

# 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

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## 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.

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## 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

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

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#### 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.

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## 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**.

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## 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](mailto:LLeland@avondaleestates.org)

**Website:** [avondaleestates.org](http://avondaleestates.org)

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### 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.

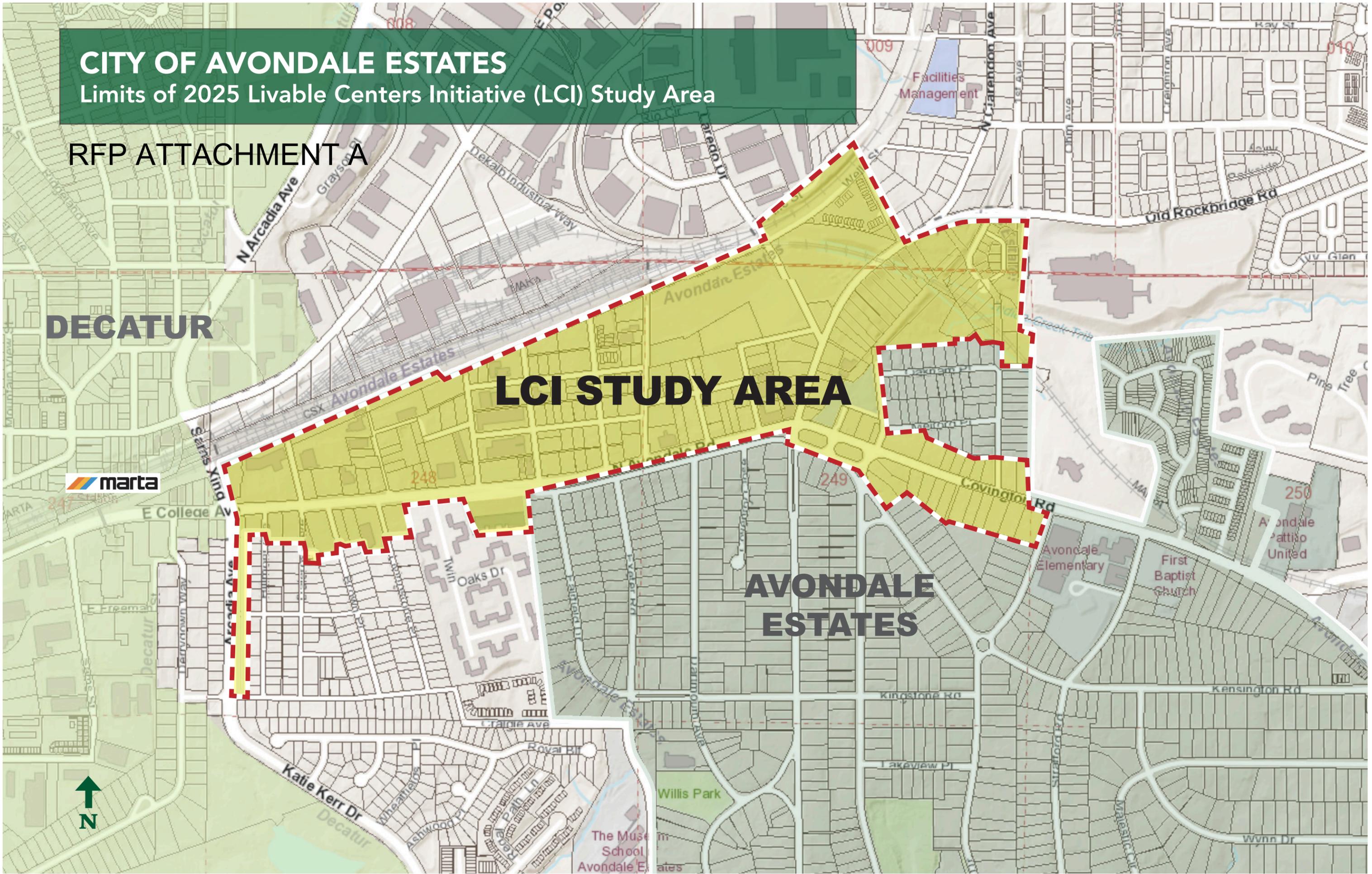
**CITY OF AVONDALE ESTATES**  
Limits of 2025 Livable Centers Initiative (LCI) Study Area

RFP ATTACHMENT A

**DECATUR**

**LCI STUDY AREA**

**AVONDALE  
ESTATES**



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



**Legend**

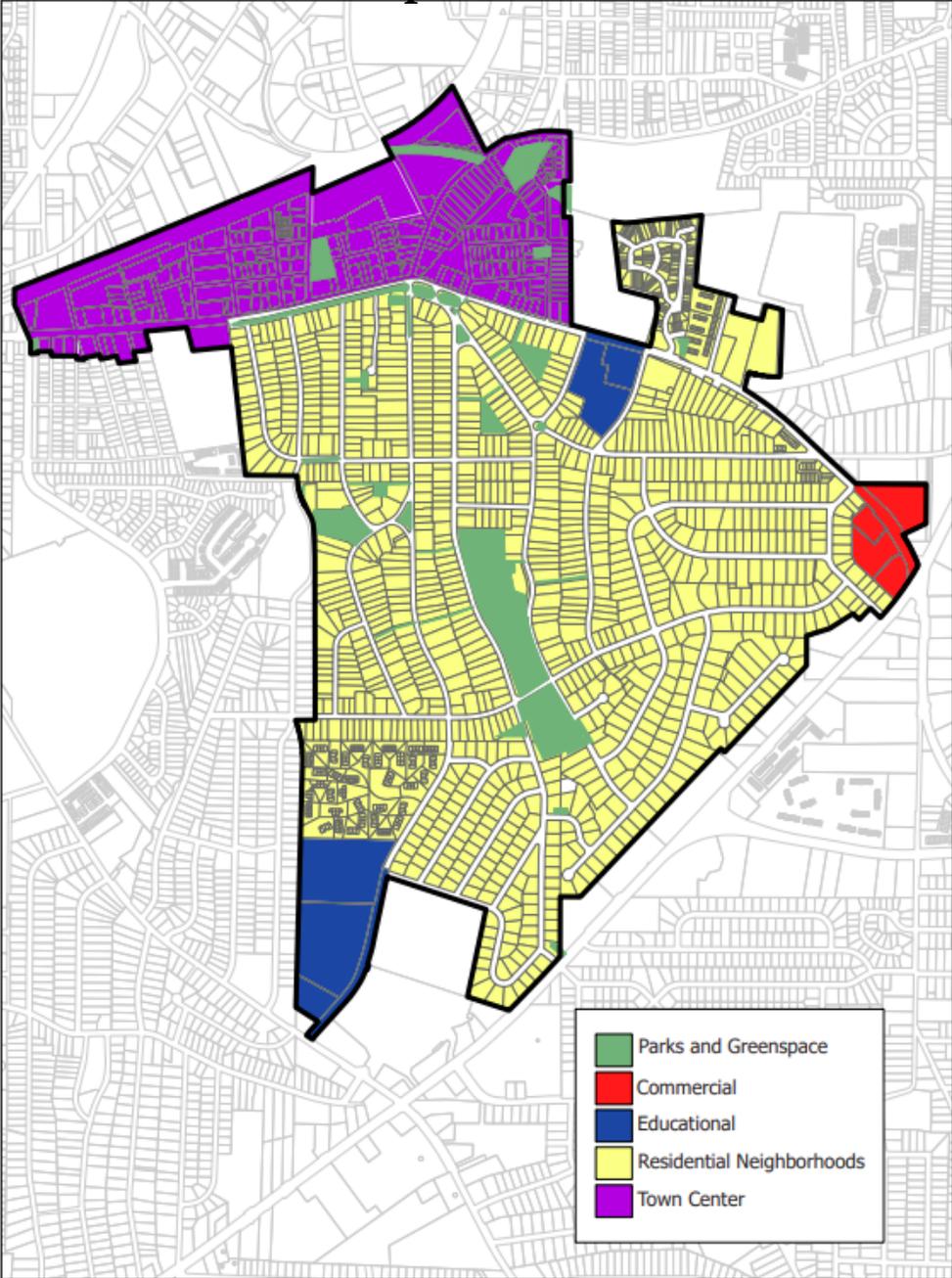
- City Boundary
- Waterbodies
- Adaptive Reuse Overlay District
- Central Business District 1 (CBD-1)
- Central Business District 2 (CBD-2)
- Central Business District 3 (CBD-3)
- General Commercial (GC)
- Low Density Residential (R-12)
- Multi-Family Residential (MFR)
- Office Institutional (O-I)
- 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  
 \_\_\_\_\_ City Seal

# 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