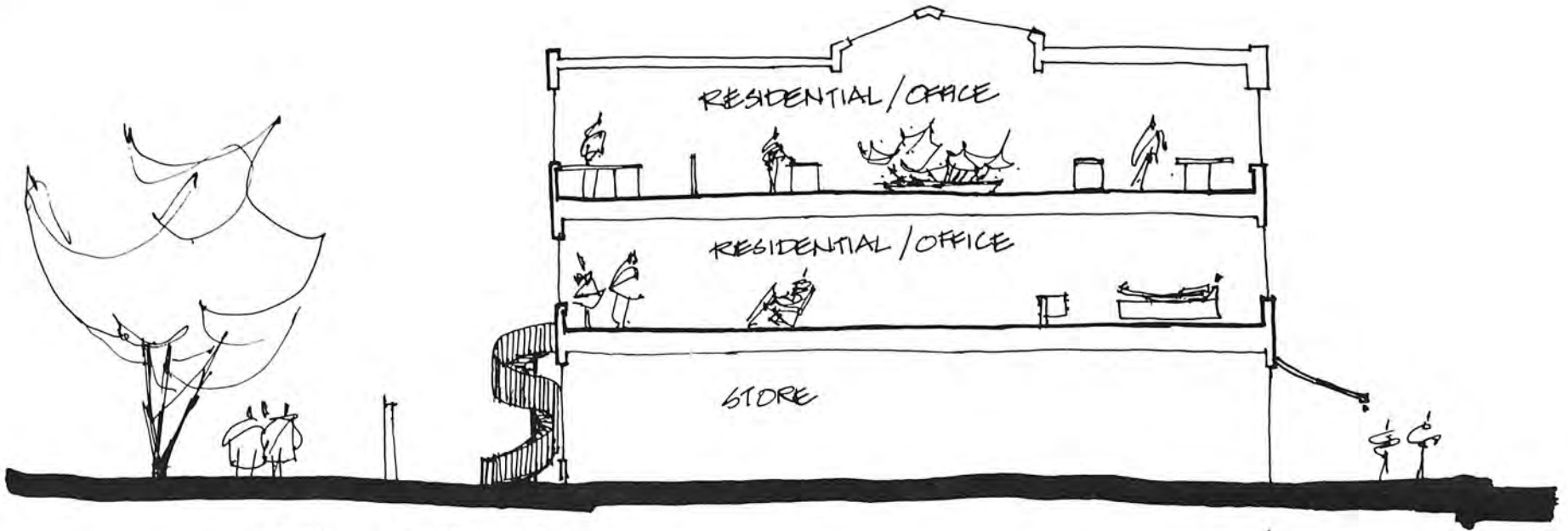
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## SOME ALTERNATIVE PARKING SOLUTIONS

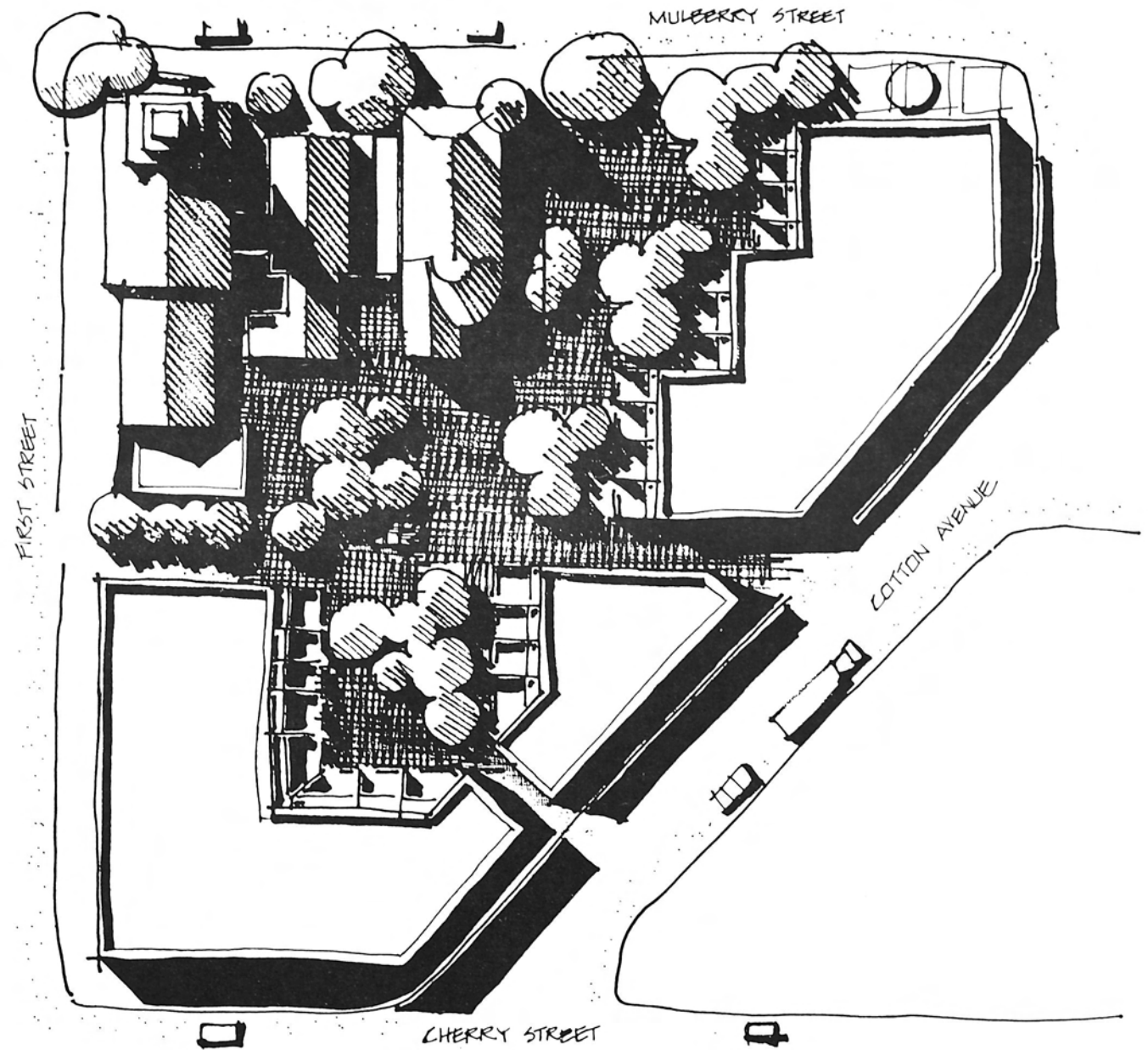




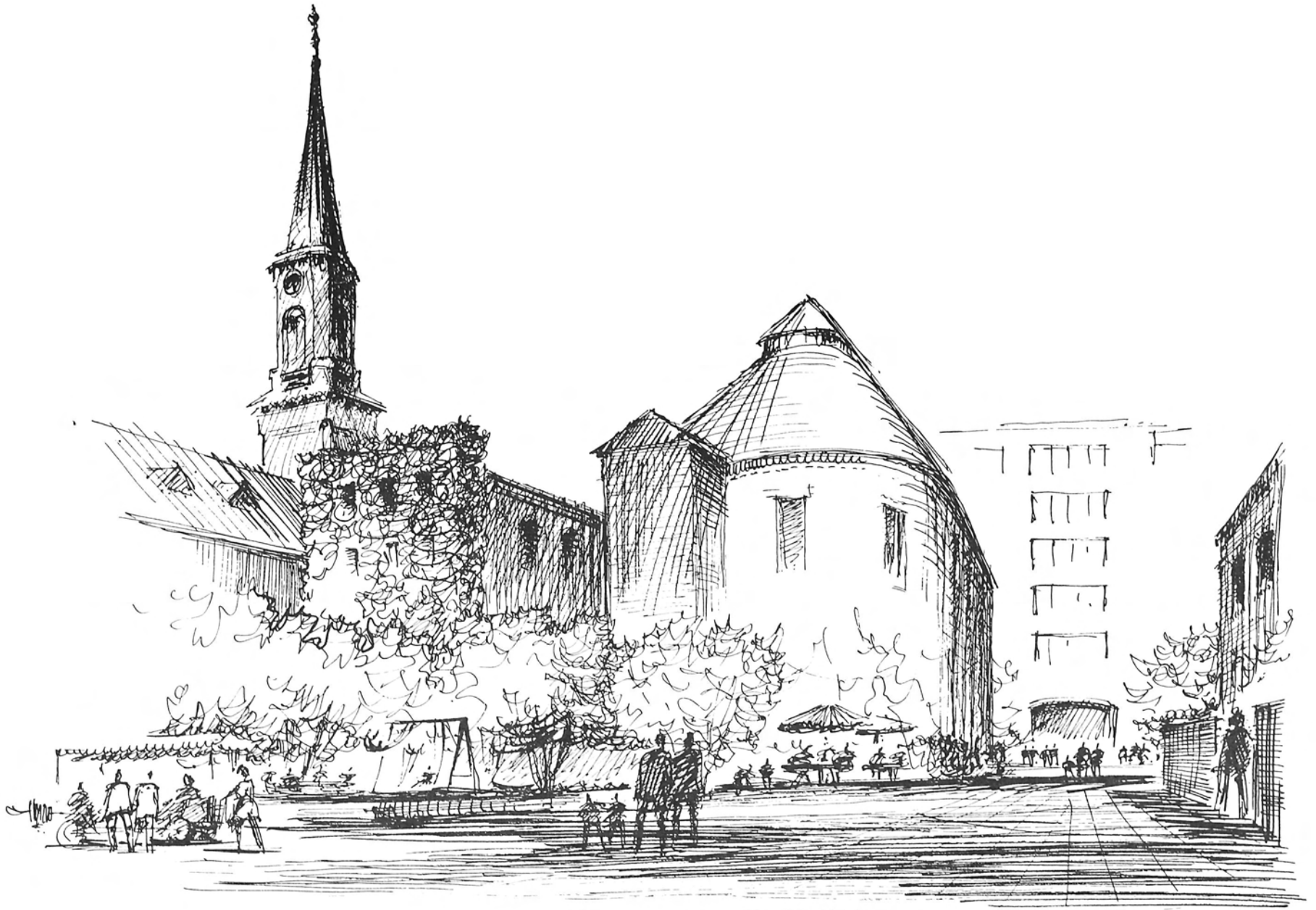
**TYPICAL BLOCK**



"MACON NEWS"



TYPICAL BLOCK SCHEME - INTERNAL DEVELOPMENT



AN INNER BLOCK

IMPLEMENTATION

# PLANNING PROCESS

The planning and urban design processes of Macon-Bibb County would benefit from a number of changes generally aimed at increasing civic involvement, stronger controls and a broader base of resources, including:

## COMMISSION

The MBCPZC should be reconstituted and enlarged so as to provide a wider base of community representation, less involvement of the Commission in routine zoning matters and more in planning and urban design, and better coordination with other boards and commissions.

## DATA BASE

A wider data base should be accumulated by the MBCPZC through a one-year program as described in Conclusions, aimed at a better basis for analysis, service and planning.

## SIGN CONTROL ORDINANCE

A strong and strict sign control ordinance should be enacted within 120 days aimed at prohibition of offensive new signs and gradual attrition of old ones, with the purpose of making a more dignified downtown environment with a new image of refinement in keeping with Macon's tradition. Refer to the sign control ordinance of the city of Eugene, Oregon.

## CITIZEN INVOLVEMENT

Increased citizen involvement in these processes would enrich their products, strengthen public commitment and reduce conflicts, as recommended under Conclusions. Public input

## DESIGN REVIEW BOARD

should be sought throughout the process, including capital budget programming, widely published and encouraged.

A Design Review Board with broad powers would introduce citizen control over many matters affecting the downtown environment. It would be a tool for establishing those improved qualities of appearance, function and conditions which are necessary to restore the atmosphere and quality of the CBD. Approval of improvements, selection of municipal street furniture and selection of consultants should be authorized. An example of this board's effectiveness might be replacement of the unsightly "cobra head" street lights with lower, more satisfying incandescent fixtures.

# URBAN DEVELOPMENT AUTHORITY

In the quest for ways to revitalize downtown Macon, the new Urban Development Authority is, of course, one of your strongest mechanisms. The RUDAT recognizes the need to use wisely the U.D.A.'s considerable powers so as to achieve maximum results in the revitalization process, setting optimal standards for a new image and stimulating other development of like quality.

## PILOT PROJECT

As a first step, urgently needed to initiate the revitalization effort and to establish primacy of the Authority, the RUDAT urges that a pilot project be undertaken within sixty days. This pilot project will command attention and raise confidence in the future of downtown. It must be of high quality and large scale, and it should be carefully selected so as to direct other development along constructive lines.

Among possible developments to be considered as this pilot project we suggest:

- . A comprehensive parking program, based upon careful study and of wide scope, directed toward a consolidation and improvement of facilities.
- . The redevelopment of a whole block, as suggested in "Design Opportunities". This dramatic project might stimulate



other efforts to improve the whole downtown along similar patterns and character.

The upgrading of a substantial number of blocks of a major street such as Third Street, within the public right-of-way from property line to property line. It would be highly visual and would set a pattern for improved pedestrian accommodations, finer lighting, innovative use of the trafficway, improved tree planting, better street furniture, etc.

These suggested programs are not presented in any order of priority, but only as suggestions of the scale and character of project needed.

## COMMITTEE

In order to initiate the pilot project, a committee of citizens representing various groups and elements in the community should be organized to advise the Authority and strengthen its base.

## PRIORITIES

Subsequent to initiating the pilot project, the Authority and its advisory committee should communicate with the public and establish priorities for other major downtown improvements.

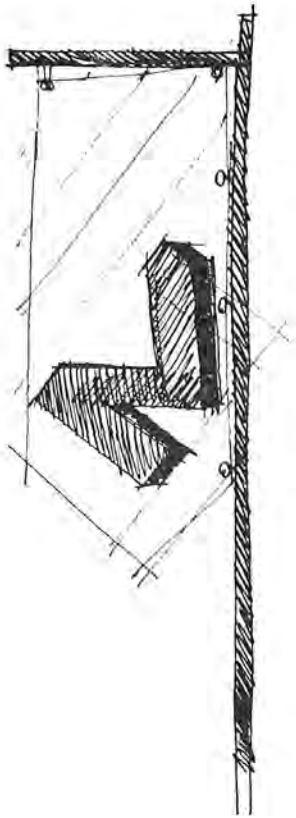
## PROMOTION

Successful retailing today is a sophisticated business relying beyond savvy of any individual merchant. In older downtown city areas, shopowners must compete with outlying shopping malls with full time managers and promoters. The best progressive merchant association is able to find time and cooperation to stage the events and coordinated merchandising that attracts the shopper to malls.

The Cherry Street retail area will have to support and develop an effective mechanism for promotion. We recommend an active commercial merchandiser, with a 2 member staff, be hired not only to coordinate sales, events and marketing techniques, but to also actively seek new tenants and stores to balance the shopping spectrum.

The organization of his office will be important to coordinate all existing available space and inventories, to have first option on rent available space to set the advertisement/media ads and to coordinate display, window and streetscape decoration.

A symbol, directory, and posters of events should be throughout the shopping area.



# MACON

MERCHANDISING THEME GRAPHIC

# MAGCON

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