The US Department of Agriculture awarded a Rural Opportunity Business Grant (RBOG) to the Center for Community Design and Preservation (CCDP) at the College of Environment and Design at the University of Georgia. CCDP partnered with UGA’s College of Family and Consumer Sciences/Cooperative Extension Service. Pratt Cassity, (Director of CCDP) and Sharon Gibson (Multicultural Specialist/Cooperative Extension Service) collaborated with the UGA’s Moultrie/Colquitt County Archway Project and developed a 2½ day workshop based on the successful National Endowment for the Arts program – Your Town: The Citizens Institute on Rural Design. The Moultrie workshop additionally included four professional designers who assisted in bringing vision to the ideas generated during the workshop. The results of the Your Town experience in Moultrie are summarized in this report.
The “Your Town” workshop focused on the Northwest Moultrie Neighborhood attempting to unite programs, growth and future plans; we wanted to tap into community spirit and community integrity and use the design process as our tool. The workshop’s intent was to introduce small town and rural technical assistance providers and decision-makers to the role of design in community planning. The workshop course material addressed a range of issues in rural community planning. The curriculum focused on the process by which rural communities construct a vision of their future, evaluate natural and cultural assets, and implement decisions about how their community should look and function. The aim was not to promote specific answers to specific questions but, rather, a framework for problem solving. Materials presented were in a highly illustrative and included slides, drawings and maps. The workshop included slide lectures, group discussions, case-study presentations, and group problem solving on issues facing the Northwest Neighborhood of Moultrie.
Thursday April 3, 2008

3:50 PM  Registration
Participants Check - In

Welcome Reception and BBQ Dinner
5:30 p.m.  Trudie Hill,
Colquitt County School Board Member

Speaker:  Peter Brown,
Director of the Mercer Center for Community
Development, Mercer University

Topic:  Bealls Hill Neighborhood in Macon
Location:  Colquitt County Agricultural Complex

Friday April 4, 2008

Location:  C.A. Gray Middle School
812 11th Ave. NW
Moultrie, GA

Introductions and Welcome
9:00 AM  Pratt Cassity

9:30 - 10:15 a.m.  Topic:  Graphics and Maps
Speaker:  Andrew Carswell

10:15 - 11:00 a.m.  Topic:  Housing Issues in Georgia
Speaker:  Andrew Carswell

11:15 - Noon  Exercise One: Cognitive Mapping
LUNCH and Presentations
Friday cont’d

1:15 - 2:00 PM. Managing Change at the Local Level
Speaker: Jennifer Martin Lewis
Local Government Coordinator
for Georgia Historic Preservation Division
University of Georgia

2:00 - 2:45 Design Issues in African American
Historic Neighborhoods and the Protection
of Resources
Speaker: Brent Runyon, Director
Historic Thomasville Foundation

3:00 - 3:45 PM. New Urbanism and Balanced Growth
Speaker: Chrissy Marlowe
Balanced Growth Coordinator
Department of Community Affairs

3:45 - 4:15 Exercise Two: Appropriate Infill

4:15 - 5:15 Team Walk through the District

DINNER

Saturday April 5, 2008

Location: C.A. Gray Middle School

9:00 - 9:15 AM Welcome: Pratt Cassity

9:15 - 10:00 Topic: Affordable Housing and Historic
Districts: The Savannah Experience
Speaker: Melissa Jest
Neighborhood Coordinator,
Historic Savannah Foundation

10:00 - 10:45 Topic: KaBOOM (http://www.kaboom.org/)
Speaker: Sharon Gibson
Multicultural and Family Issues Specialist
College Family and Consumer Sciences
University of Georgia

10:45 - Noon Exercise Three: Design a Playground

LUNCH

1:45 - 2:30 PM Exercise Four: Draft a Neighborhood Plan

3:30 - 4:00 Practice for Presentation

4:00 - 5:45 Final Presentation

6:00 p.m. Graduation Dinner
Location: Old Colquitt Hotel
Your Town: Designing Its Future

The innovative Your Town: Designing Its Future workshops are bringing planning tools and techniques, otherwise unavailable, to small towns nationwide. At the invitation-only workshops hundreds of community leaders hash out critical problems facing rural America today, such as heavy outmigration and loss of jobs. One town at a time, the visionary, professional and high-impact workshops are empowering individuals to successfully effect change where it is needed most.

Text from the National Planning Award presented to YOUR TOWN in 1997 by The American Planning Association

Why Your Town?

Moultrie is a rural community that has wants to maintain its historic quality, small town charm and peaceful south Georgia way of life. The Northwest Neighborhood of Moultrie is currently in critical need of revitalization physically, economically and socially. The Your Town process is an ideal method for leveling the playing field between ordinary people and design professionals. Your Town sessions make available to the Northwest Neighborhood the expertise of planners and designers, the inspiration provided by successful and relevant examples from other similar projects in cities such as Macon and Savannah, and the sometimes mystifying language of design. After two days of workshops, presentations, intense discussions and laughter, the participants coalesce into a team, ready to take on the challenges that exist in their neighborhood.
Why Now?

Northwest Moultrie is in need. Some of the houses are in such disrepair that they cannot be rehabilitated. New construction is inevitable and desirable. Public works, such as sidewalk repairs and installing sidewalks where they may have never existed before, are in demand. Northwest residents are aware the necessity of improvements. They welcome them and yet they have the wisdom to recognize that change must be tempered so that it does not destroy what it attempts to improve. What stakeholders lacked, prior to the Your Town experience, was the focus and design language to identify the design elements of their community that they value. The people of Northwest Moultrie now have the energy to turn their neighborhood around.

Why NW Moultrie?

The Northwest Moultrie Neighborhood is ripe with potential. Although many of the buildings in the community suffer from neglect, the bones of the physical neighborhood are intact. Change and new construction must respect the architectural identity that is still strong in this area. Everything from the material and shapes of houses, the spacing of structures, the front porches, parcel size and front yards support the Northwest Moultrie look. Without appropriate design solutions, the revitalization of the Northwest Moultrie Neighborhood runs the risk of losing its identity. With residents versed in aspects of neighborhood design, they will be able to guide their neighborhood through its revitalization while maintaining and enhancing its vital character.
Identify five major community strengths in the neighborhoods of Northeast Moultrie. Express those graphically and creatively on a flip chart.

Complete a cognitive map of how you see “your community” …. what are the landmarks, what are the eyesores, how do you move through your community, where does it end, where does it begin? Show this on the Your Town Notebook.

**Problem Three:**

**KaBOOM Special Exercise**

Conducted by Sharon Gibson

**Problem Four: Develop a Neighborhood Plan**

This exercise will be the final product for the workshop. You should address changes that will be happening in the neighborhoods, Strengths, weaknesses, opportunities, threats (SWOT) and begin to develop the goals and objectives to create a better neighborhood: stronger, safer, and more beautiful.

Your “designers” will have ready images for you to use and ways that you can create a vision of what change will look like.

**Problem Two: Creating Infill in Historic Districts**

To test your skills at recognizing appropriate features of new buildings in historic areas, you should complete the infill exercise that will be given to you by your team leader. This will be a commercial infill problem.

**Approximate Time: 30 Minutes**
**Product: Drawing**

**Approximate Time: 1 hour**
**Products: A graphic presentation strengths.**
**A well decorated Your Town Notebook**
### PARTICIPANTS

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YOUR TOWN FACULTY

Your Town Designing Its Future

Moultrie | Page 11
Dr. Peter C. Brown  
Senior Vice Provost  
Mercer University

Dr. Peter Brown has taught at Mercer University for thirty-seven years, where he is currently Professor of Philosophy and Interdisciplinary Studies and serves as Senior Vice Provost. In 1998, Brown received Mercer University’s highest teaching honor, the Spencer B. King Distinguished Professor Award. His wife, Bette-Lou, after a long career in public education, serves as the Executive Director of the Historic Macon Foundation. They have two sons, Scott, a professor of art history at the University of North Florida and Joseph, an attorney in private practice in land use and environmental law in Tallahassee.

From 1998 to 2006, Brown led a new initiative on the part of Mercer University to contribute to the improvement of neighborhoods around the University’s main campus. The initiative built collaborative efforts between the University and community partners to address education, public health, and neighborhood revitalization. Under his leadership, the Mercer Center for Community Engagement received over $9 million in grants to support these efforts. In 2001, he was named a Knight Fellow in Community Building at the School of Architecture of the University of Miami. In 2002, Mercer received the Jimmy and Rosalynn Carter Partnership Award for Campus-Community Collaboration. And, in 2006, Mercer was named to the President’s Honor Roll for Distinguished Community Service.

Rick Blumenfeld  
Founder/Principal  
Family Circles Homes, LLC./Family Circle Communities

Richard Blumenfeld is an accomplished real estate development professional with an extensive background in developing family housing as well as limited service hotels and resorts. He began his work in real estate in 1978 with the Calibre Corporation, where he worked as the Development Manager/Vice President For-sale Housing. In 1980, he became the owner of a diversified residential real estate firm, Township Residential Inc. There he served as the asset manager for Federal agencies, banks, insurance companies, and off-shore corporations. He initiated the formation of significant strategic business relationships and increased marketplace visibility, market share, local content, and revenue opportunities.

In 2002, Mr. Blumenfeld founded Family Circle Homes, LLC./Family Circle Communities, Inc. , which provides residential real estate services including sales/marketing, property management, leasing and development to developers and institutional owners. Family Circle Communities, Inc. is a 501C3 Not-for-Profit organization that provides affordable housing and access to federal and state government grants for affordable housing projects. Mr. Blumenfeld received his Bachelor of Science in Marketing and Finance at the University of Alabama.
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<th><strong>Andrew Carswell</strong></th>
<th><strong>Pratt Cassity</strong></th>
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Andrew (Andy) Carswell has been an Assistant Professor in the Department of Housing & Consumer Economics at the University of Georgia since mid-2003. Professor Carswell’s research interests include the assessment and evaluation of local housing counseling programs, homeownership options and programs for low- and moderate-income populations, and neighborhood effects of mortgage fraud. He also plays a visible role in the development of the Department’s Residential Property Management program, one of the few academic institutions throughout the country that provides such a specialization.

Professor Carswell earned his doctorate from the University of Delaware, in the School of Urban Affairs & Public Policy. He also holds an MBA in Business Economics & Public Policy from the George Washington University in Washington, DC, and a Bachelor’s degree in Finance from the College of William & Mary in Virginia. Dr. Carswell also spent nearly ten years in the Washington, DC area working in the private and non-profit housing sectors with such organizations as Fannie Mae, Freddie Mac, and the National Association of Home Builders.

Pratt Cassity is Director of Public Service and Outreach in the College of Environment and Design at the University of Georgia. At the College, Mr. Cassity teaches graduate courses in Historic Preservation and Landscape Architecture and supervises thesis research. He works extensively on public service programs in preservation and community planning in the United States, Eastern Europe, Thailand and West Africa.

He has provided leadership for eight Your Town: Designing Its Future Workshops throughout the southeast as well as numerous community design charrettes within Georgia. He lectures annually at the National Trust for Historic Preservation’s Preservation Leadership Training and the Academia Istropolitano Nova in Slovakia.

His office provides assistance to state agencies regarding community planning, design review, DNR’s Certified Local Government Program, and DCA’s Better Hometown Program. He served as Executive Director of the National Alliance of Preservation Commissions for 12 years and now serves as Executive Advisor to the National Alliance. He has won teaching awards at the School of Environmental Design and was named a Walter Barnard Hill Award recipient for distinguished Public Service and Outreach in 2006 and UGA's first Senior Service-Learning Scholar for Global Initiatives in 2007-08.

Mr. Cassity holds a B.S. in Horticulture from Mississippi State University and a M.S. in Public and Urban Affairs from Georgia State University and a Certificate in the Conservation from the Institute for Advanced Architectural Studies in York, England.
Sharon Speight Gibson, Multicultural Specialist with the University of Georgia Cooperative Extension College of Family and Consumer Sciences, earned her degrees in Cultural and Applied Anthropology at the University of Nebraska. Gibson’s work focuses on new immigrant populations, cultural competency and persistent poverty. She is a Co-project leader and coordinator for the Children, Youth, and Families at Risk (CYFAR) state projects. She provides programming related to cultural competency and support for outreach to underserved audiences.

Gibson’s mission is threefold: promoting cross discipline cooperation, promoting community driven service learning opportunities, and providing quality research-based educational programming allowing county faculty to reach a diverse audience. She has over fifteen years experience in program development addressing poverty, diversity, and culture competency. She is a trained mediator and facilitator. She works closely with both governmental and non-governmental service providers extending Extension’s network on a county, state, and national level.

Melissa Jest is the neighborhood coordinator for the Historic Savannah Foundation (HSF). As neighborhood coordinator, Melissa staffs Historic Savannah Foundation’s Revolving Fund/Endangered Buildings program and monitors the stabilization of several key properties saved by the Foundation over the past eight years.

Melissa is the first African American to join the foundation’s full-time preservation staff. In her work as neighborhood outreach officer, she has helped expand the Foundation’s preservation focus from two to six of the city’s National Register historic districts; diversify its membership to include more residents and businesses from throughout the city; and improved its communication and cooperation with the local government and its planning and property maintenance departments. Her community outreach also includes coordinating the public-private support network for the Historic Preservation public high school program started in Savannah in 2006.

Her work with residents in Savannah’s historic neighborhoods has earned her recognition as the 2002 Leopold Adler II Preservation award from the King-Tisdell Cottage Foundation. Melissa also served a three-year term as a planning commission on the Chatham County-Savannah Metropolitan Planning Commission.

Also, Miss Jest has served as a regular tour-host for international visitors touring Savannah for the Georgia Council for
International Visitors and U.S. Department of State Community Connection program. Miss Jest has led tours of the Historic Savannah Foundation’s preservation sites within the Landmark district for professional groups from Africa, Poland and Russia.

Miss Jest is a native of Savannah, Georgia. Prior to joining Historic Savannah Foundation, Miss Jest worked in print and broadcast media, customer relations and in public education. She is a graduate of the University of Florida and a recent graduate of Savannah State University with a Masters of Urban Studies.

Miss Jest has addressed members of the National Alliance of Preservation Commissions on gentrification and creative approaches to preservation in Savannah’s minority and low-income historic district at its 2002 and 2006 national Forum meetings.

In the 2002 Your Town community design workshop hosted by the National Endowment for the Arts, the University of Georgia, and others held in Plains, Georgia. There, she had the honor of shaking hands with former U.S. president Jimmy Carter.

Miss Jest participated in the National Trust’s Preservation Leadership trainings in January 2003 and June 2001. And in 2000, the National Trust for Historic Preservation selected her as an Emerging Preservation leader.

Jennifer Martin Lewis is the Certified Local Government Coordinator for the state of Georgia. She has worked with downtown revitalization programs in South Carolina and Georgia for the past seven years. After receiving her art degree from the College of Charleston, she began her career with the South Carolina Downtown Development Authority providing facade rehabilitation drawings to Main Street cities. Most recently, she worked for the Georgia Department of Community Affairs as the Design Specialist for the Better Hometown Program – a small town revitalization effort in Georgia based on the National Main Street model. Jennifer has a Master of Historic Preservation from The University of Georgia, having completed her thesis on justifying the reuse of historic school buildings as schools.
Chrissy Marlowe works for the Georgia Department of Community Affairs Office of Planning and Quality Growth managing the Education Services Section. She provides local governments training and educational materials on preparation and implementation of local comprehensive plans as well as quality growth best practices. She coordinated the Regional Growth Management Initiative in 50 counties in north Georgia and before working for the Office of Planning and Quality Growth, she managed DCA’s regional state delivery service office in Americus. She worked as a regional preservation planner for two regional development centers in southwest Georgia and as a consultant with an art conservation firm in Atlanta. Chrissy received her Bachelor of Arts in Art History from University of Georgia and her Masters of Fine Arts in Historic Preservation from Savannah College of Art and Design.

Brent Runyon began his career as an electrical engineer with degrees from Georgia Tech. He worked at Pirelli Power Cables in Columbia, SC, and became involved in his neighborhood association. While there, he realized his true passion was for community preservation and historic architecture. In 2003, he enrolled at the University of Georgia, where he majored in Historic Preservation. While at UGA, he focused on community planning and affordable housing issues, and worked on several community-based design charrettes. In 2005, he attended a summer service learning program in Ghana, West Africa, where he and five others created a heritage tourism plan to help boost the local economy. He received his Masters in Historic Preservation degree in 2005 and had a three-month career as a high school algebra instructor at his alma mater. Since becoming Executive Director at Landmarks, he has led the organization through a $300,000 endowment building campaign and overseen the rehabilitation of their office, the 1833 Hardy Bryan House. He also serves as a consultant to the Thomasville Historic Preservation Commission and is on the boards of the Chamber of Commerce and Thomasville Team 2000. He is also actively involved in affordable housing issues within the City of Thomasville, serving on Thomasville’s team for the Georgia Initiative for Community Housing.
The following Findings represent the quotes and main themes that each team developed as they solved the Your Town problems.

The drawings are from the designers who chose to illustrate the concepts that they heard each team discussing.

The Team feedback is followed by a general set of recommendations.

Team 1
Team Leader: Jennifer Martin Lewis

Team 2
Team Leader: Melissa Jest

Team 3
Team Leader: Chrissy Marlowe/ Andrea Scarrow

Team 4
Team Leader: Brent Runyon
Team 1

Porch repairs, cooperation and neighborhood cleanup characterized Team One’s solutions for advancing the neighborhood.

Team Leader: Jennifer Martin Lewis

Solutions and Overall Themes Expressed by Team Members

1. Stay Organized
2. Clean up
3. Porch Repairs

This Your Town group is THE group to “take back our neighborhood”. We can’t wait for anyone else – we are the leadership. There are 30 year old people who want something to do, we don’t have to depend on our elders to do all the work. Meet often, work with the existing Neighborhood Watch group. Determine the best area of the neighborhood to focus on – where can we best make a difference.

To be proud of a place it must be clean. We begin volunteering in an area of NW. Focus for several visits, not just one Saturday. Use those residents to volunteer in the next area of the neighborhood.

Everyone volunteers time, lawn mowers, trash bags, whatever they can and begins cleaning up the trash. The city can donate a roll-off dumpster, but this must not look like a city-sponsored effort (or church-sponsored effort). Neighbors will join in and help neighbors.

Start small so we can see results. Whatever happens it should be results oriented. People want results now. After clean-up, move beyond the sidewalk to front porches. The idea of being a prisoner in your own home should be reversed by more positive presence in the streets. Porches are another important policing device. Every house should have a safe porch.

We have to delegate tasks. There must be a funding strategy and development approach to making improvements. Home Depot and other Georgia or local companies would be good to approach when we prove ourselves with the volunteer clean-up and begin to tackle larger projects such as porches and, eventually, houses.
Outdoor activities and a lively street can help reduce the perception of danger and lower crime.

Small Neighborhood Parks can bring new life to “dead” blocks. Participants used the KaBOOM! toolkit to design a park that would appeal to the residents of Northwest Moultrie.

The team felt that neighborhood trees were an important resource and should be cared for, protected, perpetuated and replaced when diseased.
Team Two promoted a targeted rehabilitation program for selected sections of major corridors as demonstration projects.

Solutions and Overall Themes Expressed by Team Members

1. An asset to solving our problems is that this is “our own backyard.”
2. All our neighborhood infrastructure is there “we just have to shine it up!”
3. A new ethic should be established of parents and kids attending events together.
4. We have the dream, the will and the heart – it will start with us.
5. We should cultivate new partners and take care of the ones we already have.
6. First job is to solve the cutbacks in the recreation opportunities for our youth. Times should be extended and program expanded. We don’t need new programs or facilities – we need the ones we have improved and made consistent.
7. A visible target should be the first goal. A corridor improvement project for 5th Avenue or 2nd Avenue might be good places to start.
8. Many of the issues we have heard about while here Moultrie already have committees for and groups working on them. Let’s get on THEIR agendas rather than reinventing the wheel.
9. The idea of directing special youth programs like Valdosta’s Youth Summit to Moultrie would go a long way.
Street trees, rehabilitated store fronts and appropriate and compatible residential infill will bring much needed life back to the neighborhood.

An active and bustling commercial district along the major corridors like 5th Avenue can begin the economic revival of Northwest Moultrie.

Trees again served as a metaphor for healthy neighborhoods for Team Two.
Team 3
Team Leader: Chrissy Marlowe/ Andrea Scarrow

Hope is Here!

Consistently the repeated theme from participants, Team Three included, stressed the important role that youth and youth programs will play in bringing hope back to Northwest Moultrie.

Solutions and Overall Themes Expressed by Team Members

1. There are so many positives already in the area that should not be forgotten. We have vehicles to make many of the changes we have talked about – we just need to activate them.

2. The areas of Moultrie should be treated with equity – Southeast should be no different than Northwest in terms of services received.

3. We have capable leaders but must realize that sometimes they will be opposed to you.

4. There is a lack of information. A better way of communicating with residents of Northwest, as well as other parts of the community, would help. The saying goes: things start in your own home. Everyone should know their neighbors, know who to call, and be part of the process.

5. Remember: Our children are watching us and we set the example.

6. There should begin a chain reaction of kindness and barrier removal.

7. We are not joking: RECRUIT YOUTH! (Hire them when you can.) We should start by using our star students to lead groups with us.

8. This is not the first time these problems have been addressed by a community. We need to look at other models and use our resources to include follow-up and follow-through.
Three existing community gathering spots should be creatively used to bring members of the neighborhood together through cultural events, after school and adult education, elder care, and recreational opportunities. These happenings should occur during the day, night and on weekends. Current programming for these facilities should be expanded.

A grid pattern of streets and orderly houses placed regularly on lots will perpetuate the historic development pattern of Northwest Moultrie.

Team Three took to heart the message from KaBOOM and want clean, easily accessed and monitored play areas that are used and not abused.

The celebration of the diversity present in the neighborhood can be a bonding experience. International fairs and festivals can help bridge cultural gaps.

Mexican
African American
Caucasian
Chinese
Cuban

Three existing community gathering spots should be creatively used to bring members of the neighborhood together through cultural events, after school and adult education, elder care, and recreational opportunities. These happenings should occur during the day, night and on weekends. Current programming for these facilities should be expanded.
Team 4
Team Leader: Brent Runyon

Our goal is simple: IMPROVE QUALITY OF LIFE.

Solutions and Overall Themes Expressed by Team Members

Our goal is simple: IMPROVE QUALITY OF LIFE.

1. This means to improve the environment that we work live and play in.
2. Recreation is going to be a big part of helping our youth.
3. Crime must be stopped. It is a vicious cycle. There is mistrust for the police, a fear of retribution from the criminals leading to a tendency to not want to get involved. Drugs, especially the dealers, are a problem but not the only criminal element.
4. We recommend a “Cash for Your Trash” program to involve youth. Pay them to keep things clean.
5. Youth and their future in Moultrie is our purpose.
6. The message should be kept simple.
7. The government needs to hear about the needs AND see what we are talking about. We should secure funding for improvements like sidewalks and street lights.
8. “If you don’t ask for it; you won’t get it! And If you don’t ask for it; you can’t complain!”
9. We should take advantage of federal funds and federal programs for neighborhoods and towns like ours.
10. Innovative programs to help residents should be implemented – Like:
    - Reduced utility bills for property maintenance.
    - Addressing the crime kingpins rather than petty crimes
    - Cash for trash, etc

Accessing funds to rehabilitate existing housing and create compatible infill was a dominant theme of the discussions from Team Four. Rehabilitation programs exist in many cities in the state and across the country. There is no need to reinvent the wheel.
Quality of life, active and safe streets with sidewalks and street trees, and the good neighbor policy should reign supreme in Northwest Moultrie.
FINAL RECOMMENDATIONS

1. Continue a relationship with the project in Macon and the process that Beall’s Hill Neighborhood used to become successful. Plan a field trip to Macon for a first hand, day-long sharing session with Beall’s Hill stakeholders. Document their funding process and how major funds were injected into the development. Define the role of the city and other local players.

2. Start small. Define one street, one project or one block to address first and “move some dirt around” to show progress.

3. Neighborhood cleanup and recreation improvement discussions are projects that should have already started. A commitment was made at the Your Town Workshop to continue the energy that was initiated at the session. All of the teams had great ideas in their team summaries about how to galvanize the public.

4. Partner with individuals and groups already doing work in the neighborhood so that the new structures will be compatible with the existing historic form of the neighborhood.

5. Develop a special overlay district for the neighborhood where design guidelines can be applied to new buildings and changes in the neighborhood. (See Guidelines from Washington, Georgia’s Rusher Street Project as an example. – Appendix 3)

6. The neighborhood should become lively again with a porch fixing and sitting campaigns. Less negative activity occurs when non-criminal folks are looking on!

7. Create a Youth Program that runs all day and into the night. Be creative in how these work. It doesn’t just have to be sports and games. Horticulture, drama, music and art all work as good motivators of bored youth.

8. Seek funding and support for Federal assistance from Housing and Urban Development, state assistance from The Department of Community Affairs, and regional assistance from the Southwest Georgia Regional Development Commission.

9. Create a Center in the Neighborhood that would become a cultural hub (like the Mother Easter Church). It can become a point of pride and serve the function of gathering space, displays, lectures, neighborhood museum ... even a small police precinct for a more neighborhood approach to criminal problems.

10. Use successful affordable models for infill as demonstrated in “The Katrina Cottage” (See appendix 4) to compliment existing housing stock and unify the neighborhood. Partnering with Lowes may be an option - they distribute kits for building the cottages.
This article from the Savannah Morning News (Tuesday April 25, 2006) regarding the work of the Historic Savannah Foundation in the Lincoln Neighborhood.

The Lincoln Neighborhood provides an relevant example of a successful revitalization program.

A two-story structure at 1704-1710 Lincoln stretches in a forlorn fashion for much of a city block. Boarded-up windows, graffiti-marred signs and fire-scarred sides attest to decades of neglect. The circa-1913 building has been vacant since the late 1970s or the early 1980s.

Saturday morning, it will be the center of attention when Historic Savannah Foundation Executive Director Mark McDonald accepts a $45,000 check to help start restoration efforts during an HGTV Block Party.
HGTV Block Party serves Big Crowd Saturday afternoon

Web posted Saturday, April 29, 2006

Hundreds turn out to learn about Lincoln Street Initiative, listen to music and line up for free pizza.

It was billed as a "Block Party," and rightly so - you had to park several blocks away and walk to where HGTV had set up Saturday afternoon.

The network’s stage sat in a blocked-off Lincoln Street, between 33rd and 34th streets. HGTV personalities Karen McAloon, host of "Design Remix," and Danielle Hirsch were often the focus of attention, but the schedule was also crowded with local acts. SCAD’s cast of "The Chorus Line" performed, as did choirs and bands.

The sidewalks were crowded with tours being led by Mark McDonald, executive director of Historic Savannah Foundation. McDonald lent his acumen to the leisurely walks, describing how houses have been bought and renovated as the neighborhood undergoes revitalization.

One structure - the scarred and boarded-up rowhouse behind the stage - came in for particular attention. It’s been chosen as one of 12 Restore America Grant projects for 2005-2006. This partnership between HGTV and the National Trust for Historic Preservation has given millions to restoration initiatives across the United States: Saturday it presented McDonald a $45,000 check.
Beall’s Hill is a thirty-block neighborhood located between the main campus of Mercer University, the Medical Center of Central Georgia, and downtown Macon. It is part of a larger transitional area, Central South Macon, that underwent a rapid devolution with racial desegregation. Central South lost its working-class white population as well as most of its middle-class African-American residents. By the mid-90s, Central South was poor, black, and badly neglected. One in three residents was living in public housing. Blight had reached the point that one-third of the land in Beall’s Hill was vacant. Over three decades, Macon, located 80 miles south of Atlanta on I-75, had itself lost and continued to lose population through white flight—in spite of strong overall population growth in the Middle Georgia region.

In 1995, the city targeted Beall’s Hill and eleven other distressed neighborhoods in Macon for focused revitalization, hoping to use HUD HOME funds to acquire properties and partner with local CHDOs (Community Housing Development Organizations or nonprofit community-based development corporations) to rebuild and attract first-time homeowners back into these neighborhoods. The city approached Mercer University in 1996 to explore partnership opportunities in the Beall’s Hill neighborhood and the Central South area surrounding the University’s main campus. Mercer had a history of ignoring or sealing itself off from Central South neighborhoods and in the ‘80s had joined with the Hospital Authority to urban renew part of Beall’s Hill to build its medical school. But, Mercer’s President, Dr. R. Kirby Godsey, committed to seeking new ways to engage these neighborhoods.

Mercer, an historically Baptist university with campuses in Macon and Atlanta, had a strong liberal arts background and had expanded rapidly in the ‘80s and ‘90s adding a number of professional schools. The heart of the University remained the residential undergraduate programs in Macon, serving 2,500 students. Over the ‘90s the University invested almost $100 million in improvements to its Macon campus. The condition of Central South neighborhoods was a growing threat to the safety of students and staff and undermined the attractiveness of the historic residential campus. It was felt that it had a negative effect on recruitment and retention of students, faculty, and staff.

The Mercer Center for Community Engagement (MCCE) was formed in 1998 under the leadership of Dr. Peter Brown, a long time Mercer faculty member, and it proved very successful in leveraging funding to begin empowerment programs and revitalization efforts in Central South, focusing on Beall’s Hill for a mixed-income home ownership initiative. Two HUD Community Outreach Partnership Center (COPC) grants, a Knight Foundation grant, and funding from the Federal Home Loan Bank of Atlanta totaling $3.15 million encouraged the city to issue...
$3 million in bonds for the project and enabled the Housing Authority to access $34.8 million in a HUD HOPE VI grant and low-income tax credits. The Housing Authority’s successful application for the HOPE VI included a $1 million loan from the University as crucial equity in the replacement housing. The University has invested over $630K in direct, institutional funding in the Beall’s Hill project and over $2.3 million in in-kind expenses to support this and other community engagement projects. The University partnered with the Knight Program in Community Building at the University of Miami School of Architecture to develop the Master Plan for Beall’s Hill, which won a Charter Award from the Congress for the New Urbanism in 2005.
A central focus of these grants to the University was building grassroots community capacity to participate in the revitalization project. It was felt that the sustainability of the rebuilt Beall’s Hill neighborhood would depend both on bringing new moderate- and middle-income homeowners into the neighborhood and on enabling long-time residents to develop the social capital and political skills to become effective advocates for the neighborhood. The highly transient renters and mostly elderly home owners in Beall’s Hill had few formal social structures in the neighborhood, other than churches. As part of its partnership activities, the University facilitated and supported the emergence of the Willing Workers Association, a neighborhood association, and the Central South Task Force, an alliance of the Willing Workers and local churches and businesses. In partnership with these two new entities and the city—and with the financial support of a $1.3 million grant from the Knight Foundation—the University in 2000 formed and capitalized a new CHDO, CORE Neighborhood Revitalization, Inc., to drive development forward in the area surrounding the seven-acre multifamily HOPE VI project. In 2002, the University and CORE received the Jimmy and Rosalynn Carter Award for Campus-Community Collaboration.

When coordination of the complex project proved difficult and the city refused to transfer property to CORE for redevelopment, the University, the city, and the Housing Authority in 2003 formed a partnership corporation, Beall’s Hill Development Corporation (BHDC), to take the role of land developer in the project, acquiring and improving lots for resale to nonprofit and private builders. At the University’s insistence, CORE was represented on BHDC’s Board. However, BHDC continued the city’s refusal to transfer properties to CORE, and CORE developed its own acquisition strategy in the more gentrified end of Beall’s Hill. When CORE’s community-based board proved unable to manage its finances or grow its capacity for housing production, funding to CORE from the University and the city was terminated in 2004, and CORE was removed from participation in BHDC. Mayor C. Jack Ellis, President Godsey, and Pearlie Toliver (representing the Housing Authority) served as the Board of BHDC.

The partnership has demolished 42 dilapidated structures and 188 units of obsolete public housing, renovated 44 low- to moderate-income owner-occupied homes, constructed or rehabilitated 58 homes for mixed-income home ownership, built 97 units of mixed-income multifamily, and built 106 units of low-income elderly multifamily off site. The Willing Workers Association and the Central South Task Force have ceased to exist, and CORE subsists with minimal cash flow and a significant inventory of undeveloped property in Beall’s Hill, with the University as lien holder.
On March 27, 2008, new Macon Mayor Robert Reichert and Bibb County Commission Chair Charlie Bishop cut the ribbon on a beautifully rehabilitated 1864 cottage in Beall’s Hill, as part of the 2008 celebration of Community Development Week in Macon. The community leaders in attendance spoke again and again about the astonishing changes in the neighborhood. The boarded up houses and overgrown lots are gone. Beautiful new homes and thoroughly rehabilitated historic homes blend into the established neighborhood; they sell from $110,000 to $250,000 and include two new Habitat for Humanity houses. The neighborhood has become home to the most diverse residents in the City of Macon: black and white, Ph.D.s and people who haven’t graduated from high school; low-income and middle income; young families and elderly; renters and home owners; Mercer faculty and students.

In the past two years, leadership has changed dramatically for the Beall’s Hill project. Mercer University has a new President; Macon has a new Mayor; the Executive Director of the Beall’s Hill Development Corporation resigned, after the Housing Authority withdrew its support for the development corporation. The Mercer Center for Community Engagement was eliminated as part of University budget cuts. The Historic Macon Foundation has become the primary developer working in the neighborhood, with the help of a $700,000 revolving fund established by the Knight Foundation. And a local Methodist church, about to close its doors, instead opened them wider and began a new Beall’s Hill Neighborhood Association that has brought new and old residents together to build pride and ownership in the neighborhood.

After coming through several trials by fire, the Housing Authority, the University, the City, and the Land Bank Authority have an even stronger partnership that before. They are committed, in spite of set backs and conflicts, to seeing the project through to completion. Moreover, they are moving ahead on an even more ambitious project on the other side of the University, with a HOPE VI application focused on the city’s oldest public housing, 412 units of 1942 barracks-style, obsolete housing, across the street from Mercer University’s new $40 million University Center and new Hilton Garden Inn.

In fact, the scope of the effort has significantly increased with a number of new partners joining in. A Mercer student service-learning project in the Spring of 2007 led to the formation of a College Hill Corridor Commission, appointed by Mayor C. Jack Ellis to create a walkable, attractive retail corridor between Mercer and downtown Macon. The aim is to foster more of a college-town atmosphere that will help attract and keep young, creative, educated new residents in Macon (www.collegehillcorridor.com). As a first step, Mercer has recruited the first new retail in twenty years into the neighborhood, a well-known local pizza restau-
rant and a coffee house. Indeed, the University spent more on community engagement and development last year than it ever has in its history.

The project has gained momentum and acceptance. What is good for the neighborhood is good for the city and good for the University and good for downtown. People now believe that positive change is possible and are willing to focus energies and resources on coming together to make it happen. The corner we have turned is as much psychological as economic, as much a matter of common vision as of new resources.

**Lessons Learned**

1. Anchor institutions, such as churches, colleges, and hospitals, can act as community conveners, facilitators, and brokers. They can play a crucial role in building partnerships and leveraging community resources. And there’s nothing wrong with institutional self-interest. Every stakeholder needs to get something out of the deal.

2. Genuinely collaborative and committed partnerships across sectors are rare and difficult to maintain, particularly in communities with a history of division and turf guarding. Moreover, not all willing partners will have a developed capacity to participate in ambitious and challenging projects. Be prepared
for failure and disappointment. But the multi-dimensional challenges that face inner-city neighborhoods can only be surmounted through new kinds of public-private-community partnerships. Make the effort to build new partnerships and sustain them. Listen to your partners. Find the right setting for listening. Miscommunication will kill a partnership.

3. Building community capacity in distressed or low-income communities is slow and challenging and may require repeated attempts. But no ambitious project can succeed or be sustained without grassroots buy-in and genuine grassroots ability to contribute. Substantial early funding for community-based partners may actually be detrimental by overwhelming decision structures, breeding distrust and suspicion, and inviting merely self-interested leadership to emerge. Relationships and commitment are more important than money—and time, mutual effort, and early results are necessary to build trust. At the same time, lack of transparency and prudence about finances can destroy trust overnight.

4. A few key people are often essential to moving the vision beyond business as usual. They share a long-range view, can cross boundaries, are politically skilled, and are very persistent.

5. Pick your battles. Live by the 80% rule: “If everyone in a project tries to get 100% of what they want, the project will be only 80% of what it could be. If everyone is willing to settle for 80% of what they want, you can achieve a 100% quality project.”
These examples from Washington, Georgia can serve as prototypes for the kinds of infill development guidelines the northwest Moultrie Neighborhood needs.
The purpose of these guidelines is to provide property owners, elected officials, city staff, real estate developers and residents a uniform process for determining appropriate new construction in the Burks Street Target Area. The area embodies the redevelopment goals of the city and intends to improve the quality of life, visual integrity and building conditions for residents.

Housing is the primary focus for the area. However, not just any house will work. They must be safe, easily maintained and simple structures that will stand the test of time. Compatible infill can fill the gaps in the streetscape left by houses that were lost to demolition.

I. Residential Building Footprint

Standard

Footprints of new buildings should follow historic foundation patterns existing in the redevelopment area.

Guidelines

A. New buildings should be constructed on piers raised at least three feet above the ground.

B. Construction on a concrete slab is never appropriate.

C. Building footprints can be irregularly shaped, but not excessively complex or extremely linear in any one direction.

D. Footprints should have a consistent set-back with a minimum distance of 10 feet from the sidewalk.

II. Roof Shape

Standard

Roof pitch, complexity and materials should reflect historic construction techniques and be compatible with homes in the redevelopment area.

Guidelines

A. Pitched roof shall be symmetrically sloped no less than 6:12, except porches and attached sheds, which are 2:12.

B. Roofing materials should be of standing seam metal, dark-colored asphalt shingles or pressed metal shingles.

C. Roof projections such as chimneys and dormers should be functional and in proportion with the roof size.

III. Exterior Envelope

Standard

All new buildings should be no larger or no smaller than existing historic buildings in the area.

Guidelines

A. Buildings should be of similar size, massing and scale. They may be slightly larger or smaller than nearby neighbors.

B. Some buildings, such as churches, commercial buildings and municipal buildings may be larger and more prominent than their residential counterparts.

IV. Exterior Materials

Standard

Buildings will be clad in natural materials, predominantly wood. This satisfies environmental and green building concerns.

Guidelines

A. Wood substitutes such as hardiplank and other composite materials are allowed, however aluminum or vinyl siding is discouraged.

B. Exterior features such as window surrounds, soffits and eaves, vents, doors and columns should also be made of natural materials.
Washington, Georgia

Design Guidelines

Standard
The established pattern of windows and doors within buildings creates a rhythm which must be perpetuated.

Guidelines
A. Window size, shape and placement should vary only slightly from building to building.
B. Primary doorways should be placed on front facade of buildings.
C. The relationship of solids (sidings) and voids (openings) should maintain a measurable relationship. To stray from this pattern causes visual chaos and should be avoided.
D. Doors and windows that operate as slides are prohibited along frontages.
E. Double-hung windows are preferred.

VI. Landscape Elements

Standard
The tradition of neatly landscaped lawns, vegetable gardens, and ornamental gardens is a permanent trademark of the city. In the Roswell Street Target Area this trademark should be perpetuated.

Guidelines
A. The informal and personalized landscape of individual houses should not be discouraged.
B. Driveways and other impervious surfaces must be kept at a minimum by sharing driveways or by pervious paving systems.
C. While personal creativity is encouraged, individual yards should remain simple, neat and uncluttered.
D. Large outdoor sculpture and works of art are discouraged.
E. Fences should be made of wood and no taller than four feet in front yards and six feet in rear yards. (Rear yard fences may be chain link)

F. Front yard fences should be transparent, meaning that there should be at least as much space between pickets as the picket itself.

VIII. Guidelines Specifically for Commercial Buildings

Standard
Commercial buildings should be differentiated from residential buildings to the extent possible.

Guidelines
A. Retail frontage requires that a building provide a shop at sidewalk level along the entire length of the frontage. The shop front should be no less than 70% glazed in clear glass.
B. Parking should be located at the rear of new commercial buildings.
C. To the extent possible, parking surfaces should be permeable. Use of porous pavers and/or pervious asphalt is encouraged.
D. Flat roofs shall be enclosed by parapets at least 42 inches high in order to conceal mechanical equipment.
E. Sidewalks in front of retail buildings

IX. Signs, External Illumination & Personal Expression

Standard
The character of the Roswell Street Target Area should remain simple, uncluttered and free of distractions.

Guidelines
A. All signs should be kept to a minimum
B. Signs, to the extent possible, should be externally illuminated and made of natural materials.
C. Individuality and artistic expression is encouraged and not limited by the provisions of these guidelines.

Parking in the rear of buildings
X. Additional Guidelines

A. There is great potential in the centrally located Rest Haven Cemetery because of its open space, park-like setting. In this light, we recommend an intensive master planning project for the cemetery.

B. Special care should be taken in making a smooth transition between Washington's historic districts and the southwest Washington redevelopment area.

C. Street Trees: The presence of canopy trees and understory flowering trees are part of the Wilcox County legacy. Tree replacement, protection and enhancement programs must be in place, either by ordinance or policy.

D. Rail Line: Cities throughout Georgia have learned to embrace and celebrate their railroad heritage by building railroad observation platforms, railroad-related museums and railroad-related rehabilitation of buildings. Washington should be no different in this regard.
Shotgun houses cottages with front gable or pyramidal rooks are common throughout the south and were frequently found, several in a row along a street or street within traditional neighborhoods. Shotgun house form is defined by three to five rooms in length, one room wide with no hallways: an efficient use of living space.

The Original Katrina Cottage

THE KATRINA COTTAGE is a small, sturdy house that can be delivered at the cost of a FEMA trailer. It may be temporary or permanent. Some permanent models are designed to expand into full-sized dwellings.

Katrina Cottages are built with hurricane-resistant materials and are designed to withstand hurricane force winds. A Katrina Cottage must meet the International Building Code (IBC) as adopted by Mississippi and Louisiana, and should be installed to FEMA flood elevation guidelines, if applicable. It may be built of any technology or delivery system, including mobile home standards, pre-manufactured elements, panelization, or site-built of any material. It is estimated that the 308 sf model can be delivered on the Gulf for about $70,000 per unit including construction, which is less than the dispiriting FEMA trailers have been costing American taxpayers during their brief 18-month life span.

THE KATRINA COTTAGE SERIES is available in plan or kit form to anyone, public or private. While designed at the Mississippi Renewal Forum immediately after Katrina for emergency housing, they may be useful as reasonably priced housing anywhere. The Cottages are useful for camps, beach houses, hunting lodges, guest cottages, and reasonably priced, well-designed primary housing in any part of the world.
The image above is a prefabricated cottage developed for infill housing after Hurricane Katrina. The image below is a very similar building in Northwest Moultrie.
Your Town
Designing Its Future

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325 S. Lumpkin St
Athens, GA 30602
tel: 706.542.4731
www.sed.uga.edu/pso

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