

CONTRACT FOR PROFESSIONAL SERVICES

THIS AGREEMENT is hereby entered into between the **City of Avondale Estates**, a Georgia municipal corporation (hereinafter known as the "City") and **Lord Aeck Sargent Planning & Design, Inc.**, a Georgia corporation with its principle place of business located at 1175 Peachtree Street NE, Ste. 2400, Atlanta, GA, 30361 (hereinafter referred to as the "Consultant").

WITNESSETH THAT

WHEREAS, the City desires to engage the Consultant to render certain technical or professional services hereinafter described in Attachment "A" (hereinafter referred to as the "Project"); and

WHEREAS, the Consultant is professionally qualified to and desires to perform the Project;

NOW THEREFORE, in consideration of the promises, mutual covenants and agreements hereinafter contained, the parties hereto agree as follows:

1. Engagement of the Consultant. City hereby agrees to engage the Consultant and the Consultant hereby agrees to perform the Project in accordance with the terms and conditions contained herein.
2. Time of Performance. The services of the Consultant are to commence no later than fifteen (15) days after the mutual execution of this contract and shall be undertaken and pursued in such sequence as to assure their expeditious completion and as may be required in Attachment "A". All services required hereunder shall be completed by October 31, 2027. If there exists a continued need for Consultant's services on implementation activities beyond said date, the City reserves the right to extend the contract period based upon mutual agreement between the City and the Consultant on additional services to be provided and the amount of additional Consultant compensation, if any.
3. Compensation and Method of Payment. The Consultant shall be compensated for the Project as set forth in its proposal, which is attached hereto as Attachment "B" and made a part hereof by reference. The maximum compensation to be paid to the Consultant under this Agreement shall not exceed the sum of One Hundred Ninety-Nine Thousand, Nine Hundred and Eighty-One Dollars (\$199,981) unless the parties modify the scope of work by their mutual written agreement. Compensation will be paid according to the Tasks listed as follows:

Task I – Public Involvement	\$70,975
Task 2 – Plan Development	\$92,763
Task 3 – Project Deliverables	\$36,243
TOTAL	\$199,981

4. Subcontracts. The City hereby approves the following subcontractors:

- a) Purpose Possible
- b) Toole Design Group, and
- c) KB Advisory Group

to perform the tasks indicated in Attachment "B."

None of the work or services to be performed under this Agreement by the Consultant shall be subcontracted to any person or entity (other than those listed above) without the prior written approval of the City Manager. If requested by the City Manager, the Consultant shall provide such documentation as the City shall require regarding the method the Consultant used in selecting its proposed subcontractor and the proposed subcontractor's ability to perform the proposed work. Consultant acknowledges that if the work or services to be performed under this Agreement is financed solely or partially through federal funds, the selection of subcontractors is governed by regulations requiring competition between potential subcontractors or adequate justification for sole source selection. The Consultant agrees to abide by such regulations in its selection procedure.

The participation of any approved subcontractor in the work does not create a contract between the City and such subcontractor. Consultant shall be solely responsible for contracting with and compensating any approved subcontractor.

5. Review and Coordination. To ensure adequate review and evaluation of the work and proper coordination among interested parties, the City shall be kept fully informed concerning the progress of the Project. The City may require the Consultant to meet with designated officials from time to time to review the progress of the Project. Reasonable prior notice of such review meetings shall be given to the Consultant.

6. Reports. The Consultant shall furnish the City with a monthly narrative progress report, in such form as may be specified by the City Manager, outlining the work accomplished by the Consultant during the month of such report and the current status of the Project, including the percentage of the work which has been completed as of the encl of the month of such report. Such report shall be furnished in conjunction with an invoice for work accomplished during the previous month within five (5) working days of the encl of the month of such report.

7. Inspections. Authorized representatives of the City may at all reasonable times review and inspect the Project activities and data collected pursuant to this Agreement. All reports, drawings, studies, specifications, estimates, maps and computations prepared by and for the Consultant shall be made available to authorized representatives of the City for inspection and review at all reasonable times in the Consultant's office where data is normally accumulated. Approval and acceptance of such material shall not relieve the Consultant of its professional obligation to correct, at its expense, any errors found in the work.

8. Publication and Publicity. Articles, papers, bulletins, reports or other material reporting the plans, progress, analysis or results and findings of the Project shall not be presented publicly or published without prior approval of the City. All such information shall be kept confidential by the Consultant and shall not be made available to any individual or organization by the Consultant, until the City authorizes the release of same.
9. Interest of Consultant. The Consultant certifies that neither the Consultant, nor anyone controlled by the Consultant, controlling the Consultant, or under common control with the Consultant, nor their agents, employees or subcontractors, presently has an interest, nor shall acquire an interest, direct or indirect, which would conflict in any manner or degree with the performance of its service hereunder, or which would prevent or tend to prevent the satisfactory performance of the Consultant's service hereunder in an impartial and unbiased manner. The Consultant further certifies that in the performance of this Agreement no person having any such interest shall be employed by the Consultant as any agent, subcontractor, or otherwise. If the Consultant contemplates taking some action which may constitute a violation of this requirement, the Consultant shall request in writing the advice of the City, and if the City shall notify the Consultant in writing that the Consultant's contemplated action will not constitute a violation hereof, then the Consultant shall be authorized to take such action without being in violation of this requirement.
10. No Interest of City. No officer, elected official or employee of the City who exercises any function or responsibilities in the review or approval of the Project or any component parts thereof shall participate in any decision relating to this Agreement which affects said individual's personal interest or the interest of any corporation, partnership or association in which said individual is, directly or indirectly, interested; nor shall any such officer, elected official or employee of the City have any interest, direct or indirect, in this Agreement or the proceeds arising therefrom.
11. Nondiscrimination. The Consultant shall not discriminate against any qualified employee, applicant for employment, or subcontractor because of age, disability, religion, creed or belief, political affiliation, race, color, sex or national origin. The Consultant shall take affirmative action to ensure that qualified applicants are employed and qualified subcontractors are selected, and that qualified employees are treated during employment, without regard to their age, disability, religion, creed or belief, political affiliation, race, color, sex or national origin. Such action shall include, but not be limited to the following: employment, upgrading, demotions, or transfers; recruitment or recruitment advertising; layoffs or terminations; rates of pay or other forms of compensation; selection for training including apprenticeship; and participation in recreational and educational activities. The Consultant will cause the foregoing provisions to be inserted in all subcontracts for any work covered by this Agreement so that such provisions will be binding upon each subcontractor.

[signature page follows]

CITY OF AVONDALE ESTATES

REQUEST FOR PROPOSALS (RFP)

Avondale Estates Downtown Master Plan Update / Livable Centers Initiative (LCI) Study

Release Date: December 16, 2025

Proposals Due: February 2, 2026 at 5:00 PM (local time)

Contact: Lori Leland, Planning and Permit Director

Email: LLeland@avondaleestates.org

1. BACKGROUND

Avondale Estates, located in DeKalb County just east of Decatur and within the Atlanta metropolitan area, is a compact and historic city of roughly **1.23 square miles**. According to the 2020 U.S. Census, its population was 3,559. The city is known for its distinctive architecture, tree-lined streets, and small-town feel, while being positioned within a major metro region.

The City of Avondale Estates (“City”) is undertaking an update to its Downtown Master Plan in partnership with the Atlanta Regional Commission (ARC) through the Livable Centers Initiative (LCI) program.

The study area comprises approximately 140 acres bounded by:

- **North:** CSX/MARTA rail tracks
- **West:** Sam’s Crossing (Decatur city limits)
- **East:** Avondale Middle School and Ashton Place
- **South:** Commercial properties along US 278 (E. College / N. Avondale / Covington Hwy.)

The boundary also includes a spur from the 2004 LCI area — South Avondale Park and a portion of the US 278 (Covington Hwy.) corridor — plus a linear extension along Arcadia Avenue. The two nearby MARTA stations (Avondale and Kensington) provide regional transit access.

This update builds upon the 2014 Downtown Master Plan and integrates recent studies, policies, and market conditions to create a cohesive, actionable strategy for future development, mobility, sustainability, and placemaking.

Historic Origins & Character

Avondale Estates traces its founding to 1928, when businessman George Francis Willis acquired the former village of Ingleside and began developing a planned community inspired by the English town of Stratford-upon-Avon. Willis named the city “Avondale” in homage to Stratford and adopted a Tudor-Revival style for much of the downtown commercial district and many homes.

From its earliest days, Avondale Estates was envisioned as a cohesive community with a strong design identity—featuring curving streets, landscaped grounds, amenities such as a lake and planned green spaces, and a business district deliberately styled to evoke the architectural vernacular of an English village. Because of its distinctive origin and preservation of built form, Avondale Estates was listed on the National Register of Historic Places in December 1986 as “the only documented example in the Southeastern United States of an early twentieth-century planned town.”

The City completed its branding initiative in 2025, and the themes that emerged from that effort offer valuable insight into the DNA of Avondale Estates. These themes reflect the essence of the community as a whole and resonate strongly within the downtown area:

- **Community Rooted** – Everything we do is designed to bring people together.
- **Growing by Design** – As a planned garden city, nothing blooms here by accident.
- **Intentionally Independent** – Like the Tudor towns where residences gracefully overhung street-level shops, Avondale’s residents and businesses thrive together through creativity, character, and mutual support.

Downtown District & Unique Assets

The downtown of Avondale Estates is centered around Avondale Road, East College Avenue (US 278), and associated street frontage. Its historic commercial block, with its Tudor style architecture, sets it apart from many suburban downtowns in the Atlanta region. Key downtown assets and cultural identifiers include:

- The original building of the first-ever **Waffle House**, opened Labor Day weekend 1955 in Avondale Estates, founded by two Avondale Estates residents, and now preserved as a museum.
- A vibrant local arts and culture scene—such as the Rail Arts District and gallery/studio spaces—which enhances the downtown’s character and contributes to its walkability and neighborhood feel.
- A well-established community identity that combines residential, retail, and public space, with current momentum for new mixed-use developments and revitalization efforts.

Strategic Context for the Master Plan

Given the city's compact geography, rich heritage, and transit-adjacent location (near two MARTA stations), downtown Avondale Estates presents a unique opportunity for focused investment in livability, multimodal connectivity, and placemaking. The circa-1920s design vision and existing built fabric provide a strong foundation—yet the city also faces modern challenges, including enhancing pedestrian and bicycle network continuity, integrating new housing strategies, re-imagining under-utilized parcels, and strengthening stormwater, green infrastructure and technology connectivity.

As the region and the city move toward higher intensity downtown development, paired with goals of reducing single-occupant vehicle travel and improving air quality under the Atlanta Regional Commission's Livable Centers Initiative (LCI) framework, the downtown master plan update will play a critical role in ensuring that growth is aligned with character, sustainability, equity and the city's long-term vision.

Progress Since the 2014 Downtown Master Plan

Since the adoption of the 2014 Downtown Master Plan (DTMP), the City of Avondale Estates has made substantial progress toward realizing its community vision. Of the **41 recommendations** included in the 2014 Action Plan, **at least 30 have been implemented or more fully explored**, with alternative approaches pursued where appropriate. Every recommendation has been **reviewed, discussed, and acted upon**, demonstrating the City's ongoing commitment to thoughtful, incremental, and community-driven implementation.

Major Accomplishments

Town Green Development and Activation: One of the most significant outcomes of the 2014 DTMP is the construction of the Town Green, completed in 2022. This transformational public space was made possible through strategic land acquisition and consolidation in partnership with the Downtown Development Authority (DDA). The project included the issuance of municipal bonds for financing, subdivision of parcels to support future development, and the establishment of a dynamic public realm that has quickly become the civic heart of the city. Today, the Town Green hosts a robust calendar of special events and programming that enhance downtown's vitality and attract residents and visitors alike.

The Dale Mixed-Use Development: Adjacent to the Town Green, The Dale—a 20,000 square-foot mixed-use building—is under construction and scheduled for completion in January 2026. The project is a model of public-private partnership between the City and the DDA and represents the first new construction fronting the Town Green, reinforcing the city's downtown vision for an active, pedestrian-oriented core.

Transportation and Streetscape Improvements: Implementation of the E. College Avenue / N. Avondale Road / Covington Highway Complete Streets Project (GDOT PI 0015071) is well underway. Completion is anticipated by January 2026. The project advances the city’s goal of activating North Avondale Road as the community’s Main Street and creating a cohesive, multimodal environment linking the Town Green and surrounding districts.

Zoning, Urban Design, and Policy Updates: The City has undertaken comprehensive updates to its Zoning Code to ensure consistency with the 2014 Master Plan, including adoption of a street grid study, a Downtown Overlay District, and a Look Book to guide architectural and urban design quality. A revamped sign ordinance was also adopted to promote design coherence and pedestrian appeal.

In addition, the City completed an Urban Design Plan analyzing block size and development form, refined its bicycle network plan (notably along Washington Street), and implemented an overlay to encourage adaptive reuse within the Arts Overlay and Town Square (AOTS) area.

Stormwater and Infrastructure Modernization: Building on the 2014 Plan’s environmental goals, Avondale Estates adopted a Stormwater Master Plan, completed high-priority projects, and implemented a new stormwater ordinance and Land Disturbance Permit (LDP) policy. The city has incorporated innovative stormwater solutions into public and private developments, including Town Green’s stormwater retention system and improvements along U.S. 278.

Economic Development and Housing Initiatives: The City has actively leveraged partnerships and incentives to stimulate housing diversity and economic vitality. Notable actions include:

- Issuance of tax abatements and bonds to enable multifamily housing projects (e.g., Willis and Jade developments) integrating stormwater solutions.
- Coordination with TBG Residential to annex and support an affordable senior housing development in the Central Business District.
- Execution of a Rural Opportunity Zone tax credit program to enhance business investment and job creation.

These initiatives are reinforcing the City’s long-term strategy: as new housing is added downtown, it expands the economic base necessary to support a vibrant mix of businesses and services.

Looking Ahead

While the 2014 Master Plan’s core goals remain relevant, the context and starting point have evolved significantly. With major infrastructure projects underway, transformative

public spaces completed, and zoning and policy tools modernized, Avondale Estates is now positioned to refresh its downtown vision to reflect current realities and future opportunities.

The forthcoming **Downtown Master Plan Update (LCI Study)** will build upon the 2014 Downtown Master Plan and integrates recent studies, policies, and market conditions to create a cohesive, actionable strategy for future development, mobility, sustainability, and placemaking.

In October 2025 developers **Avila and Hedgewood Homes** unveiled plans to deliver two projects in the downtown that will provide Avondale Estates with a diversity of well-designed and well-built homes to meet the needs of multiple demographics. City staff have been working closely with the developers over the past decade, when Avila began assembling property in Avondale Estates, to ensure a development that meets both the developers' and the City's needs. Their projects will carefully blend apartments with for-sale homes to create vibrant communities with a variety of architecture and price points, as well as create places where bikes, golf carts and walking are the preferred modes of transportation.

The **City Park/ Oak Street site**, located on 13 acres behind the Town Green, will include an urban mix of apartments and homes with neighborhood and private gardens throughout. Many homes will include roof decks with City Park and downtown views. The five-acre **College Avenue/Maple Street site** will offer a mix of urban apartments and cottage-style homes placed in garden settings to fit into the existing artist-inspired section of Avondale Estates. Both projects adhere to the City's downtown street grid plan and facilitate multimodal connectivity throughout the downtown. That means not only new homes but also new streets, new paths and new green spaces.

In a big boost to downtown walkability and providing a connected downtown street grid, Avondale Estates has been awarded a \$3.37 million grant from the Georgia Department of Transportation to launch the city's first-ever shared streets program. The **Downtown Avondale Shared Streets project** will create shared streets on the Washington Street, Franklin Street and Oak Street corridors. In all, the project includes seven blocks in the heart of the downtown district that will, once transformed into shared streets, accommodate multiple modes of transportation.

The **Downtown Development Authority (DDA)** continues to support the vision of a bustling and beautiful pedestrian friendly downtown with a variety of programs and developments. The DDA provides support to local businesses and entrepreneurs in many forms including microgrants, promotions, loans, placemaking, and events. The DDA is also the agency that manages the Tax Allocation District (TAD) funds.

The Atlanta Regional Commission will be assisting the City of Avondale Estates with a **Comprehensive Plan update** due for adoption by October 31, 2026. The comprehensive planning process will be a separate process conducted parallel to the Downtown Master Planning process. Some public input events may be shared for both plans in order to respect the time of participants and avoid an overload of public meetings.

2. SCOPE OF WORK

Task 1 – Public Involvement

- Develop and execute a public engagement strategy that includes residents (especially, low to moderate income, minority, and elderly/disabled populations), businesses, property owners, boards, and regional partners (ARC, MARTA, GDOT, DeKalb County).
- Establish a **Project Management Team (PMT)** and **Project Advisory Group (PAG)** to guide the process.
- Conduct at least **three public meetings** (virtual or in-person) for input at key milestones:
 1. Kickoff / Study Goals
 2. Opportunities & Draft Concepts
 3. Final Plan Review
- Host a **transportation coordination meeting** with ARC, GDOT, MARTA, and others prior to final plan recommendations.
- Maintain a **project webpage** with all materials, summaries, and engagement tools.
- Host final plan coordination meeting with ARC staff and City of Avondale Estates staff.

Task 2 – Plan Development

Assessment & Analysis

- Document existing conditions: land use, mobility, stormwater, utilities, and connectivity.
- Review previous plans, zoning, and development trends.
- Conduct market analysis for housing, retail, office, and mixed-use opportunities.
- Assess business and economic development programs.
- Assess public parking opportunities and utilization patterns.

Economic & Development Strategy

- Identify and illustrate **2–3 catalytic development sites**.

- Recommend housing strategies (including affordable/workforce options).
- Develop incentives and financing strategies for economic growth.
- Integrate stormwater, green infrastructure, and sustainability initiatives.
- Include a **public art and placemaking strategy** consistent with city branding.

Transportation Strategy

- Recommend multimodal improvements (pedestrian, bicycle, transit, vehicular).
- Analyze circulation and access management.
- Identify opportunities for stronger connections to MARTA, nearby trails, and adjacent activity nodes.
- Analyze pedestrian-oriented parking strategies and shared parking policies.
- Explore grid extensions, traffic-calming measures, and smart mobility tools.
- Provide conceptual renderings for major transportation ideas.

Placemaking & Identity

- Define placemaking opportunities, public space enhancements, and wayfinding systems.
- Suggest design standards and urban design elements supporting a cohesive downtown identity.

Task 3 – Project Deliverables

Deliverables must include:

- Final plan document (PDF + editable formats) and appendices.
- Market/fiscal feasibility and transportation analyses.
- Conceptual maps, renderings, and typical sections.
- GIS, CAD, and Excel files of datasets.
- A **100-day action plan** and **5-year implementation strategy** outlining responsible parties, estimated costs, and funding opportunities.
- A monitoring framework for future progress reviews every five years.

3. PROJECT SCHEDULE / KEY DATES

Milestone	Date / Time (Local)
RFP Release	December 16, 2025
Pre-Proposal Conference	January 7, 2026 at 10:30 AM
Deadline for Questions	January 12, 2026 at 5:00 PM

Milestone	Date / Time (Local)
Responses to Questions Posted	January 20, 2026 by 5:00 PM
Proposal Submission Deadline	February 2, 2026 at 5:00 PM
Meetings with Finalists	February 16– 20, 2026
Notification of Selection	March 2, 2026
Contract Finalization	March 23, 2026
Notice to Proceed	March 30, 2026
Study Completion Date	October 31, 2027
Final Invoice & Study Documents Due	October 31, 2027

4. SUBMITTAL REQUIREMENTS

Each proposal must include the following:

1. **Cover Letter** (1 page) with primary contact information.
2. **Executive Summary** outlining firm qualifications and project understanding.
3. **Team Organization** with resumes, responsibilities, and subconsultants.
4. **Approach and Methodology** addressing all tasks and coordination strategy.
5. **Proposed Schedule** confirming ability to meet completion date.
6. **Budget and Fee Structure** by task, with hours, rates, and DBE participation.
7. **References** (up to 3 similar projects within 5 years).
8. **Additional Materials** demonstrating innovation or project insight.

Format & Delivery:

- **Electronic submission only** (no hard copies accepted).
 - Submit proposal as a single PDF file (20 MB max).
 - Email subject line: **“RFP – Downtown Master Plan Update / LCI Study Proposal”**
 - Email proposals to: **LLeland@avondaleestates.org**
 - Proposals must be received by **February 2, 2026 at 5:00 PM (local time)**.
 - Late or incomplete submittals will not be considered.
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5. EVALUATION CRITERIA

Proposals will be evaluated on:

1. 25% - Experience and qualifications of the firm and key staff.
2. 15% - Demonstrated success with similar LCI/downtown master plans.

3. 15% - Understanding of local context and project goals.
 4. 20% - Quality, creativity, and practicality of the proposed approach.
 5. 15% - Overall clarity and organization of the proposal.
 6. 10% - Cost of proposed work.
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6. FUNDING & COMPLIANCE

This study is funded in part by the **Atlanta Regional Commission's Livable Centers Initiative (LCI)** program, utilizing federal transportation funds.

Consultants must comply with all applicable federal, state, and local requirements including:

- 49 CFR Part 18 and 49 CFR Part 26 (DBE Participation)
 - Georgia Security and Immigration Compliance Act (O.C.G.A. § 13-10-91)
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7. EQUAL OPPORTUNITY & ACCOMMODATIONS

The City of Avondale Estates is an Equal Opportunity Employer. Selection will be made without regard to race, color, national origin, religion, gender, age, or disability.

Requests for reasonable accommodation to participate in this process should be submitted to the Project Manager.

8. PRE-PROPOSAL CONFERENCE & QUESTIONS

A **Pre-Proposal Conference** will be held on **January 7, 2026 at 10:30 AM** at City Hall, 21 North Avondale Plaza, Avondale Estates, GA 30002. Attendance is encouraged but not mandatory.

Questions must be submitted in writing to **LLeland@avondaleestates.org** by **January 12, 2026 at 5:00 PM**.

Responses will be posted on the City's website by **January 20, 2026**.

9. ATTACHMENTS

- Attachment A – Avondale Estates 2025 LCI Study Area Map

- Attachment B – City Of Avondale Estates Zoning and Land Use Maps
 - Attachment C- LCI ARC Subgrant Agreement Contract 022536 Scope of Services
 - Attachment D – 2014 Downtown Master Plan link-
<https://www.avondaleestates.org/2180/Downtown-Master-Plan>
 - Attachment E – ARC LCI Program Guidelines link-
<https://atlantaregional.org/what-we-do/community-development/livable-centers-initiative/>
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10. CONTACT INFORMATION

City of Avondale Estates

Contact: Lori Leland, Planning and Permit Director

Email: LLeland@avondaleestates.org

Website: avondaleestates.org

END OF RFP

The City of Avondale Estates reserves the right to reject any or all proposals, waive informalities, and make an award deemed in the City's best interest.

CITY OF AVONDALE ESTATES

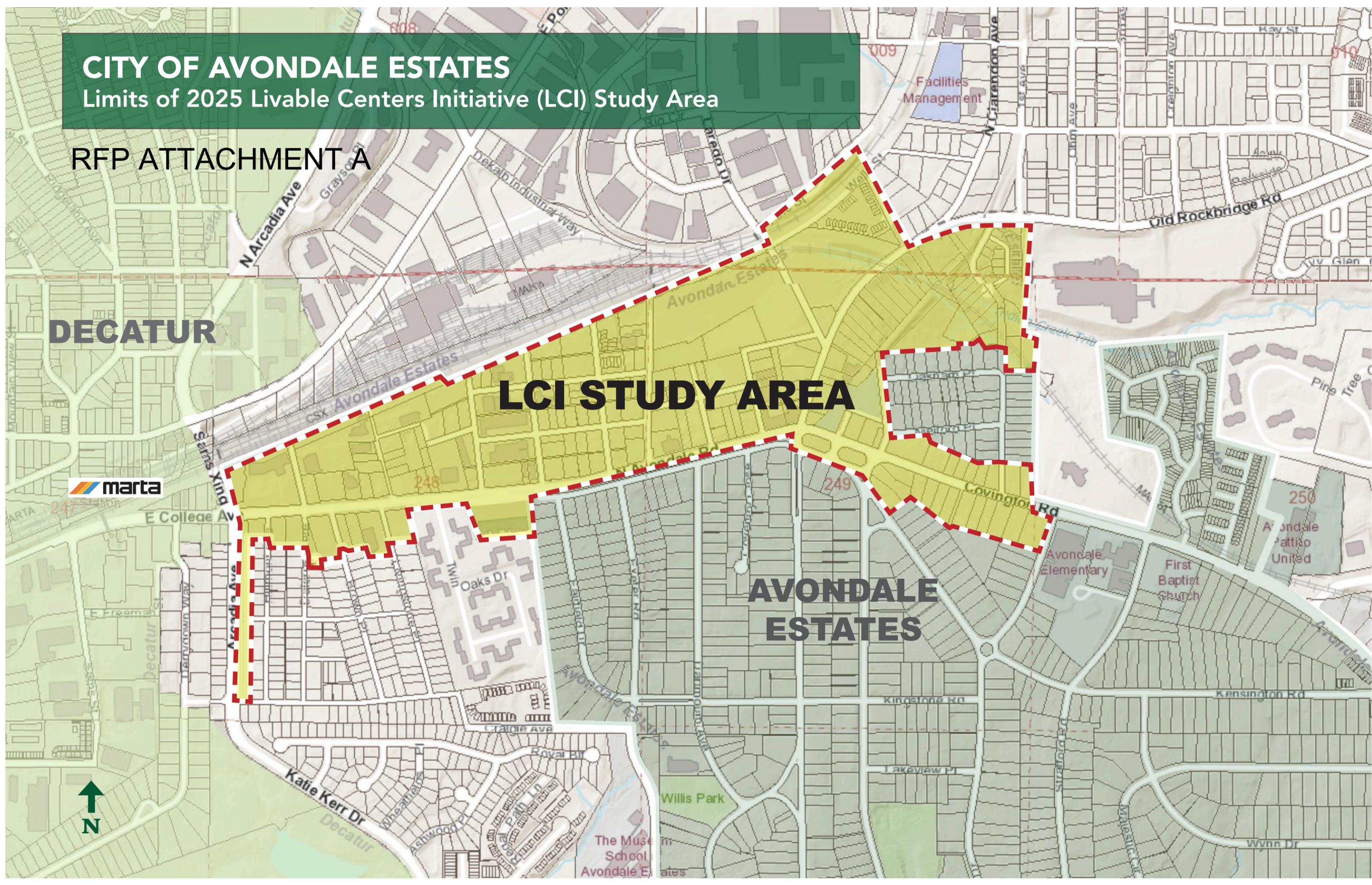
Limits of 2025 Livable Centers Initiative (LCI) Study Area

RFP ATTACHMENT A

DECATUR

LCI STUDY AREA

**AVONDALE
ESTATES**



**City of Avondale Estates
Official Zoning Map
RFP ATTACHMENT B-1**



Legend

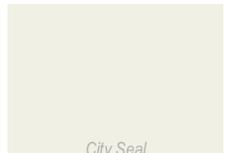
- City Boundary
- Waterbodies
- Adaptive Reuse Overlay District
- Central Business District 1 (CBD-1)
- Central Business District 2 (CBD-2)
- Central Business District 3 (CBD-3)
- General Commercial (GC)
- Low Density Residential (R-12)
- Multi-Family Residential (MFR)
- Office Institutional (O-I)
- Open Space Recreational (OS-R)
- Planned Development (PD)
- Very Low Density Residential (R-24)

This is to certify that this is the Official Zoning Map referred to in the Avondale Estates Zoning Ordinance, together with the date of adoption of this Ordinance. The Official Zoning Map and all notations, references, and other information shown thereon are a part of the Zoning Ordinance and have the same force and effect as if the Zoning Map and all the notations, references, and other information shown thereon were fully set forth and described as if actually depicted within its pages.

Signed: _____ Jonathan Elmore, Mayor

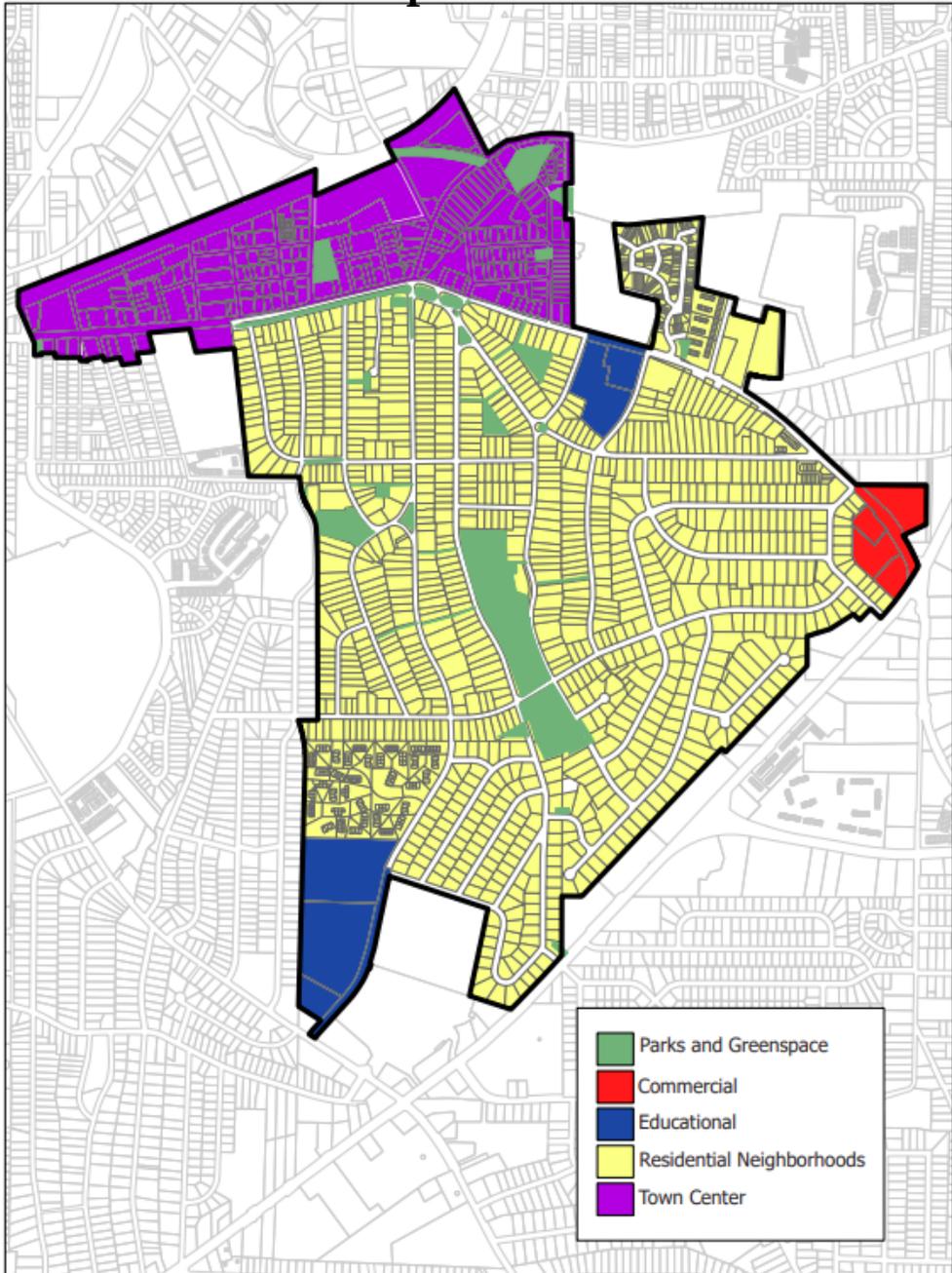
Effective Date _____

Attest: _____ Gina Hill, City Clerk



RFP Attachment B-2

Future Land Use Map-Character Areas



ATTACHMENT A

Scope of Services

I. General: The work to be accomplished is in support of the following Atlanta Regional Commission (ARC) sub-element:

502 CAS - Livable Centers Initiative Investment Policy Studies (LCI)

II. Area covered: All the necessary services provided in this subgrant contract will support the study of LCI-related programs and projects in Avondale Estates. The City of Avondale Estates Downtown Master Plan Update LCI study area (map included) includes 140 acres bounded by the CSX/MARTA rail tracks to the north, Sam's Crossing (Decatur city limits) to the west, Avondale Middle School and Ashton Place to the east, and the commercial properties on the south side of US 278 (E. College/N. Avondale/Covington Hwy.) to the south. It also includes a spur that was part of the 2004 LCI boundary which encompasses South Avondale Park and a portion of the US 278 (Covington Highway) corridor and a linear extension of Lanier Gardens along Arcadia Avenue. Avondale MARTA transit station is 800 feet east of the study area and Kensington MARTA transit station is 4,000 ft west of the study area. The City of Avondale Estates intends to pair the LCI study update produced using a consulting team, with a separate but coordinated Comprehensive Development Plan update produced with the help of ARC. The study area may extend beyond these limits if needed for logical termini purposes.

III. Goal: Portions of the Atlanta Metropolitan Transportation Planning Area are in maintenance for both ozone and PM2.5 standards under the Clean Air Act under the Clean Air Act Amendments of 1990. Because of this designation, the region must look toward better development practices that support increased use of transportation modes other than single occupant vehicles (SOV) to help reduce emissions and meet air quality requirements. The LCI Program seeks to increase the use of alternatives to driving alone by developing transportation projects and other programs to improve accessibility, expand mixed-uses, utilize transit and support further development in the study area. Evaluation of the existing structure and development of likely scenarios should produce recommendations for future investment that support ARC's Livable Centers Initiative Program. By improving safety and walkability will result in increases of the alternatives to driving alone.

IV. Work Tasks:

The 2014 Downtown Master Plan (DMP) has been a crucial roadmap for Avondale's downtown revitalization. The 2025 DMP will build on the 2014 plan's success, incorporate supplemental studies and policies adopted since, and provide a clear path forward in collaboration with developers, business owners, property owners, residents, city organizations, and regional agencies. This updated plan will include an urban design framework outlining land uses, design standards, transportation, connection to transit and other transportation infrastructure, and

actionable recommendations for policies, programs, and partnerships to achieve broader goals, specifically:

- A multimodal transportation network with pedestrian, bicycle, and transit connections through downtown and to regional facilities, along with a parking strategy and planning for smart technology. This will be especially focused on the gaps in the transportation system after recent infrastructure improvements and connections within and outside the city.
- Housing strategies that build on momentum, ensuring current projects—over 1,000 new multifamily units—are quality developments integrated into the walkable fabric of downtown, including affordable housing and market-rate units.
- A sustainability plan incorporating a "green lens" into city policies, enhancing stormwater management, increasing the tree canopy, promoting energy conservation and recycling.
- A placemaking and public art plan that crowdsources ideas, creates whimsical experiences, identifies public art locations, and establishes a process for decision-making.
- A wayfinding strategy taking into account entry points into the city as well as city amenities and key landmarks. This will be developed in concert with the current branding campaign underway.

The work to be accomplished under this contract is divided into the following tasks:

Task 1– Public Involvement:

The goal of this task is to develop a local planning outreach process that promotes the involvement of all stakeholders in the study area, with efforts and accommodations made to include low to moderate income, minority, and elderly or disabled citizens. The subgrantee will conduct an outreach process that promotes the involvement of all stakeholders in the study area. In addition to residents, businesses, property owners, community-based organizations (CBOs), appointed officials, and committees. Key stakeholders in this process should include ARC, MARTA, applicable City of Avondale Estates and DeKalb County representatives and departments, and GDOT. Further, the subgrantee must include the ARC Project Manager in discussions and/or email communications about meeting dates, including but not limited to recurring Project Management Team meetings, Project Advisory Group meetings, and public engagement efforts.

- Project information shall be uploaded to the subgrantee website to provide basic project information to the public along with project materials and meeting summaries.
- A Project Management Team (PMT) shall be formed with representatives from Avondale Estates, the consultant, and ARC.
- The subgrantee and consultant team will seek input and comments from a project advisory group (PAG) of major stakeholders including ARC, MARTA, GDOT, Avondale

Main Street/Downtown Development Authority/Business Association, Public Works, Avondale Arts Alliance, and other boards, commissions, or appropriate groups.

- Other groups that will be engaged include neighborhood representatives, apartment community representatives, and faith-based organizations to round out the vision.

The subgrantee will schedule at least three public open engagement opportunities, in a format determined by the project team. The following topics/milestones should be covered by the public engagement activities (at a minimum):

- Provide an overview of the study process, the goals of the study, key dates, and opportunities for public input;
- Solicit opinions on goals and objectives of the study, stakeholder needs, strengths, weaknesses, opportunities, and threats in the study area;
- Seek input and consensus on preferred concepts, typical sections, and/or improvements; and
- Seek approval of final plan documents and concepts.

Virtual meetings and/or digital engagement activities can be used to meet the above activities.

- *Final Plan Review and Transportation Coordination Meetings*

A transportation project coordination meeting is required to be conducted prior to finalizing the LCI plan recommendations. To ensure the transportation projects are feasible, the coordination meeting should include all affected organizations (such as GDOT, MARTA, DeKalb DOT, etc.) to discuss potential projects prior to the transportation improvement list being finalized.

The final plan review will be held to discuss the plan process, issues, or unique activities that occurred, and future projects that are needed to implement the plan once the plan is complete.

Deliverables: Public Involvement Plan, PMT and PAG Meeting Summaries, Summary of Public Engagement

Task 2 – Plan Development

The goal of this task is to develop and improve the LCI area's urban design elements, including pedestrian, bicycle and transit elements (TOD development and planned autonomous rail rapid transit, bus rapid transit, and heavy rail stations) especially defining and planning for gaps in connectivity in the study area and to amenities near the study area such as the East Decatur Greenway and the Stone Mountain PATH Trail, wayfinding, public space activation, placemaking, public art, green infrastructure (flood mitigation-stormwater), smart technology (EV) and lighting as well as the transportation network. In addition, the analysis and recommendations will look at the LCI area's economic and development characteristics, including housing, to prepare a strategy that supports the plan recommendations, ensures the proposed plan is realistic, and provides guidance for future actions.

This analysis and recommendations should be coordinated with other completed studies, programs, developments, and organizations. At a minimum, this study will evaluate and address the following information:

- **Area and Existing Plan Assessment**
 - Prepare an updated assessment of existing physical conditions of roadways and trails, including existing bicycle and pedestrian infrastructure, transit stops, traffic control devices, right of ways, and gaps in connectivity in the study area and to area amenities near the study area.
 - Examine and summarize existing stormwater infrastructure and conditions.
 - Examine and summarize existing LCI, transit, trail, land use, and transportation plans and development proposals, and zoning that would have an impact on this study area.
 - Review the most recent LCI action plan and identify the status of each item listed.
 - Review plans directly impacting the study area.
 - Analyze the level of market opportunity and depth by land use and product type (i.e., how much, and what type of retail is needed, overbuilt, etc.).
 - Develop a demand and feasibility assessment for housing (by type and cost), retail, office, and other uses within the LCI area and assessment of competing uses in districts in the region.
 - Examine existing programs and plans the city has in place to promote a strong business climate in the study area.
- **Economic and Development Strategy**
 - Identify where new development can be located to catalyze further reinvestment most effectively.
 - A revised vision and goals, if needed, for the downtown area that provides a mix of land uses appropriate for future growth, including new and/or revised land use regulations needed to complete the development vision.
 - Identify new housing development types that can be introduced within the LCI study area that align with existing development types, scale, and character in the study area. This LCI update will seek to build upon current activity. A market analysis will identify strategies to incentivize the preservation and stabilization of existing affordable housing as well as encourage development of additional workforce housing in the study area.
 - Develop recommendations and strategies that identify best practices, development incentives and/or financing mechanisms for housing and economic development that align with the Metro Atlanta Regional Housing Strategy and ARC's current Regional Development Plan (RDP).
 - Site-specific recommendations for 2-4 catalytic sites downtown, including a market analysis, regulatory recommendations, and visualization of key concepts. These could include interim or temporary uses to activate the area before development occurs. These recommendations should include an assessment of community and economic benefits.
 - Study and develop a public art strategy/plan.

- Study and develop incentive packages and programs for businesses in the study area.
- Study and make recommendations on strategies to mitigate stormwater issues in the study area.

- **Transportation Strategy**
 - Update the internal mobility improvements including traffic calming, pedestrian and bicycle circulation, transit access, and safety and security of all modes.
 - Update transportation demand reduction measures.
 - Define street level improvements including bike facilities, sidewalks, roundabouts, or other pedestrian enhancements not already planned/underway. Focus on gaps remaining internally and externally after current infrastructure improvements.
 - Explore the integration of golf cart infrastructure into the LCI study area to reduce vehicular traffic and parking needs. Golf carts are currently permitted south of US 278, so integration may include crossing US 278.
 - Explore the continuity of local streets in study area, and extension of the street grid.
 - Create temporary and interim transportation improvements.
 - Develop opportunities for incorporation of smart community elements into the study area, including but not limited to:
 - Pedestrian Crossings
 - Vehicle Charging
 - Signals
 - Parking
 - Other smart technology
 - Create conceptual renderings of the key transportation recommendations.
 - Ensure the incorporation of green infrastructure within transportation recommendations.
 - Create a strategy for parking in the study area.
 - The LCI plan will include a priority list of smart technology needs to support planned improvements.

- **Placemaking Strategy**
 - Identify potential locations for public space and placemaking activation in the LCI area, specifically identify placemaking opportunities within the study area to enhance the community focus of downtown and adjacent destinations.
 - Determine public space and placemaking elements and strategies, including but not limited to public art, wayfinding, lighting (both decorative and safety), and streetscapes.

Deliverables: Existing Conditions Assessment, Market Analysis, and Draft Downtown Master Plan

Task 3 –Prepare Project Deliverables

The goal of this task is to compile the results of the overall work effort, the study process, relevant findings, and recommendations into a final study/plan document. The final study document shall include the following (not necessarily in this order):

- **Summaries of the plan development process:**
 - A description of the study process and methodology, data gathering techniques and findings, and general outcomes.
 - A description of the public participation process used to achieve a community-supported program of improvements. This will include:
 - Sign-in sheets for all meetings
 - Summaries for all meetings
 - Pictures of meetings and events
 - Summary of the Area and Plan Assessments.
- **Draft Concept Plan**
 - An area plan map outlining the proposed elements and improvements to be installed at recommended locations.
 - Summaries of the planned elements and improvements written in a cohesive, user-friendly format.
 - Maps, concept illustrations, and other graphic representations to support the plan, including (but not limited to): the study area, existing land use, future land use, existing transportation facilities, developments, public art areas, wayfinding, stormwater infrastructure, and proposed transportation improvements.
- **Implementation Strategy**
 - Describe the organizational structure and processes that will be used to ensure the action plan items are implemented. Focus should be given to collaboration opportunities with other organizations and strategies to ensure continued support from local elected officials, community members and businesses.
 - A 100-day Action Plan shall be developed to include no-cost or very low-cost actions and organizational steps needed to keep momentum going and the stakeholders involved and sharing responsibility for the plan's success.
 - A description of the changes required within zoning ordinance, development regulations and/or other locally adopted policies to support the concept plan and street design standards.
 - An evaluation process used to monitor plan implementation and update the action plan every five years (or more often if need), should be identified.
 - Five-year Implementation Plan (aka Schedule of Actions): Using the "5 Year Implementation Plan" template provided by ARC, create a list of all actions and projects that are planned in the study area to implement the study goals, programs, and projects. Schedules should include an estimated start date, completion date, cost estimate and responsible party. This short-term implementation plan should include specific actions with start and end dates that implement the LCI plan, including, but not limited to:

- A prioritized description of transportation improvement projects (local, state, and federal) that will support the study area goals.
- A prioritized description of housing strategies, particularly for affordable and mixed income housing developments, that support a job-housing match, aging in place, and efficient utilization of transportation facilities in the study area. These should align with the Metro Atlanta Regional Housing Strategy recommendations.
- A prioritized description of economic development, placemaking, and green infrastructure strategies.
- A prioritized description of transportation improvement projects that are longer term in nature.
- For key projects identified by the Project Management Team, a detailed implementation guide.
- **Appendix**
 - The full market/fiscal feasibility report.
 - Detailed transportation assessment.
 - Assessment of existing plans.
 - Summary of Public Participation and Input

Deliverable: Downtown Avondale Estates Master Plan Update

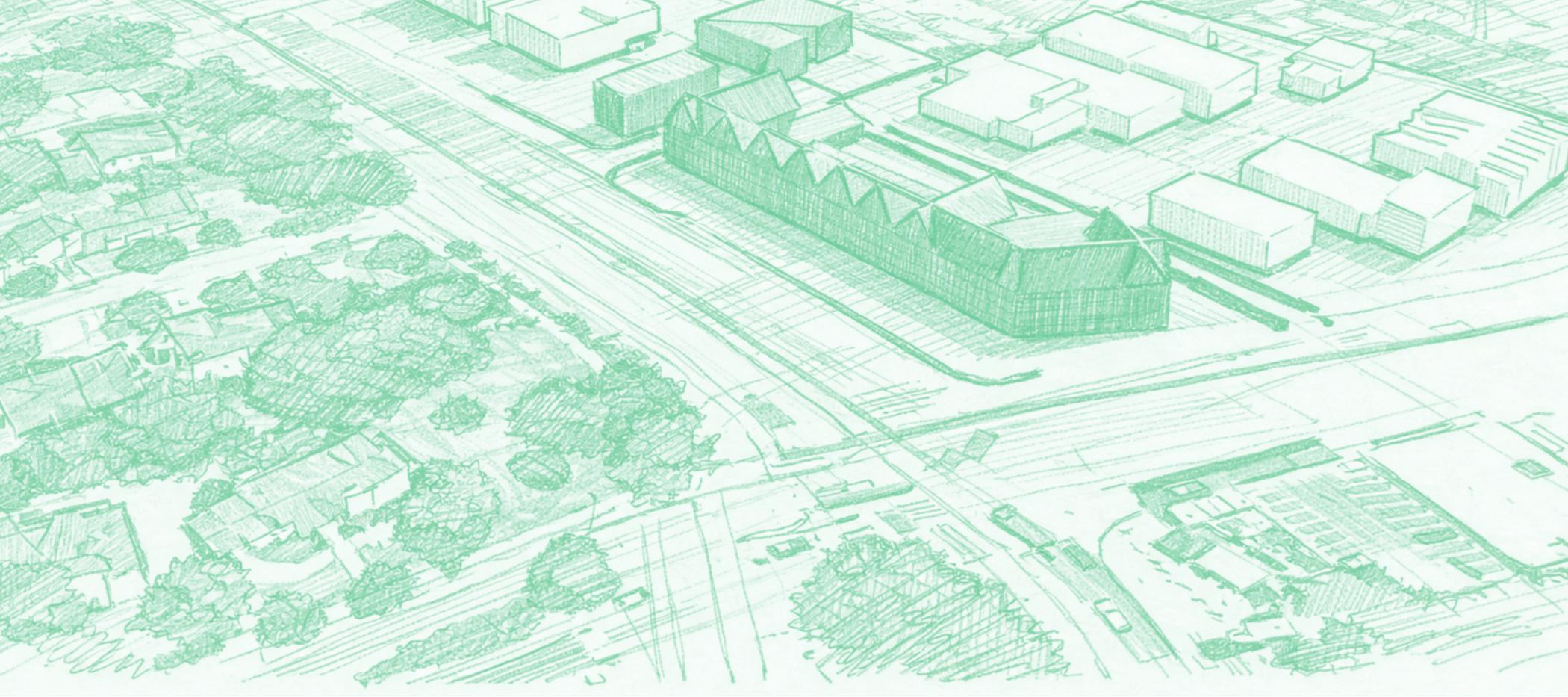
Format of Deliverables:

- PDF file of the document, any appendices, concept plans, and typical sections
- Electronic files in their original formats with supporting graphics and GIS or other data files (Excel, CAD, etc.)

Key Dates

The following are key dates by which significant tasks are required to be completed to ensure the LCI study is completed on time. ARC staff will assist the subgrantee as needed to meet these dates.

- RFP Advertised-October 2025
- Consultant Selected-December 2025
- Consultant Contract Submitted to ARC- December 2025
- Project Kickoff – January – February 2026
- Study Complete-July 31, 2027
- Final Invoice and Study Documents-October 31, 202



Avondale Estates Downtown Master Plan Update / Livable Centers Initiative (LCI) Study

February 2, 2026





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February 2, 2026



Lori Leland
Planning and Permit Director
City of Avondale Estates
21 North Avondale Plaza
Avondale Estates, GA 30002

Re: Avondale Estates Downtown Master Plan Update / Living Centers Initiative (LCI) Study

Dear Ms. Leland,

We are pleased to provide this proposal for community planning services in support of the Downtown Master Plan Update (LCI). The City of Avondale Estates has become the client that we talk to other clients about when it comes to everything from place-based zoning, mobility, green infrastructure, proactive implementation, preservation, public-private partnerships, arts, and -naturally-good beer! We've had the privilege of working with the City through many of these elements and through that work have developed a deeper appreciation and knowledge of the City's distinctive sense of place and the care with which it has balanced a diverse history with a forward-looking vision. This is the element we most often talk about; successful cities are never in stasis, and, as such, a master plan is only a guide not a blueprint. Avondale Estates has remained intentional about implementing visions set forward by the 2014 master plan while being flexible to changes in priorities for the community, market, and City. From the Downtown re-zoning & urban design study to the recent rebranding, the City has been in constant dialogue about its vision and what defines its Downtown. Through that lens, we believe this study is about synthesizing the work that has been done to date to understand what is missing and what is necessary to keep implementing the vision. This LCI can quickly get past the basics to focus on the finer-grained design, implementation strategies, and near term actions that can assist the City and its community with the information needed to continue the momentum of the vision into the future.

For this type of approach, we've assembled a multi-disciplinary team with deep expertise in planning and implementation. The team is led by **Lord Aeck Sargent Planning & Design (LAS)**, a collective of urban designers, architects, and landscape architects with over 30+ LCI projects completed. We've led dozens of master plans across the Atlanta region and our team leaders have worked in-depth in and with Avondale Estates. To bring balance to the team, it is also important to include outside perspectives to enable new questions and conversations. We are joined by trusted collaborators with whom we've

delivered successful projects for years: **KB Advisory Group**, leaders in real estate and strategic planning; **Purpose Possible**, specialists in creative engagement with community and arts stakeholders; and **Toole Design Group**, nationally recognized experts in multimodal transportation and mobility planning.

We believe we are uniquely positioned to deliver value on this project because:

- **We are committed partners.** Our connection goes beyond professional familiarity. We live, spend time, and invest our energy here, giving us an authentic stake in the City's success.
- **We balance vision with implementation.** Our approach & experience bridges public sector goals and private sector realities, resulting in plans that inspire the community and are achievable on the ground.
- **We bring holistic expertise.** Transportation, land use, and development are inseparable. We specialize in thinking at all scales in a synthesized manner to achieve outcomes greater than the sum of their parts.
- **We focus on outcomes that are uniquely Avondale Estates.** We plan with you, not for you. Our priority is to listen to ensure that the results of the study come from the voice and desires of stakeholders. Our expertise is only valuable if it results in a study that a community feels ownership over. This comes from stakeholder engagement that is productive, approachable, and meets people where they are.

Should we have the privilege of being selected, we look forward to continuing our work in Avondale Estates and perhaps celebrating with a pint or two at Little Cottage!

Sincerely,

A handwritten signature in black ink, appearing to read 'Marco Ancheita'.

Marco Ancheita, Senior Urban Designer
(o) 404-253-2506
(c) 954-682-8352
Marco.Ancheita@lordaecksargent.com

2. Executive Summary

Advancing the Vision:

The intentional and community-driven efforts the City and its partners have put forth in the last decade have focused on strengthening Downtown's existing sense of place and filling the gaps through strategic interventions along the way. Some key interventions include:

- The implementation of the Town Green created a community stitch that brought together the Rail Arts District with the Historic District.
- The expansion of housing to the west of downtown brought a much needed diversification of housing types, activated street fronts, and created an expanded base for economic development and support of local business.
- The ratification of a street grid expanded the walkable nature of Downtown and encouraged more human-scaled development as evident by the current Avila/Hedgewood Development.
- The Downtown rezoning and Urban Design study galvanized Downtown's character areas through human-scaled focused massing, street, and open space parameters that responded to the distinct areas of downtown in order to preserve their scale.

These interventions studied downtown continuously and thoroughly. As such, this study is not about discovering the vision but advancing it. It presents an opportunity to stitch together what has been done to determine where the remaining gaps are and quickly zoom in to how to engage

those opportunities. As LAS has conducted a significant amount of detailed analysis of Downtown, we can immediately engage in a synthesis of work to date without having to get our heads around your City. We believe this is paramount to engaging with the Comprehensive Plan process and making well informed decisions within a time frame that is beneficial to the City.

Not duplicating efforts: Comprehensive Plan & Stakeholder Engagement

The study of Downtown should not occur in a bubble- rightfully so, the anticipated comprehensive plan will enable an understanding of Downtown from a much broader lens. Knowing that time and energy (especially on the City side!) are extremely important resources, it is necessary for these two processes to inform each other.

This applies to three aspects:

1. Scope of Study:

- Ensuring that efforts are complementary to each other. Understanding scope of both studies at the onset of this process will ensure no gaps are left.
- Information should be shared across

studies to ensure proposals are being made from the same data.

2. Alignment of Process:

- Since the LCI process is not set to begin in earnest until late March, it is important it moves quickly to more closely align with the Comprehensive Plan. This team's advanced knowledge of Downtown (along with all the native files from the Downtown study) would allow for a major jump start in the LCI process to align both studies.

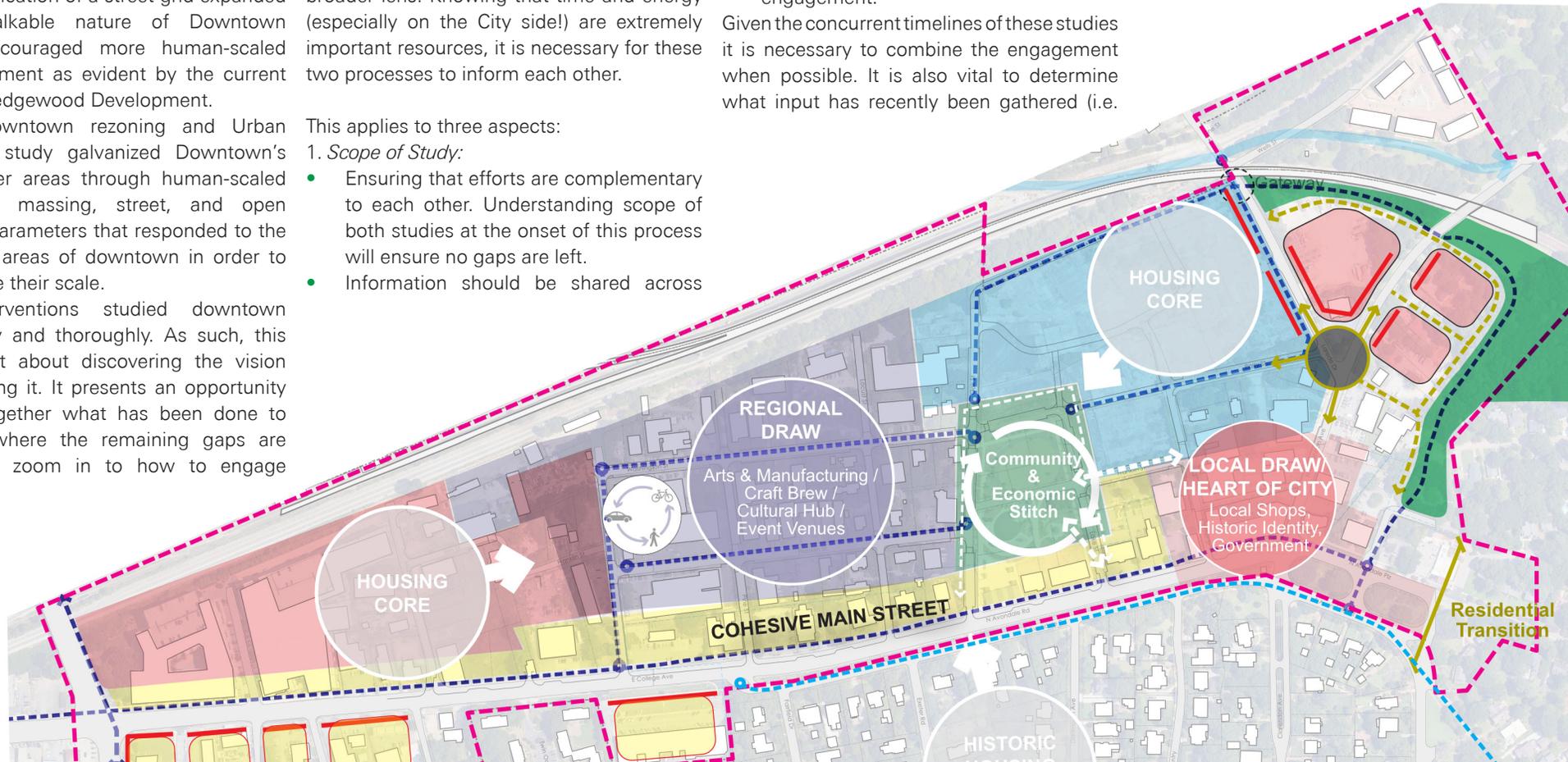
3. Stakeholder Engagement

- The Avondale Estates community is highly engaged. However, like in all communities, there is always a risk of too much engagement or redundant engagement.

Given the concurrent timelines of these studies it is necessary to combine the engagement when possible. It is also vital to determine what input has recently been gathered (i.e.

the vision of the City through the re-branding process). This has both to do with keeping the community interested and the level of internal effort necessary to conduct both in person and online engagement.

Whether sharing entails online surveys, open houses, or resources, we must ensure that the ask of the community is not repetitive or divergent. Of note, both Purpose Possible and Bleakly are on-call consultants for ARC. There could potentially be an opportunity for them to be involved in both studies to ensure consistency and efficiency.



Executive Summary

People, Place, Program

Framed under three key elements that we use to organize Downtown Planning, the descriptions and questions below begin to describe our current understanding of the elements to potentially synthesize and areas in which our team's expertise can be leveraged.

People: The wide range of demographic groups that visit and participate in the development of Downtown is a testament to its health. This includes the residents of Avondale Estates, small business community, arts community, the preservation community, the beer/spirits community, families, professionals, senior citizens, and many others.

How do we maintain a community-first approach to guide the culture of Downtown?

Place: Downtown Avondale is a beautiful conglomerate of remnants of its history including its residential origins, garden city influence, topographic separations, and industrial conversions. All these inputs helped create the texture of Downtown and influence the form-based decisions that guide development and the public realm design today.

How does Downtown's character evolve to reflect this history as it continues to infill?

Program: There is a thriving mix of commercial, residential, and civic space scattered throughout Downtown; most notably the defining store-front retail along the historic district and the funk of arts and light industrial uses in the Rail Arts district. As a layer over these are the continual programs that activate and celebrate Downtown; the Town Green as a weekly convener of community through the farmers market and the Dale Trail as an expose on walkable urbanism and Downtown's food and drink scene.

How does new residential growth influence the uses and programming of Downtown?

Initial Thought Starters:

People:

- How do we keep and elevate the existing culture and authenticity of Downtown?
- The coming influx of housing will create a significant "Downtown Resident" demographic. How do we balance a neighborhood with a destination?
- How do we find ways to make the grassroots organizations that helped create this culture viable in the long-term?
- What support is necessary to elevate the success of existing cultural/social assets?
- What additional groups are necessary to ensure Downtown's success? What becomes obsolete as the Downtown population grows?

Place:

The Edges

- How do we better define the multiple entries to downtown?
- How can the design of future development and the public realm along the Clarendon, Laredo, and the south edge of College Avenue help soften downtown's boundaries?
- How do we connect the 278 Complete Street to other or future micro-mobility facilities? How do we facilitate connections to MARTA?

The Core

- What are the opportunities and constraints for development along the north edge of 278? Is the scale permitted still right?
- What kind of new development does the rail arts district want? What can it achieve and how do we get there?

- How do we balance parking needs with a pedestrian environment? How do we get those traveling by car out of them quickly?
- What are the infrastructure needs for growth in population & buildings in Downtown? What can the district strategy be for sustainability and stormwater management?

The Human Scale

- How do we create better seams between the Downtown Areas?
- What is the signature walking/biking loop for Downtown Avondale? What character do Washington St. and Franklin St. want to have as shared streets?
- Are there opportunities for more natural open spaces to complement the formality of the Town Green?
- What impacts or benefits will the

future multi-family developments have on the existing sense of scale of Downtown?

- How do we extend the human scaled connections and atmosphere beyond the Downtown core?

Program:

- What additional uses are necessary in Downtown now? What will be necessary as residential population increases?
- What uses should be phased out of Downtown? Do these present redevelopment opportunities that don't impact the existing character?
- What are the short-term and long-term goals for additional programming? How do large events change when there is a significant Downtown population?

3. Team Organization

LORD AECK SARGENT PLANNING & DESIGN

www.lordaecksargent.com

Office Location Where Work Will Be Performed:

Lord Aeck Sargent – Corporate Headquarters
1175 Peachtree Street NE
Suite 2400
Atlanta, GA 30361

Years in Business: 82

Lord Aeck Sargent Planning & Design Inc. (LAS) is a full-service, award-winning design firm with a legacy spanning over 80 years. The name “Lord Aeck Sargent” has been associated with design excellence for many decades, and our rich history, including the work of predecessor firms such as Lord, Aeck & Sargent; Lord & Sargent; Urban Collage; Aeck Associates; and Richard L. Aeck, Architect, encompasses nearly 4,000 completed projects.



Our Services

- Architecture
- Interior Design
- Historic Preservation
- Sustainable Design
- Urban Design and Landscape Architecture

Lord Aeck Sargent’s Urban Design, Planning & Landscape Architecture Practice specializes in creating walkable, livable communities that reflect the unique character of their people and place. Originally founded as Urban Collage, this studio is recognized for excellence in public engagement, visual communication, and delivering actionable implementation strategies. Rooted in the principles of diversity, connectivity, and sustainability, we approach each project as a collaborative “collage” that thoughtfully responds to local context and community aspirations.

Our portfolio includes downtown master plans, historic buildings, mixed-use development, streetscapes, mobility plans, park designs, and work on 37 Livable Center Initiative (LCI) Plans since 2003. Regardless of project size or physical context, our team is dedicated to designing environments that people want to use, enjoy, and preserve. We bring together responsive design, technical expertise, and exceptional client service to meet the distinct needs of the communities and clients we serve.

Our studio is supported by the full breadth of Lord Aeck Sargent’s resources, including 147 professionals with diverse expertise in architecture, housing and mixed-use, historic preservation and interior design.

Working with the team from Lord Aeck Sargent on the LCI study was an outstanding experience. The team’s professionalism, expertise, and attention to detail were evident throughout the entire process, and the final report exceeded our expectations. The recommendations were practical, well-supported, and immediately useful for our planning efforts, and the presentations to City Council were clear, engaging, and well-received by all stakeholders.

It’s rare to work with a team that combines technical excellence with such strong collaboration and responsiveness, and I would wholeheartedly recommend your services to any community seeking guidance through the LCI process.

*Coty Thigpen
Deputy City Manager
City of Woodstock*

Urban Design & LCI Planning

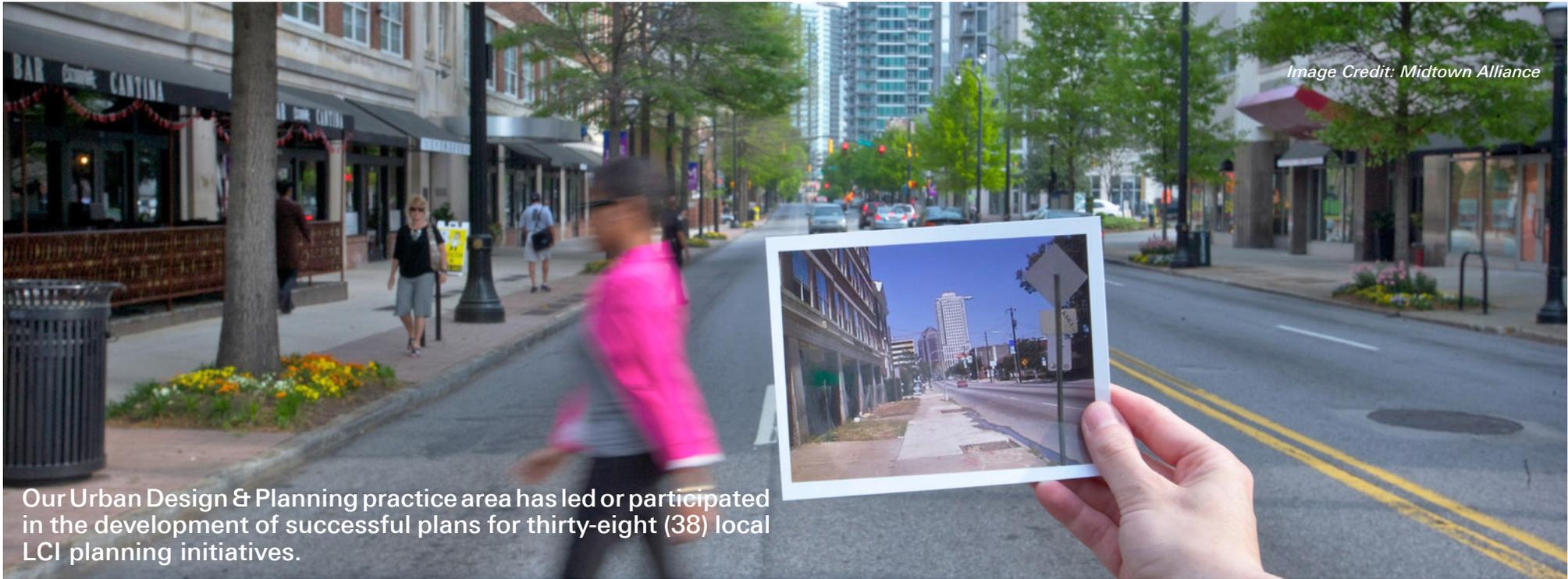


Image Credit: Midtown Alliance

Our Urban Design & Planning practice area has led or participated in the development of successful plans for thirty-eight (38) local LCI planning initiatives.

- Forest Park Downtown Master Plan Update (LCI), Forest Park, GA
- Grantville Downtown Master Plan (LCI), Grantville, GA
- Highway 92 Development Standards (LCI), Woodstock, GA
- Blueprint Cumberland (LCI), Cobb County, GA
- Blueprint Midtown (LCI), Atlanta, GA
- Brookhaven Peachtree Area (LCI), Atlanta, GA
- Buckhead Action Plan (LCI), Atlanta, GA
- Dallas (LCI), Dallas, GA
- Dunwoody Village Master Plan (LCI), Dunwoody GA
- Emory Village Master Plan (LCI), Atlanta, GA
- Fayetteville (LCI) Supplement Study, Fayetteville, GA
- Fayetteville Village Green (LCI), Fayetteville, GA
- Georgetown / North Shallowford Road Master Plan (LCI), Dunwoody GA
- Holly Springs Town Center (LCI), Holly Springs, GA
- Highway 78 (LCI), Snellville, GA
- Holcomb Bridge Road Corridor Study, Peachtree Corners, GA
- Imagine Memorial (LCI), Atlanta, GA
- Indian Trail (LCI), Lilburn, GA
- Kennesaw (LCI), Kennesaw, GA
- Kensington Station T.O.D. Plan (LCI), DeKalb County, GA
- JSA McGill (LCI), Atlanta, GA
- Lithonia (LCI), Lithonia, GA
- Little 5 Points Mobility Study, Atlanta, GA
- Memorial Drive - MLK Station (LCI), Atlanta, GA
- Highway 9 / GA 400 Area Master Plan (LCI), Milton, GA
- Newnan Regional Town Center (LCI), Newnan, GA
- Norcross Activity Center (LCI), Norcross, GA
- North Point Activity Center (LCI), Alpharetta, GA
- Oakland City / Lakewood Station T.O.D. Plans (LCI), Atlanta, GA
- Old National Highway (LCI), Atlanta, GA
- Old Town Suwanee Master Plan (LCI), Suwanee, GA
- Palmetto Livable Centers Initiative Investment Policy Study, Palmetto, GA
- Peachtree Corners (LCI), City of Peachtree Corners, GA
- Perimeter Focus (LCI), Atlanta, GA
- Snellville (LCI), Snellville, GA
- Sugar Hill (LCI) Major Update, Sugar Hill, GA
- Town Center BRT Station T.O.D. (LCI), Kennesaw, GA
- Tucker Downtown Grid Plan, Tucker, GA

Our multidisciplinary team allows us to work at multiple scales in these areas of expertise to create a comprehensive, thoughtful, and realistic plan.

Downtown Master Planning

Our planning studio has almost 30 years of creating thoughtful master plans in downtown settings. This includes work on 38 Livable Center Initiative (LCI) plans in metro Atlanta as well as work in Georgia cities such as Dahlonega, Valdosta, Macon, Griffin, Douglas, Gainesville, Columbus, Savannah, and Athens, to name a few.

Urban Mixed-Use Development

Our team has decades of experience with designing & building mixed-use development in urban settings. From commercial, to housing, to cultural facilities, we understand how private development works. These skills will be critical in that we will seek to define compatible types, scale and character in a way that is realistic, achievable and compatible with Avondale Estates.

Landscape & Architecture Placemaking

Our communities are shaped by both the architectural quality of their buildings as well as the shared public spaces between those buildings. As part of our holistic practice for the built environment, LAS provides expertise in the design and construction of dynamic public spaces, community resource areas and natural amenities.

Historic Preservation

Our team of preservation architects are experts in researching, understanding and conveying the histories of communities. This will be a critical overlay for our community planners as we strive to ensure that new development, land use and transportation improvements are compatible with the unique history and culture of Avondale Estates.

Urban Design & Planning

Our community planning studio (formerly Urban Collage) focuses on the design of walkable, livable communities. We approach the built environment of each community as a “collage” of its unique people, politics and place. We believe in the principles of good community planning – diversity, connectivity, sustainability.

Mobility & Connectivity

LAS has extensive experience assessing, planning, designing and helping implement mobility systems. From analyzing potential street connections to implementing multi-use trails, streetscapes, bike lanes and traffic-calming measures, our LAS team seeks to create more functional and better-connected communities for all modes of travel.

Federally Assisted Projects

Our team of landscape architects, planners and architects have extensive experience working with Federally assisted projects including affordable housing (LIHTC, CNI, HOPE VI), transportation (FTA, FHWA, LCI), open space (EPA) and cultural facilities (National Park Service).

Consultant Team

PURPOSE POSSIBLE

www.purposepossible.com

Purpose Possible powers mission-driven organizations to transform communities.

We are thinkers and doers. We plan, provide, and produce solutions for sustainable expansion and growth. We work with nonprofits and social enterprises, corporate social responsibility departments, and civic agencies on projects ranging from managing public art initiatives to designing a grant program to helping an organization write its first strategic plan.

Inclusion, diversity, equity, and access are at the heart of all of our work. We will filter all of our work through this lens and ask questions that focus on putting equity into action, such as:

- How are we defining the community and stakeholders, and how can we expand that definition from an equity and diversity perspective?
- Are we selecting locations, meeting styles, and times of day that best meet people where they are to give community input, gather, and participate?
- Are we using feedback tools that best reach the community members this project will impact (e.g., digitally accessible to younger generations, translated into the most spoken languages for communities, and providing simple input tools for older citizens)?
- How can we be mindful of the time and energy spent by community members and other interested parties?

Inclusion, diversity, equity, and access are integral to the frameworks we use when developing strategic goals, outcomes, and metrics. Rather than treating these as add-ons, we ensure they are thoughtfully and authentically embedded throughout the entire process, shaping every aspect of the plan.

KB ADVISORY GROUP

www.kbagroup.com

KB Advisory Group’s experience analyzing real estate development for a vast spectrum of clients gives it a unique perspective on the trends and a well-earned acumen in determining how to act successfully in the context of those trends. We work with private and public sector clients across the Atlanta region, Georgia, and the Southeast in all sectors of commercial real estate, economic development, market analysis for urban planning, and public private partnership creation, particularly Tax Allocation Districts (TAD)–Georgia’s version of Tax Increment Financing (TIF).

Bleakly Advisory Group, Inc. is a Georgia S-Corp incorporated in 2001. Founder Ken Bleakly sold the firm to Geoff Koski in 2017. Since 2021 the firm has officially been recognized by Fulton County as “doing business as” KB Advisory Group and is currently certified by the City of Atlanta as a Small Business Enterprise (SBE).

KB employs seven full-time staff members and numerous interns who work out of its only office in Midtown Atlanta, GA. Approximately half the KB staff members are certified AICP by the American Planning Association (APA). While the others are not AICP certified, each is a real estate and economic development planning expert.

TOOLE DESIGN GROUP

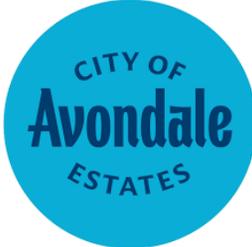
tooledesign.com

Jennifer Toole founded Toole Design in 2003 with a simple mission: to make walking, biking, and using transit safer and more enjoyable for people of all ages and abilities. Since then, she has assembled a team of planners, engineers, urban designers, and landscape architects who share her passion for people-centered projects that prioritize safety, community health, and quality of life.

We view the transportation system as the backbone of any community, and we believe that the key to creating vibrant places is facilitating ease of movement for all people. We are committed to planning, designing, and building spaces where people can move intuitively, enjoying the experience and becoming a part of the community instead of just moving through it.

Transportation systems that facilitate choice in how people get around are more equitable and sustainable and contribute to economic vitality and a sense of place. From the earliest planning stages to final implementation, we consider all modes of transportation to create inclusive, accessible, and safe places for all to move through and enjoy.

Organizational Chart



LORD AECK SARGENT
URBAN DESIGN | PLANNING | LANDSCAPE ARCHITECTURE

Marco Ancheita RLA, ASLA
Senior Urban Designer, Project Manager

Julia Doolittle AICP
Community Planner

INTERNAL ADVISORY TEAM

An Advisory Team of technical experts is being offered as a **complimentary service.**

KB | ADVISORY GROUP

REAL ESTATE, MARKET RESEARCH

Geoff Koski CNU-A
Principal Market Analyst

Tate Wilson AICP
Market Analyst

Purpose Possible

STAKEHOLDER & ARTIST ENGAGEMENT

Laura Moodey
Principal Engagement Specialist

Taryn Janelle
Community Engagement Lead

Natalia Garzon Martinez
Community Engagement, Spanish Translation

Sarah Lawrence
Web Design & Graphics

TOOLE DESIGN

TRANSPORTATION & SMART MOBILITY PLANNING

Chris Puglisi PE, RSP
Senior Transportation Engineer

Hillary Essig
Transportation Planner



LORD AECK SARGENT

Marco Ancheita RLA, ASLA
Senior Urban Design, Project Manager

Credentials

Professional Landscape Architect
Master of Architecture, Georgia Institute of Technology
Master of Science in Urban Design, Georgia Tech
Bachelor of Landscape Architecture, University of Florida

Marco’s multidisciplinary background spans urban interventions of all scales, from downtown master plans in emerging and historic cities to mixed-use architecture, streetscapes, parks, plazas, and modern bicycle facilities. This range gives him a deep understanding of the layered planning and development needed for today’s complex urban environments.

Project Experience

Avondale Estates Downtown Urban Design & Mobility Study
City of Avondale Estates | Avondale Estates, GA

The Dale, Site Design, Fabric Development
City of Avondale Estates | Avondale Estates, GA

Avondale Estates Historic District Design Guidelines Update
City of Avondale Estates | Avondale Estates, GA

Covington Highway Corridor Study
City of Avondale Estates | Avondale Estates, GA

Downtown Decatur Infill Development & Parking Strategy
City of Decatur | Decatur, GA

Auburn Downtown Master Plan & Design Guidelines
City of Auburn | Auburn, AL

Douglas Downtown Master Plan
City of Douglas | Douglas, GA

Greenway Trails Master Plan & Phase I Implementation
City of Peachtree Corners | Peachtree Corners, GA

Husley Yard Mixed-Use Development Master Plan
Husley Yard Study Group | Atlanta, GA

Suwanee Town Center on Main Park Master Plan
City of Suwanee | Suwanee, GA



LORD AECK SARGENT

Julia Doolittle AICP
Community Planner

Credentials

Masters of Urban Planning and Design, University of Georgia
Bachelor of Landscape Architecture, University of Georgia

Julia combines expertise in landscape architecture and urban planning, contributing a multidisciplinary approach to projects ranging from parks and plazas to large-scale community planning. Her skills in graphics, 3D visualization, GIS analysis, and community engagement make her key to developing and communicating Lord Aeck Sargent’s urban design work.

Project Experience

Highway 92 Development Standards Livable Centers Initiative (LCI) Plan
City of Woodstock | Woodstock, GA

Avondale Estates Downtown Urban Design & Mobility Study
City of Avondale Estates | Avondale Estates, GA

Grantville Downtown Livable Centers Initiative (LCI) Plan
City of Grantville | Grantville, GA

Forest Park Downtown Master Plan - Livable Centers Initiative
City of Forest Park | Forest Park, GA

Covington Highway Corridor Study
City of Avondale Estates | Avondale Estates, GA

Monroe Cottage Courts Master Plan
City of Monroe | Monroe, GA

Ferry Road Missing Middle Housing Master Plan
Buncombe County | Asheville, NC

North Huntsville Greenway Master Plan
City of Huntsville | Huntsville, AL

Blaine Street Mixed-Use Master Plan & Pattern Book
City of Monroe | Monroe, GA



KB ADVISORY

Geoff Koski CNU-A
Principal Market Analyst

Geoff Koski leads the 10-person real estate and economic development consulting firm KB Advisory Group. Geoff has over 20 years of experience researching, analyzing, and reporting real estate and community development trends across the U.S. His expertise facilitates clients' wide-ranging real estate and economic development advisory needs. Geoff and his team typically focus on work in Georgia, assessing local housing markets, economic and fiscal impacts of new real estate projects, and developing strategies for their implementation.

Project Experience

Housing at its Core: Affordability in the Atlanta 5-County Region
ULI Atlanta | Atlanta, GA

Redevelopment Opportunity Analysis for Columbus Housing Authority
City of Columbus | Columbus, GA

Hwy 92 Development Standards Study (LCI)
City of Woodstock | Woodstock, GA



KB ADVISORY

Tate Wilson AICP
Market Analyst

In addition to her previous real estate development work at Noell Consulting Group, Tate's experience includes promoting balanced and responsible growth through policy analysis, public engagement, and membership input at the Council for Quality Growth, where she engaged with regulatory issues related to land use, planning, development, and growth throughout metro Atlanta.

Project Experience

Housing at its Core: Affordability in the Atlanta 5-County Region
ULI Atlanta | Atlanta, GA

Citywide Housing Market Study, Needs Analysis, and Strategy Development
City of Cedartown | Cedartown, GA

Riverdale Main Street LCI
ARC | Riverdale, GA

Citywide Housing Market Study, Needs Analysis, and Strategy Development



PURPOSE POSSIBLE

Laura Moody
Principal Engagement Specialist

Laura’s experience at the intersection of purpose and people has placed her at the forefront of mission-focused communication and community engagement strategies. Prior to co-founding Purpose Possible, she held Development and Community Engagement positions with the Midtown Alliance, Savannah College of Art & Design, and the City of Atlanta’s Office of Cultural Affairs.

Project Experience

Atlanta Beltline, Economic Development Grants Management
Atlanta Beltline INC. | Atlanta, GA

Power Springs LCI
City of Power Springs | Power Springs, GA



PURPOSE POSSIBLE

Taryn Janelle
Community Engagement Lead

Taryn is a creative who brings a passion for equitable leadership into her over 20 years of experience in arts education and arts administration, developing and implementing programs, training and managing diverse teams, and facilitating tough conversations to create value for stakeholders and encourage both productive and inclusive work cultures.

Project Experience

Atlanta Beltline, Economic Development Grants Management
Atlanta Beltline INC. | Atlanta, GA

Power Springs LCI
City of Power Springs | Power Springs, GA



PURPOSE POSSIBLE

Natalia Garzón Martínez
Community Engagement / Spanish Translation

Natalia is a strategist focused on planning and organizational development for nonprofits and public-sector clients. She leads arts and culture planning, governance, and feasibility work, bringing a people-centered, DiSC-informed approach to team and stakeholder collaboration.

Project Experience

Atlanta Beltline, Economic Development Grants Management
Atlanta Beltline INC. | Atlanta, GA

Power Springs LCI
City of Power Springs | Power Springs, GA

Ty Cobb Foundation Grants Management
Ty Cobb Foundation | Sharpsburg, GA



PURPOSE POSSIBLE

Sarah Lawrence
Web Design & Graphics

Sarah is a designer, illustrator and strategist who solves tough, design-driven problems, which can be anything from branding new initiatives within existing nonprofits, or figuring out how to translate complex regional planning terminology to the average layman. In her over 10 years of experience, she has had the opportunity to design in a wide range of formats from editorial to internal research collateral.

Project Experience

Corporate Volunteer Council of Atlanta Brand Refresh
Atlanta, GA

Oyster South Branding
Oyster South | Decatur, GA

Open Door Atlanta Program Logo Development
Open Door Atlanta | Atlanta, GA



TOOLE DESIGN

Chris Puglisi PE, RSP1
Senior Transportation Engineer

Chris is a talented and experienced transportation engineer focused on innovative solutions to solve the needs, goals, and objectives of clients and stakeholders. His primary professional background is in traffic signal design and operations in both constrained and multimodal environments. His experience actively managing and maintained traffic signals gives him insight into limitations and constraints of the innovative technology he recommends in design. Chris works in multidisciplinary teams and applies his experience to help influence design decisions to ensure safe pedestrian, bicycle, and transit operations at signalized intersections.

Project Experience

Huff Road Multimodal Study LCI
Atlanta, GA

Georgia Tech Streetscapes
Georgia Institute of Technology |
Atlanta, GA

MLK Jr. Drive Bike Lane Design
City of Atlanta | Atlanta, GA

Forsyth Street Multimodal Project
City of Atlanta | Atlanta, GA



TOOLE DESIGN

Hillary Essig
Project Planner

Hillary is a Project Planner with experience in both the public and private sectors in multimodal transportation projects, tactical urbanism, and placemaking/placekeeping efforts. Her work ranges from empowering individual communities to create invigorating spaces in their own neighborhoods to large-scale capital improvement projects building out several miles of Complete Streets.

Project Experience

Decatur SS4A
City of Decatur | Decatur, GA

Honest Alley Activation Study
Lawrenceville, GA

Fairburn Gateway and Connectivity
Study
City of Fairburn | Fairburn, GA

West End CID Planning On-Call
City of Atlanta | Atlanta, GA

Ralph David Abernathy SW Boulevard
Great Streets Study
City of Atlanta | Atlanta, GA

Internal Advisory Team

In addition to the core staff outlined on the previous pages, our team includes a team of Expert Advisors made up of internal resources with deep experience across key disciplines relative to the Avondale LCI effort. These advisors will be engaged at specific, strategic moments throughout the planning and design process to provide targeted insight and quality control, largely behind the scenes. This advisory support is **provided at no additional cost** to the project.



BOB BEGLE directs the LAS Urban Design and Planning practice in Atlanta and serves as the firm's lead urban designer. With more than 35 years of experience in community planning, Bob has led a wide range of efforts including downtown and community master plans, housing and feasibility studies, facility and campus plans, mobility strategies, public open space design, and site planning. His experience includes work on 38 individual LCI plans across metro Atlanta.



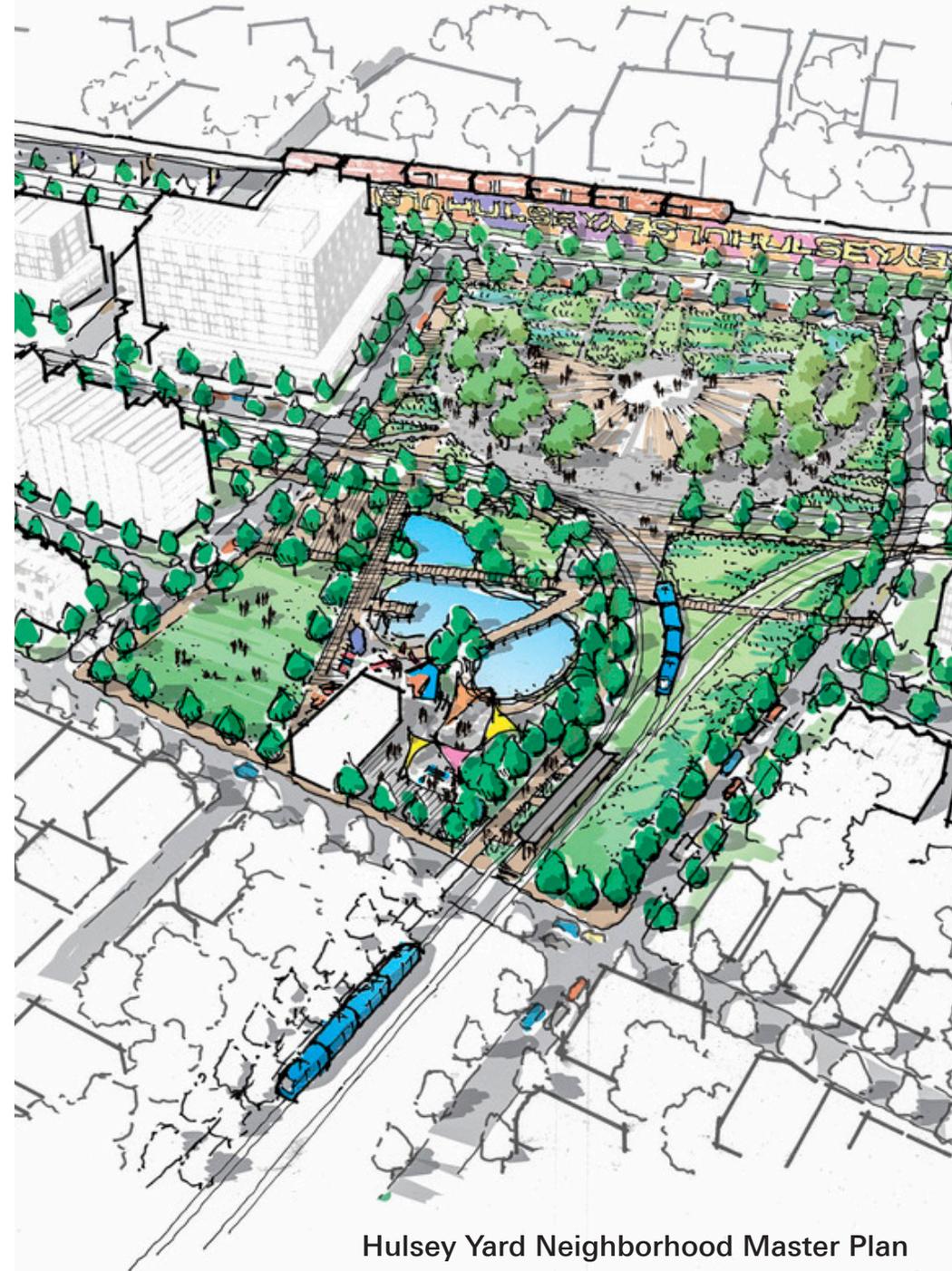
MATT CHERRY is the Director of LAS's Landscape Architecture practice, bringing over 25 years of experience in large scale master planning and ecology centered design. Matt's multidisciplinary background bridges community planning, landscape architecture, urban mobility, and urban design, helping ensure that public realm and environmental strategies are seamlessly integrated into broader planning goals.



TRAVIS RIDENBAUGH directs LAS's Housing and Mixed Use Development practice and brings extensive experience in the design and construction of thousands of housing units throughout metro Atlanta. His background in private development will help ensure that the concepts and recommendations included in the Avondale Estates LCI plan are realistic, market informed, and grounded in real world development dynamics.



ADDIE WEBER is an urban designer and planner with Toole. She has extensive experience leading and collaborating with multidisciplinary teams on numerous livable transportation projects. She has worked with a wide range of clients to develop community-supported, context-sensitive design solutions for suburban and urban environments. Her design perspective responds to the interconnected relationship between land use and transportation in transit station area planning, corridor redevelopment, strategic land planning, and small area plans.



Hulsey Yard Neighborhood Master Plan

4. Approach & Methodology

Project Execution & Stakeholder Engagement

As a means of enabling a plan that is uniquely Avondale Estates and a reflection of the community this study will be developed in four distinct phases. Each phase will focus on addressing specific needs, gathering insights, refining ideas via a robust public and stakeholder engagement process. At the outset of the plan, our team will work with the City to define the right stakeholder groups to engage and when. While the overall process is linear, scope elements can shift and take priority at different times in order to align with any existing or pressing elements. This process is meant to be fluid and flexible to meet the needs of the City. An overview of the proposed phases of work and key stakeholder engagement elements is below. The proposed scope for each phase is described in the subsequent pages of this section along with a project schedule. As mentioned in the executive summary, the success of the community engagement for both this study and the Comprehensive Plan will fall on the ability to coordinate meetings, eliminate redundancy, reduce the amount of times we are asking the community to come out, and leverage the public engagement that recently occurred. We are willing to coordinate with the ARC comprehensive plan team to make this work. In addition, Purpose Possible is also an on-call engagement consultant for ARC if it is potentially feasible to utilize the same consultant.

Approach

SYNTHESIZE	PLAN	PRIORITIZE	FORMALIZE
Synthesis of previous studies and new inputs. Key Urban Design & Real Estate Take-aways.	Development of Frameworks & Design studies for Development, Mobility, Sustainability, & Placemaking. Iterative explorations for the potential growth, preservation, and improvement of Downtown. The core content of the study.	Determine project priorities and implications create an implementation plan. Creation of implementation scenarios to help determine action items, market feasibility, and timing.	Final Vision Graphics & Report for Plan Adoption. Full report with renderings, monitoring framework, and action plan.

± 8 Month Process

Key Engagement Elements

Community Engagement Events

It is important the three community engagement events meet the community where they are to increase the amount of participation & reach a broader demographic. We will work with the City to determine the best approach but we see opportunities in existing programming such as your farmer’s market, summer series events, and upcoming centennial celebrations. Our approach to in-person engagement focuses on exercises that are achievable in-person and online but also to create unique opportunities that make the in-person process attractive and fun! This could include tactile opportunities like interactive physical model exercises, on-site virtual reality, walk-about feedback opportunities or other digital & analog integration exercises.

Stakeholder Meetings

While meeting with the Project Advisory Group will allow for holistic feedback from a diverse group of Downtown constituents, we think it will be important conduct a series of 1-hour interviews with specific groups to get more honest and subject specific feedback. It will be our job to synthesize that feedback into the holistic plan. This could include meetings with the Avondale Arts Alliance, DDA, Small Business Owners, BOMC members, Avondale Police, downtown & non-downtown residents, and other potential groups including regional partners.

Online Engagement

The ability to engage the public online allows for a much greater participation rate in a city (not that Avondale needs an increase in that anyway!). There are a

few key elements to online engagement that we think should be part of this study:

1. Meet people where they are (online). This includes working within existing website and platforms that people already visit to provide online content and exercises. The planning team will work with the City to determine the best route for this approach- either direct links to other websites or integration.
2. Social media presence- The City has a robust social media presence, especially given the new branding, post about the Master Plan should extend beyond meeting times and engagement to more consistent content that may keep people interested and engaged during the process.
3. Interaction beyond surveys. While online surveys are very successful, we think it is important to have exercises

that aren’t linear and allow for physical interaction to allow for more detailed feedback when it comes to urban design. This could be through website integration of mappings or even “go at your own pace” exercises that encourage walking through downtown to specific points to give feedback.

City Adoption & ARC Meetings

We understand the need to update City Officials and official committees throughout the process in order to achieve consensus at the end of the study. We will work with the project management team to determine the best times to provide content for or present to the BOMC and others beyond a final adoption meeting. In addition we will help lead and coordinate all necessary meetings with ARC for transportation and adoption needs.

The following is the approach to each phase of the project:



PHASE 1: SYNTHESIZE | 3 WEEKS (TASK 2 SCOPE)

A typical LCI process would likely take 6-8 weeks to conduct existing conditions work. Rightfully it takes time to gather data and for the consultant to get their head around a place. Given our team’s deep understanding of the physical make up of Downtown, existing data and our previous analysis of Downtown, we believe we can expedite this phase to 3 weeks to get into the core of the plan’s content quickly and enable finishing this study by end of year. The anticipated scope in this phase includes:

1.1 Background / Base Files

Update new extents of Downtown Study area and reformat existing base files to create backgrounds. This includes existing 3D models and 2D plans.

1.2 Downtown Assessment Update

Update and recalibrate existing analysis to include additional areas and changes since 2020 study. Key existing analysis that has already been done includes Character Areas, Topography/Hydrology Study, Initial Parking Study, Connectivity, Slope Analysis, Circulation, and uses.

1.3 Economic Development Analysis

In coordination with potential analysis from the Comprehensive Plan, this first review of economic development would synthesize the current & proposed developments to begin to paint a picture of the potential constraints & opportunities.

1.4 Takeaways & Synthesis

It is always important to be able to tell a concise and clear story to audiences about the key opportunities & constraints of a place to ensure everyone is on the same page. This set of potential diagrams or statements will begin to outline some of the project team’s key findings to help initialize conversations with stakeholders. These will be massaged as input from stakeholders is folded into the work.

1.5 Administrative Targets & Public Engagement (Task 1 Scope)

1.5.1 Conduct a Project Kick-Off Meeting (PMT #1) to finalize contract details, refine scope and schedule elements, establish communication mechanisms and collaboratively define the composition of the PAG. This task is assumed to be virtual but can be in person if preferred.

1.5.2 Prepare a preliminary Public Engagement Plan (PEP) outlining project milestones, target audiences, and engagement methods.

1.5.3 Design and launch an online interactive community survey tool. Determine needs for hosting or use of existing AE website. This should combine Comprehensive Planning efforts to avoid duplication or confusion within the community.

1.5.4 Conduct +/-8 stakeholder interviews (one-on-one and/or small-group formats) with key stakeholders. This could include Avondale Arts Alliance, DDA, Small Business Owners, BOMC members, Avondale Police, property owners, downtown & non-downtown residents, and other potential groups including regional partners. (participants confirmed by PMT).

1.5.5 Hold PMT Meeting #2 to confirm the PEP, review preliminary findings, review draft project website and survey, finalize PAG membership and content for PAG meeting #1 and prepare for Public Engagement Forum #1. From this point forward, we assume that all PMT and PAG meetings will be conducted virtually to maximize efficiency.

1.5.6 Convene PAG Meeting #1 to review existing conditions findings, discuss preliminary opportunities and challenges, and preview materials for Public Engagement Forum #1.



2. PLAN | 12-14 WEEKS (TASK 2 SCOPE)

The core of the work of this study will take place in this phase. Based on community feedback, the synthesis, and market influences, we will study the elements focused on People, Place, and Program. This holistic approach will help zero in on both the physical and operative needs to meet the vision for Downtown.

2.1 Downtown Frameworks

Fundamental to our master planning process is the creation of frameworks that help outline the potential interventions, additional studies, and projects needed to realize the master plan vision. We organize these frameworks in different ways depending on how a study unfolds. Either via scope components such as development, mobility, or sustainability or via “master plan drivers” focused on specific goals that may encompass several types of projects. We will begin and end the PLAN phase of the project with these frameworks to clearly delineate all the potential elements needed to keep moving Downtown forward.

2.4 Incentives & Financing Strategy

Related to the topic scope 2.3, this scope will look specifically at the potential opportunities and systems that can be leveraged to move projects forward or sustain programs. This will also look at the broader picture of trade areas to understand what the opportunities are and what unique aspects Downtown Avondale can take advantage of.

2.7 Urban Design Standards Update

Continuing on our work on the Look Book, the more detailed study of Downtown will allow for a more in-depth look at Design Standards for Downtown that can help supplement the Look Book (this section may even be appended to it). This is a key component to thinking about the human scale: the most important scale in urban design. This can include additional parameters for the look book based on their location (rail arts vs. periphery) in order for future development to work with the current feel of each part of the Downtown.

2.2 Development Targets / Strategies

This scope will focus on the broader strategies for development in both the core of Downtown and peripheries. It will focus on the scale and type of development that wants to occur in these areas and will weigh the pros/cons of different development targets based on site, market, and stakeholder considerations. Ultimately, we will use this to ensure that the targets for catalytic sites are in line with the vision for Downtown.

2.5 Catalytic Sites & Infill Studies

Given our team’s expertise and ability to spend more time on design, we will be able to dig into more detailed studies for catalytic sites that are identified earlier in the process. This will entail varying massing studies and development scenarios to help show potential opportunities for development as well as mass and scale implications. Market viability will also be considered in these scenarios. This can be utilized to determine community preferences and for economic development purposes.

2.8 Administrative Targets & Public Engagement (Task 1 Scope)

2.8.1 Public Engagement Event #1. The format of all public “workshops” can take many forms depending on what works best in Avondale Estates. Examples include community pop-up events, charrettes, public meetings, participating in existing City festivals/events, open houses (e.g., Avondale Estates Farmers Market), etc. This first event will focus on garnering feedback on where Downtown stands today based on all of its current work and where we want to go. Knowing that there is a clear vision for the Downtown, it will be able to ask more detailed questions than a typical kick-off meeting while still verifying with the public if the underlying assumptions of the vision are still right. Given the accelerated Phase 1 timeline, we believe this meeting can happen at the end of April if the Comprehensive Plan meeting can also happen at this time.

2.3 Public Art & Placemaking Strategy

As one of the most important pieces of the study, this scope of work will focus on working with stakeholders to ideate the ways in which the future growth of Downtown can elevate its existing sense of place and not replace it. This is a scope of work that involves People, Place, and Program to get it right; Understanding the mass and scale of individual character areas, working with the current culture and stakeholders, and plans on how to enable long term viability via physical, financial, and programmatic interventions.

2.6 Transportation & Mobility Studies

LAS and Toole Design’s expertise will be utilized to identify targets and strategies for mobility and parking. As many mobility-focused paths have already been identified for Downtown (such as shared-streets and multi-modal paths), we will be able to focus on the broader connections strategies as well as the conceptual design of identified and yet to be identified corridors, intersections, and paths. Specifically illustrating their potential and setting their future design standards.

2.8.2 PMT Meetings (3 to 4) review engagement outcomes, discuss preliminary framework explorations and discuss directions for potential implementation priorities and tools. The final meeting in this phase will provide an opportunity to preview materials for PAG Meeting #2 and Public Engagement Forum #2.

2.8.3 Conduct PAG Meeting #2 to review design explorations, Framework Plan concepts, catalytic site designs, preliminary implementation tools/priorities, and to preview Public Engagement Forum #2 exercises and format.

2.8.4 Conduct follow-up stakeholder meetings (online) depending on focus of the plan.

2.8.5 Potential Update Meeting(s) to BOMC as needed.



3. PRIORITIZE | 8-9 Weeks (Task 3 Scope)

This phase focuses on garnering feedback on the proposed projects and interventions developed in the PLAN phase. This includes both the scope and vision of each element but, more importantly, to understand where priorities lie. This phase will kick off with the second public engagement event hopefully tied into the Centennial Celebrations for the City to help residents think about the next 100 years of Avondale Estates!

3.1 Project Prioritization

With input from the second public engagement event, the planning team will work with the PMT and PAG to organize the identified goals and/or projects into buckets of prioritization. This will result in a framework that allows the design team to explore implementation scenarios.

3.4 Implementation / Action Plan

As a synthesis of this phase, the implementation plan will organize the prioritization studies into a single document to show the near-, mid-, and long-term projects/initiatives. This will include descriptions of the projects, general scope, responsible parties, potential timelines, and high-level order of magnitude costs where possible. This scope will also include the First 100-day Action Plan that will highlight the necessary groundwork for future projects and low-hanging fruits to maintain the momentum of the master plan.

3.2 Implementation Scenarios

With a general understanding of project priorities the design team flesh out the potential sequencing of projects. This includes considering peripheral capital, economic, and policy needs that would need to occur for a project to happen. Depending on the approach, certain projects may be played out in different scenarios to understand potential routes to achieve results.

3.5 Administrative Targets & Public Engagement (Task 1 Scope)

3.5.1 Host Public Engagement Forum #2, focusing on community feedback for refined planning and design concepts, Framework Plans, catalytic site options and to solicit input on implementation priorities and strategies. Given the amount of content, this likely wants to be a stand-alone open house session or be done multiple times to allow for proper feedback. That said, it would be good to organize with the comprehensive plan and with centennial celebrations.

3.5.2 Hold PMT Meetings (2-3) to review engagement results, discuss refined implementation considerations, preview PAG Meeting #3, and finalize format for Public Engagement Forum #3.

3.5.3 Conduct PAG Meeting #3 to review draft final plan elements and preview Public Engagement Forum #3 format.

3.3 Market Feasibility

In conjunction with the two previous scope items, the desired development projects or capital projects will be played out from a market and financing standpoint to better understand the opportunities and constraints to implement them.





4. FORMALIZE | 8-9 Weeks, Overlaps with Previous Phase (Task 3 Scope)

This final phase focuses on updating final recommendations and the creation of a final report that will contain the core content of the study along with final vision graphics.

4.1 Final Master Plan Graphics

Visualization is a key focus of our master planning process as it supports the story that is being told via a master plan. The specific final products include diagrams, a rendered master plan, 3D vignettes and renderings for key projects or focus elements.

4.2 Final Plan Report

The final plan report will be delivered in two forms. The first will consist of the typical LCI PDF report that is formatted into the scope phases to provide all the content and background along with final plan recommendations and graphics. This will include an appendix of stakeholder engagement synopsis. The second deliverable will be an abridged version of the report that focuses on the storytelling and key elements of the plan. We tend to call this the “marketing report”. It will be graphic heavy and more simply organized to make the big picture of the plan easily digestible.

4.3 Monitoring Framework

A monitoring framework will be created to allow the City to benchmark the targets of the plan. Every City is unique and these benchmarks should be informed by precedent cities and market demand, but the targets should be based on metrics the City thinks it should achieve. This be organized into short-term, mid-term, and long-term metrics to strive for. As priorities and markets shift, it is important to always consider the recalibration of metrics as time goes on.

4.4 Adoption By City

This scope simply acknowledges that the design team is willing to join key meetings with stakeholders and city officials to help with the socialization of the final plan report to ensure its adoption gives it the momentum the City needs to continue to implement the desires of the community.

4.5 Administrative Targets & Public Engagement (Task 1 Scope)

4.5.1 Host Public Engagement Forum #3 to present draft final study deliverables and confirm implementation priorities. Typically, this final engagement forum is conducted open-house style, giving participants maximum opportunity to preview and comment on final study deliverables in their own time and at their own pace. Opportunity for input will also be provided on the project website.

4.5.2 Hold PMT Meetings (1-2) to review engagement results from form Public Forum #3, preview project deliverables, and assign metrics for the monitoring framework.

4.5.3 Conduct virtual ARC Transportation Coordination Meeting to review all draft final study elements.

4.5.4 Present the final plan at Public Hearings before the DDA, PAZB, and BOMC (as needed up to twice per group).

4.5.5 Celebration of Plan adoption at Little Cottage!

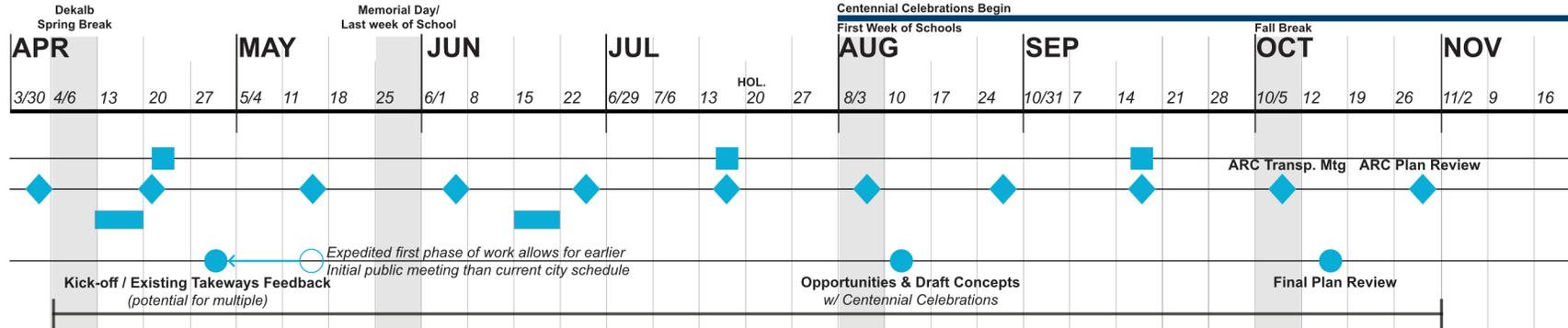


Master Plan Schedule

5. Proposed Schedule

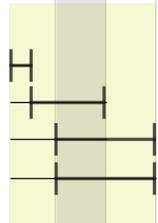
RFP Task 1

Engagement

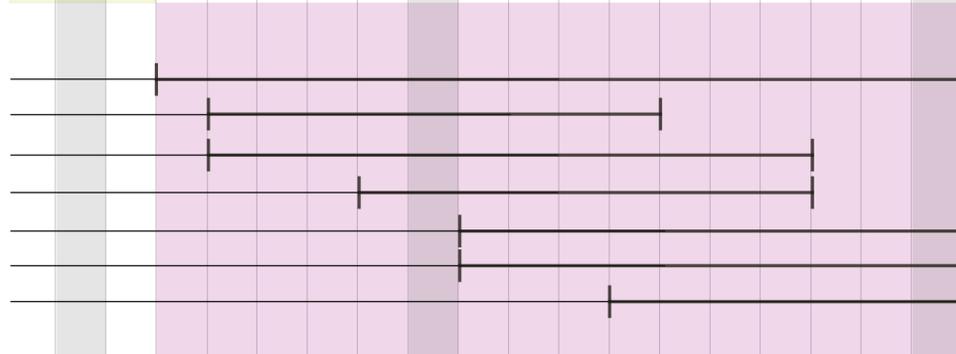


RFP Task 2

SYNTHESIZE

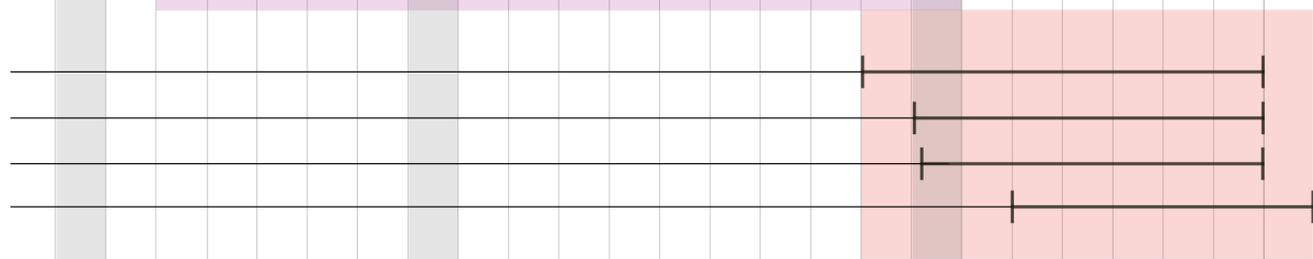


PLAN

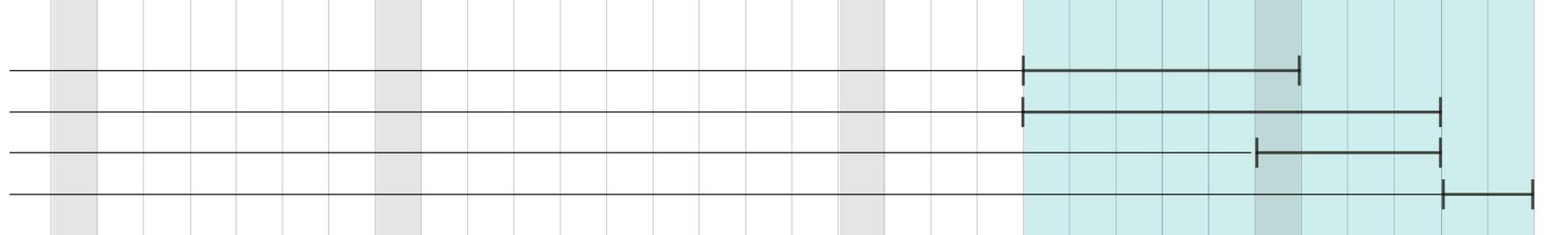


RFP Task 3

PRIORITIZE



FORMALIZE



6. Budget & Fee Structure

FIRM	PERSONNEL	HOURS	RATE	FEE
TASK 1 - PUBLIC INVOLVEMENT		787		\$70,975.00
Lord Aeck Sargent	Marco Ancheita	37	\$175.00	\$6,745.00
	Julia Doolittle	29	\$125.00	\$3,625.00
Purpose Possible	Laura Moody	20	\$207.00	\$4,140.00
	Taryn Janelle	208	\$75.00	\$15,600.00
	Natalia Garzon Martinez	368	\$65.00	\$23,920.00
	Sarah Lawrence	96	\$60.00	\$5,760.00
Toole Design Group	Chris Puglisi	-	\$262.00	-
	Hillary Essig	29	\$170.00	\$4,930.00
KB Advisory Group	Geoff Koski	-	\$275.00	-
	Tate Wilson	29	\$225.00	\$6,525.00
TASK 2 - PLAN DEVELOPMENT		490		\$92,763.00
Lord Aeck Sargent	Marco Ancheita	104	\$175.00	\$18,200.00
	Julia Doolittle	226	\$125.00	\$28,250.00
Purpose Possible	Laura Moody	-	\$207.00	-
	Taryn Janelle	-	\$75.00	-
	Natalia Garzon Martinez	-	\$65.00	-
	Sarah Lawrence	-	\$60.00	-
Toole Design Group	Chris Puglisi	24	\$262.00	\$6,288.00
	Hillary Essig	125	\$170.00	\$21,250.00
KB Advisory Group	Geoff Koski	11	\$275.00	\$3,025.00
	Tate Wilson	70	\$225.00	\$15,750.00
TASK 3 - PROJECT DELIVERABLES		241		\$36,243.00
Lord Aeck Sargent	Marco Ancheita	66	\$175.00	\$11,550.00
	Julia Doolittle	115	\$125.00	\$14,375.00
Purpose Possible	Laura Moody	2	\$207.00	\$414.00
	Taryn Janelle	8	\$75.00	\$600.00
	Natalia Garzon Martinez	24	\$65.00	\$1,560.00
	Sarah Lawrence	8	\$60.00	\$480.00
Toole Design Group	Chris Puglisi	2	\$262.00	\$524.00
	Hillary Essig	12	\$170.00	\$2,040.00
KB Advisory Group	Geoff Koski	4	\$275.00	\$1,100.00
	Tate Wilson	16	\$225.00	\$3,600.00
TOTAL PROJECT FEE		1,703		\$199,981.00

FEE BREAKDOWN BY FIRM	
FIRM	FEE
Lord Aeck Sargent	\$82,475.00
Purpose Possible (DBE)	\$52,474.00
Toole Design Group	\$35,032.00
KB Advisory Group	\$30,000.00

Total fee listed includes all necessary time, materials, labor and expenses to complete the Scope of Work described in this proposal. Time for the Internal Advisory Team is being provided **AT NO COST**. Additional detailed breakdowns by person and by subtask can be provided upon request.

Avondale Estates Downtown Design Study

City of Avondale Estates | Avondale Estates, Georgia



7. References

CONTRACT VALUE

\$40,000

COMPLETED

February 2021

LORD AECK SARGENT ROLE

Prime Contractor, Urban Design, Land Use Planning

REFERENCE

Shannon Powell
City of Avondale Estates
Assistant City Manager
spowell@avondaleestates.org
404-294-5400

In support of the ratification of a new street grid and a rezoning process, the City of Avondale Estates hired Lord Aeck Sargent to develop an Urban Design Framework for its Downtown core. This study focused on the physical parameters of the public and private realm to ensure that its development would be in harmony with the existing sense of place and the desired future scale of Downtown. Utilizing 2D & 3D modeling, the study addressed street grading, street character, development mass & scale, and potential development scenarios to help articulate the urban design framework in a highly graphic and understandable manner



Highway 92 Development Standards Livable Centers Initiative (LCI) Plan

City of Woodstock | Woodstock, Georgia

Site 1 - Woodstock Commons

SCENARIO C



*FAR = Floor Area Ratio (Ratio of Building Area to Lot Area)

EXISTING METRICS

TOTAL SITE ACRES: 10.18 Acres
 STAND-ALONE RETAIL: +/- 5,500 Sq.Ft.
 MIXED-USE RETAIL: N/A
 BIG BOX/ IN-LINE RETAIL: +/- 92,000 Sq.Ft.
 MIXED-USE OFFICE: N/A
 RESIDENTIAL: N/A
 BUILD-OUT DENSITY:
 RESIDENTIAL: N/A
 COMMERCIAL: 0.22 FAR*

SCENARIO METRICS

TOTAL SITE ACRES: 10.18 Acres
 STAND-ALONE RETAIL: +/- 6,500 Sq.Ft.
 MIXED-USE RETAIL: +/- 9,500 Sq.Ft.
 MIXED-USE BIG BOX: +/- 45,000 Sq.Ft.
 MIXED-USE OFFICE: +/- 8,000 Sq.Ft.
 RESIDENTIAL: 430 UNITS
 BUILD-OUT DENSITY:
 RESIDENTIAL: 40-45 Units/Acre
 COMMERCIAL: 0.12 - 0.17 FAR*

"SEVEN BIG IDEAS" APPLICATION

For full description of Seven Big Ideas and associated recommendations, see 2021 "Town Center & Highway 92 LCI Update" plan (<https://www.woodstockga.gov/your-government/departments/community-development/lci2021.php>).

Build on Strengths Identify the existing strengths and build on them to create a vibrant, walkable, and sustainable community.	1.2	Envision the Mile on Main Create a vibrant, walkable, and sustainable community along the main street.	2.2
Buy Local, Walk Local Support local businesses and encourage walking and biking.	2.3	Catalyze the Crossroads Create a vibrant, walkable, and sustainable community at the intersection of major roads.	2.4
Park+Walk+Fun Create a vibrant, walkable, and sustainable community with parks and recreation.	3.1	Welcome to Woodstock Create a vibrant, walkable, and sustainable community with a strong sense of place.	2.5
Connect the Creeks Create a vibrant, walkable, and sustainable community with access to water.	3.2		3.3
	3.3		3.4
	3.4		3.5
	3.5		3.6

SCENARIO	FEASIBILITY	JUSTIFICATION
A	Not Feasible	The Rule of Three is not satisfied until future rents are 2.5x that of the existing retail rates. The ability to achieve these rents in today's market is unlikely.
B	Not Feasible	Additional infill office which achieves market rate rents for the City of Woodstock could support new development. This also assumes a 20% rent increase of existing retail.
C	Not Feasible	Considering market rent rates are achieved, both residential redevelopment scenarios exceed the Rule of Three thresholds. Given that both scenarios include structured parking, higher revenues are needed to support construction costs.
D	Not Feasible	



REDEVELOPMENT TYPOLOGY

Large Site - Full Redevelopment

The most aggressive scenario on large sites is full-scale redevelopment in which the site is completely reconceived. Scenarios such as these provide opportunities to add significant quantities of new housing in denser, urban formats, sometimes with modest amounts of associated mixed-use retail. This type of scenario seeks to fundamentally change the physical character of the site away from an auto-oriented commercial center into a walkable, urban mixed-use neighborhood. Due to the costs associated with redevelopment, this type of scenario typically requires relatively high residential densities.

*Redevelopment Scenario shown is conceptual and hypothetical for study purposes only. It is not an actual development proposal or policy recommendation.

Buildings	Uses				
	Urban Residential	Walk-Up Residential	Townhomes	Retail	Office
A	+/- 340 Units	N/A	N/A	+/- 45,000 SQ FT	N/A
B	N/A	+/- 90 Units	N/A	N/A	N/A
C	N/A	N/A	N/A	+/- 6,500 SQ FT	N/A
D	N/A	N/A	N/A	+/- 9,500 SQ FT	+/- 8,000 SQ FT

The City of Woodstock engaged Lord Aeck Sargent to reimagine development standards along a key segment of the Highway 92 corridor adjacent to Downtown. The planning study featured a robust community engagement process, resulting in a new set of standards that are more intuitive, flexible, and aligned with the community's vision for improved urban design character. To ground the recommendations in both feasibility and ambition, the study included physical development scenarios and pro forma analyses for several catalytic sites. These exercises informed the final standards and ensured they support practical, yet aspirational, outcomes for future development.

CONTRACT VALUE

\$220,000

COMPLETED

July 2025

LORD AECK SARGENT ROLE

Prime Contractor, Urban Design, Land Use Planning

KB ADVISORY ROLE

Market Research & Real Estate Analysis

REFERENCE

Coty Thigpen,
 Deputy City Manager
 cthigpen@woodstockga.gov
 770-592-6000

Grantville Downtown Livable Centers Initiative (LCI) Plan

City of Grantville | Grantville, Georgia



CONTRACT VALUE

\$124,500

COMPLETED

November 2022

LORD AECK SARGENT ROLE

Prime Contractor, Urban Design, Land Use Planning

KB ADVISORY ROLE

Market Research & Analysis, Implementation Strategies

REFERENCE

Al Grieshaber Jr.

City Manager

Agrieshaber@GrantvilleGA.org

770-583-2289

A small city on the southern border of Coweta County, the City of Grantville commissioned LAS to promote Downtown into a walkable, mixed-use environment by providing redevelopment and infill development strategies, mixed-mobility opportunities, and establish a sense of place. This interactive planning process included robust stakeholder engagement including three hands-on public workshops, an online project website and a community survey. The seven-month planning process resulted in a strategic master plan for the City of Grantville with a focus on Downtown. The plan focuses on re-establishing existing building inventory, creating a sense of place Downtown, creating a new town green/event plaza, identifying key housing infill opportunities, and outlining mixed-mobility opportunities for community residents.



8. Additional Materials



Powder Springs LCI

City of Powder Springs | Powder Springs, Georgia

- **Contract Value: \$40,000**
- **Completed: Projected June 2026**

In 2025, KB was selected to conduct an LCI market study for the City of Powder Springs. This analysis includes market inventory, supply and demand trends, feasibility for catalytic development sites, housing stock age and tenure, community assets, supported by robust community engagement. KB's analysis also examines Powder Springs' employment profile, and the inflow/ outflow live and work relationships of residents and workers. To address community priorities – special attention is given to solutions for downtown development, community amenities, and trails.

Contact: Randi Mason, Vice – President, rmason@decidedekalb.com | 404-687--2740

Brookhaven Redevelopment Plan

City of Brookhaven | Brookhaven, Georgia

- **Contract Value: \$45,250**
- **Completed: Projected December 2025**

In 2025, KB was selected to create a Buford Highway Redevelopment plan for the City of Brookhaven, Georgia. KB conducted an economic and market analysis of real estate inventory, jobs, and incomes; and began demand modeling, creating development strategies, and zoning policy actions. KB details best practices for the Buford Highway Overlay District and develops market feasible redevelopment scenarios; while evaluating funding tools, incentives, and how they could be useful (TADs, redevelopment powers, other financing, organizational structures). KB produced a full TAD Redevelopment Plan and implementation strategy defining redevelopment and TAD boundaries, site project identification, land use and zoning qualifications, funding priorities (including transit/ BRT), school impact analysis, stakeholder engagement, and an actionable implementation roadmap with sequencing.

**Contact: Aaron Szarowicz, Economic Development Director
aaron.szarowicz@brookhavenga.gov | 404-637-0505**



Arts & Culture Master Plan

City of Norcross | Norcross, Georgia

- **Contract Value: \$18,500**
- **Completed: July 2023**

Purpose Possible conducted extensive community engagement, surveys, and interviews with City staff and Public Arts Council members, and environmental research to produce the community's first arts and culture plan. The plan was crafted through a lens of equity and inclusion, and with a focus on implementation and funding sources. The plan and all community-facing materials throughout the project were produced in English and Spanish.

Contact: Shayla Alexis, Deputy City Clerk
Shayla.Alexis@norcrossga.net |
678-421-2024

Gwinnett Place Revitalization Study

Gwinnett Place Community Improvement District | Gwinnett, Georgia

- **Contract Value: \$18,500**
- **Completed: September 2022**

Purpose Possible provided community engagement, communications, and arts planning expertise within the context of the larger revitalization plan. Our team created the project website, social media content, visual & language-based survey tools, and interviews, and designed creative activations for use at community events to elicit feedback from a diverse community. The website and community-facing materials were produced in four languages. We also guided the programming and feasibility of a creative community space, which would be the centerpiece of the proposed Global Villages concept. This included cost projections and a pipeline of funding sources.

Contact: Joe Allen, Executive Director
jallen@gwinnettplacecid.com | 678-924-8171

Honest Alley Activation Study

City of Lawrenceville | Lawrenceville, Georgia

The goal of this project is to develop the vision highlighted in the City of Lawrenceville’s Downtown Master Plan to build out the alley network extension of Honest Alley as a pedestrian route as well as a placemaking feature. The activation of Honest Alley and a continuation of alleys to the west will provide an exclusive back of house pedestrian experience as well as a placemaking opportunity for outdoor cafes and public art. The alley network could become an integral part of the downtown fabric, adopting the existing historic character of downtown creating additional social spaces for City-sponsored events. The alley may include elements such as brick pavers, café lights, permanent planters, and murals created by local artists.

Contact: Helen Balch, Deputy Director, Planning and Development
helen.bach@lawrencevillega.org | 678-407-6400

Decatur Safety Action Plan

City of Decatur | Decatur, Georgia

Toole Design is leading the development of the Decatur Safe Streets Safety Action Plan. The plan is focused on eliminating fatal and serious injury crashes within the City, emphasizing safety for everyone and all modes of transportation. The Plan will recommend projects, policies, and programs that have been proven to reduce crash risks and save lives. Safety data will be captured through a range of sources—the public’s perception of safety, mapping of historical crash locations, and determining prevalent crash risks. Public engagement will be facilitated through working group meetings, stakeholder listening sessions, community pop ups, and online interactive maps. The Safety Action Plan is funded through the Federal Safe Streets and Roads for All (SS4A) program and follows the Safe System Approach (SSA). The SS4A framework recognizes that death and serious injuries are unacceptable, humans are vulnerable and make mistakes, responsibility is shared, safety must be proactive, and redundancy is crucial. This approach also emphasizes systemic assessments and the need to deploy proven safety countermeasures across the network at high-risk locations. Toole Design will assess existing conditions, map existing crash data to determine high-risk roadway characteristics, analyze previous planning efforts, and determine a High Injury Network of the most dangerous roads where recommendations can be the most effective. The final Plan will inform City decision making, help achieve the City’s 10-year strategic plan, coordinate with state and local partners, and prepare the City to apply for future grant funding.

Contact: Cara Scharer, Assistant City Manager
cara.scharer@decaturga.com |
404-377-5571



Buildings in CBD-1 (west of Olive St) are minimally visible from CBD-2 & 3 due to the bend along N. Avondale Rd. & distance.
 (New buildings in CBD-1 can be up to 5 stories. They are required to have stepbacks along North Avondale Rd. & Olive St.)



In adjacent CBD-3 (east of Oak St), no new building is allowed to extend beyond the top of the Tudor Village

Thank You!

LORD AECK SARGENT

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