

DOWNTOWN MASTER PLAN UPDATE

City of Avondale Estates

March 2014



PARKS,

ARTS,

+ OPPORTUNITY

**RESOLUTION FOR ADOPTION AND TRANSMITTAL OF THE 2014 AVONDALE
ESTATES UPDATED DOWNTOWN MASTER PLAN**

WHEREAS, the Livable Centers Initiative (LCI) is a program of the Atlanta Regional Commission (ARC) that encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies; and

WHEREAS, the Downtown Master Plan for the City of Avondale Estates was completed in 2004 and grandfathered by the ARC to participate in the LCI Program in 2006; and

WHEREAS, the ARC awarded the City of Avondale Estates \$64,000 to update the Downtown Master Plan; and

WHEREAS, the plan was developed through a process that engaged the public and provided the public with an opportunity to shape the plan's recommendations; and

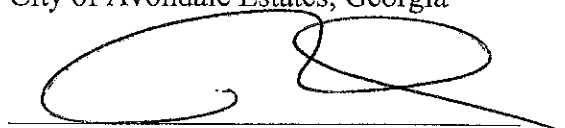
WHEREAS, the Board of Mayor and Commissions and the community have reviewed and approved the Downtown Master Plan including the overall vision, goals, land use and transportation plan, projects and action plan; and

WHEREAS, the Board of Mayor and Commissioners believes the Downtown Master Plan will be a guide for development in the City of Avondale Estates; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Mayor and Commissioners hereby approves the 2014 Updated Downtown Master Plan and authorizes its transmittal to the Atlanta Regional Commission.

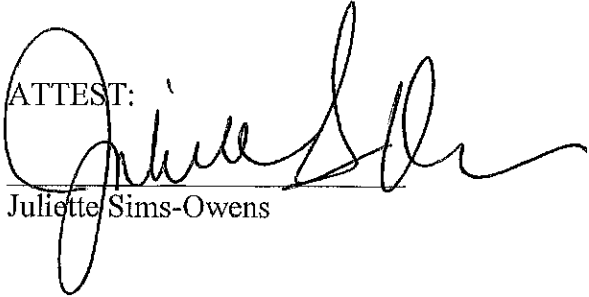
So Resolved, this 20th day of March, 2014

Board of Mayor and Commissioners
City of Avondale Estates, Georgia



Ed Rieker, Mayor

ATTEST:



Juliette Sims-Owens

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ACKNOWLEDGEMENTS

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The plan also relied on the active and involved citizens and businesses of Avondale Estates.

All photographs and illustrations are credited to Pond & Company, its sub-consultants, or the City of Avondale Estates, unless otherwise indicated.

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INTRODUCTION

CHAPTER 1

STUDY AREA CONTEXT

Founded in 1924 by George F. Willis, the City of Avondale Estates is the earliest known planned community in the southeast. Willis transformed the area known as Ingleside from a pastoral farmland to a lively village modeled after Stratford-upon-Avon. A team of civil engineers, landscape architects, and city planners helped Willis create a community of homes, shops, and recreational areas in a lush, green landscape with many small neighborhood parks. While more homes have been built, the urban form of the City remains virtually unchanged since its design. Its unique, well-defined framework plan and historical significance earned the City recognition on the National Register of Historic Places.

Avondale Estates, Georgia is a city of just under 3,000 people in central DeKalb County located seven miles east of downtown Atlanta. The City is located inside, but very close to, the I-285 Perimeter and immediately east of Decatur; the Avondale Metropolitan Atlanta Rapid Transit System (“MARTA”) Station and Kensington MARTA Station are both located less than one mile from Tudor Village, the City’s core. Avondale Estates residents have great access to Atlanta and other destinations in the region.

Throughout this planning document, North Avondale Road, East College Avenue, North Avondale Plaza, and Covington Highway are collectively referred to as “US 278.”

High property values, excellent schools, and its natural setting make Avondale Estates a very attractive location for residences. Its location and amenities appeal to families, young adults, and people who wish to age in place. The primary east-west corridor, US 278, divides the City, with residential uses primarily located south of the road and commercial uses located on the north. The residential portion of the City is thriving, with historic homes, parks and recreational facilities, and opportunities for residents to be social. The commercial portion of the City, which is encompassed by the study area boundary, is currently experiencing some mixed economic success, with some vacant and abandoned properties (several of which present opportunities for large-scale redevelopment) and some successful long-running businesses that draw visitors from the region. Several new businesses—including the Pine Street Market, the Beer Growler, and Palookaville—have generated buzz throughout Atlanta. This plan will position the City to take advantage of and capitalize on this recent investment.

STUDY AREA BOUNDARY

The Avondale Estates study area comprises 130 acres in the northern portion of the City. The southern border is the commercial properties on the south side of US 278, and the western and northern borders are the City limits. The eastern border roughly follows the City limits but excludes the single family residential neighborhoods off of Windsor Terrace and Ashton Place. The study area was modified slightly from the 2004 Downtown Master Plan to exclude these neighborhoods and include the newly annexed Western Gateway. Figure 1 illustrates the new and old study area boundaries.

Figure 1. Old and New LCI Boundaries

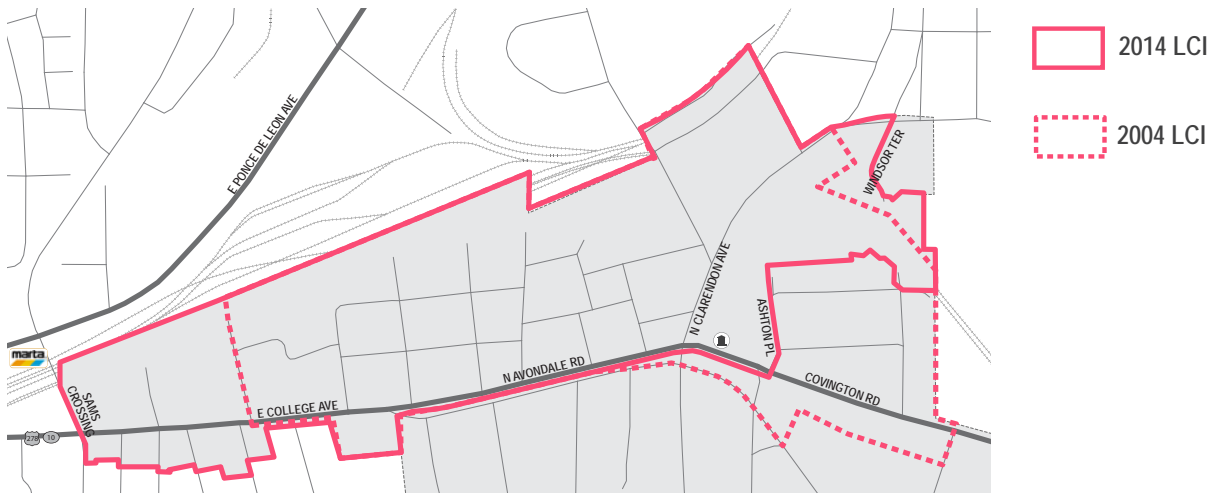
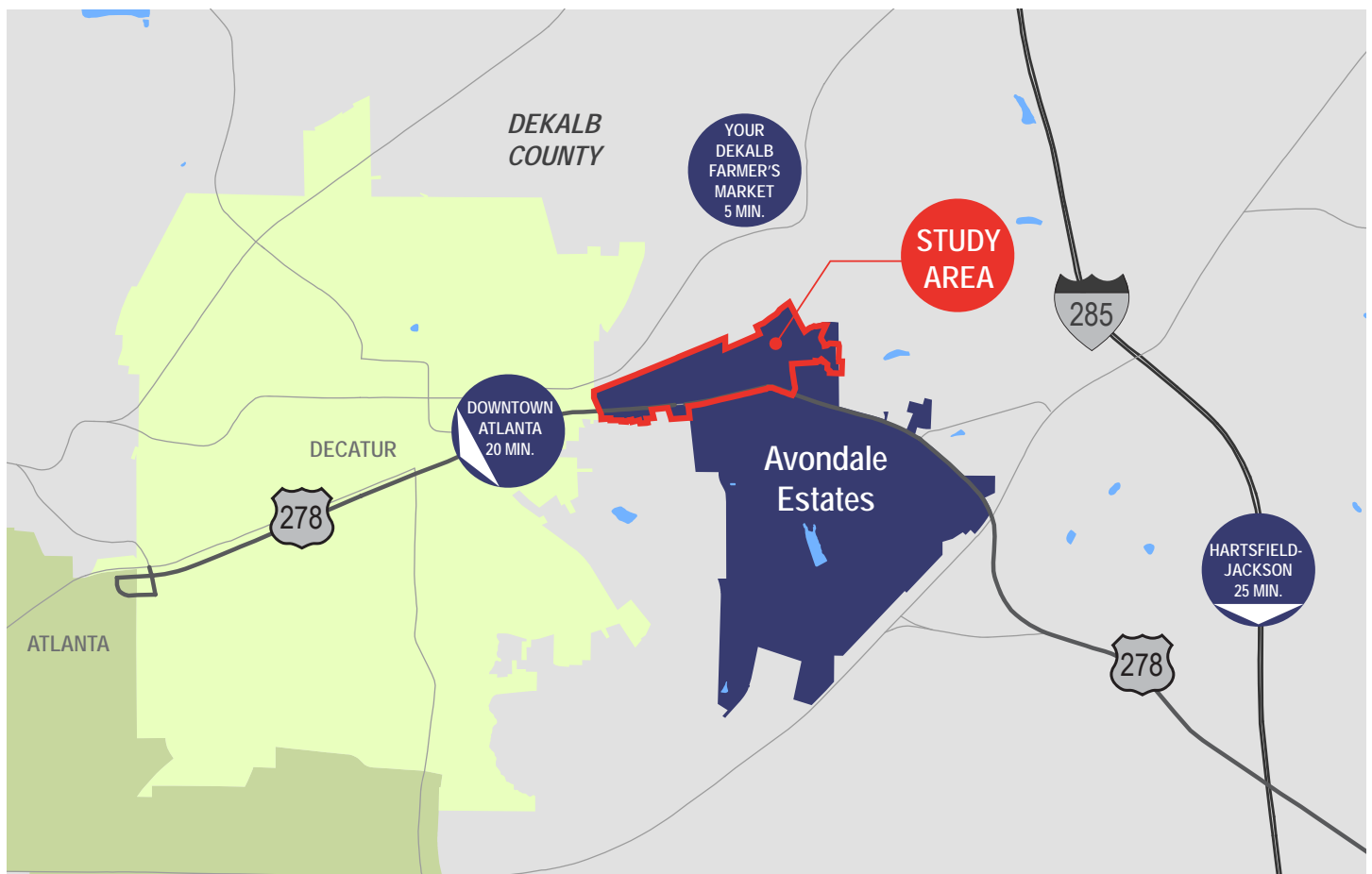


Figure 2. Regional Context



REGIONAL CONTEXT

SEPTEMBER 19, 2013 | DRAFT

- ▭ Study Area
- ▭ Avondale Estates
- ▭ Other Cities
- Expressways
- Major Roads

Map prepared under contract by Pond & Company for the City of Avondale Estates.
 Data Sources: Atlanta Regional Commission, Bing, City of Avondale Estates



STUDY PURPOSE

In 2013, the City of Avondale Estates was awarded a grant from the Atlanta Regional Commission (“ARC”) to update its 2004 Downtown Master Plan as part of the Livable Centers Initiative (“LCI”). The purpose of this update is to augment the original LCI study and incorporate relevant findings and recommendations, ensuring that the master plan for downtown Avondale Estates remains relevant and continues with implementation. This update takes a renewed look at goals and objectives, assesses how prior action items have been accomplished, and proposes a new five-year action plan.

The Downtown Master Plan 2014 provides land use, transportation, economic development, and urban design recommendations and strategies for the study area. The overall goal of the study is to ensure that Downtown Avondale Estates retains its desirability for businesses, residents, and visitors. Building from prior planning and visioning efforts, the update presents an economically realistic plan with an emphasis on providing a variety of housing options, improving connectivity for all types of transportation, strengthening economic viability, and outlining a blueprint for coordination among key partners. The plan, jointly funded by the ARC and the City, also includes a market analysis and a specific retail assessment to make sure the City is well positioned to take advantage of market and demographic trends.

The ARC’s LCI program “encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies.” As it evolves with the ARC’s PLAN 2040 initiative, the LCI program will continue to support regional planning efforts by implementing them at the local level.

In order to qualify as an LCI study, the following ten components must be met. Chapter 6: Implementation summarizes how the Avondale Estates Downtown Master Plan addresses each of the study requirements.

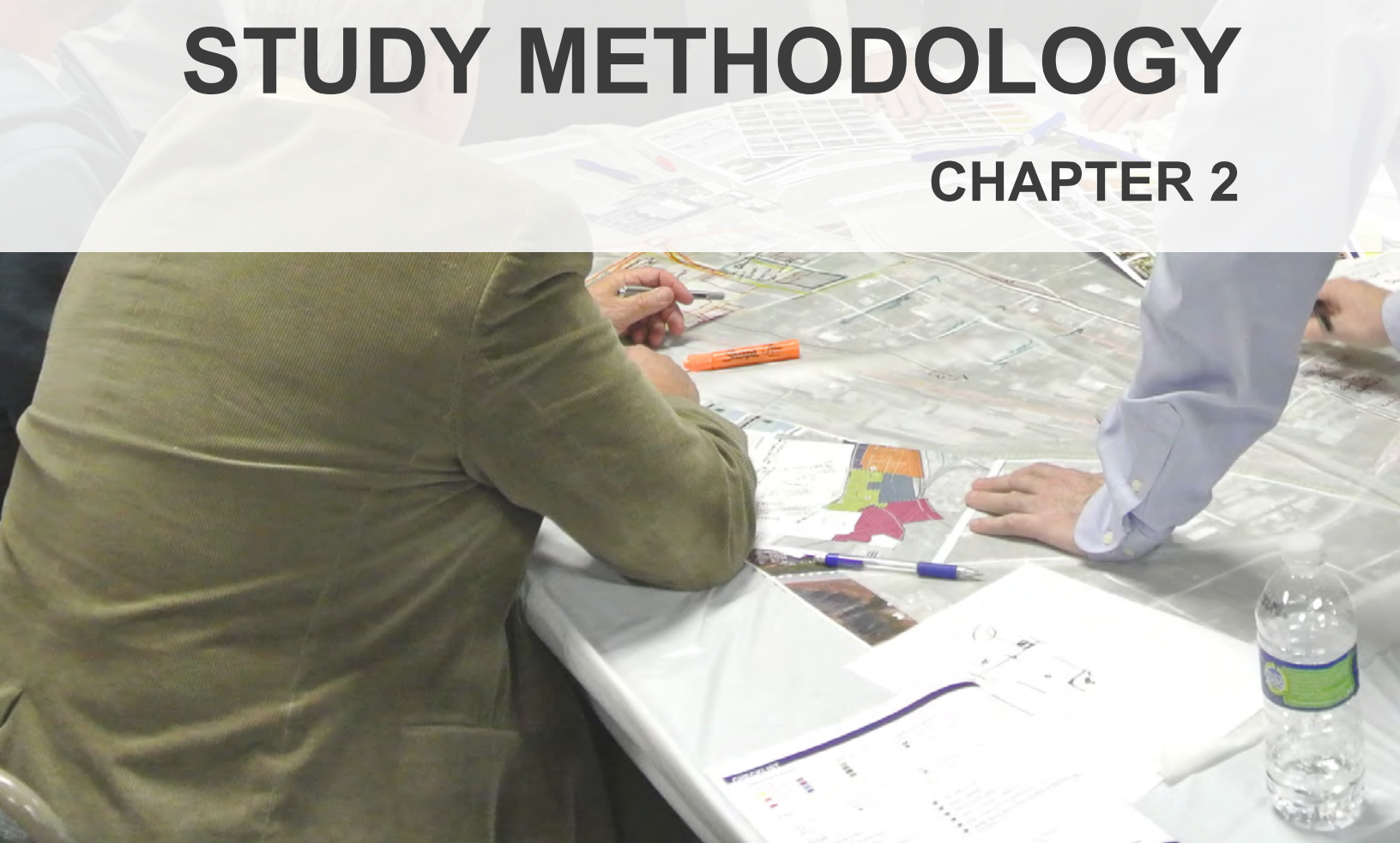
1. Encourage a diversity of medium- to high-density, mixed income neighborhoods, employment, shopping and recreation choices at the transit station, corridor, activity and town center level.
2. Provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area.
3. Encourage integration of uses and land use policy/regulation with transportation investments to maximize the use of alternate modes.
4. Through transportation investments increase the desirability for redevelopment of land served by existing infrastructure at transit stations, corridors, activity and town centers.
5. Preserve the historical characteristics of transit stations, corridors, activity and town centers, and create a community identity.
6. Develop a community-based transportation investment program at the transit station, corridor, activity and town center level that will identify capital projects, which can be funded in the annual TIP.
7. Provide transportation infrastructure incentives for jurisdictions to take local actions to implement the resulting transit station, corridor, activity or town center study goals.
8. Provide for the implementation of PLAN 2040 objectives, quality growth initiatives and Best Development Practices in the study area and at the regional level.
9. Develop a local planning outreach process that promotes the involvement of all stakeholders, particularly low income, minority and traditionally underserved populations.
10. Provide planning funds for development of transit station, corridor, activity and town centers that showcase the integration of land use policies/regulations and transportation investments with urban design tools.

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STUDY METHODOLOGY

CHAPTER 2



PUBLIC PARTICIPATION

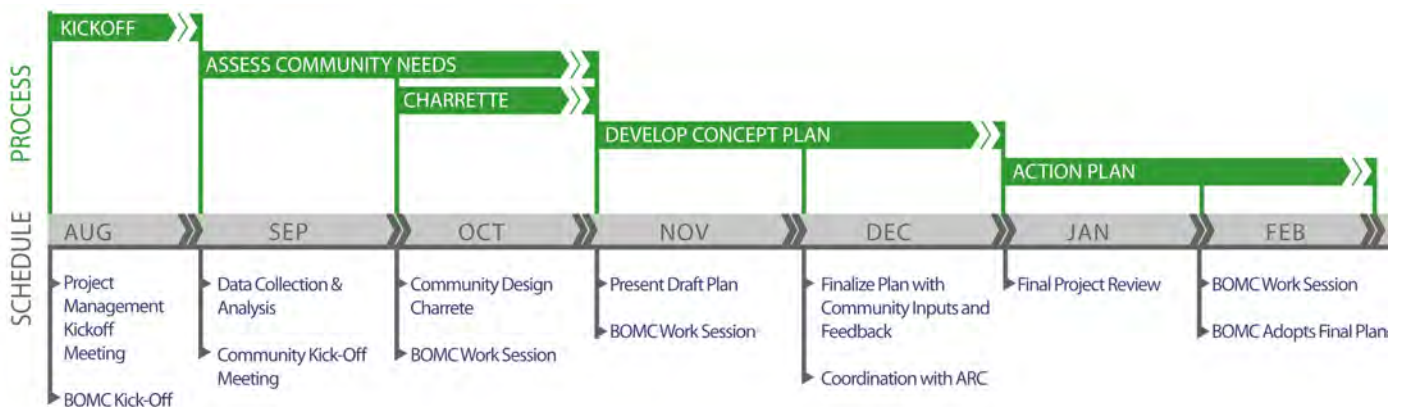
The Avondale Estates Downtown Master Plan public participation process relied on a variety of techniques and levels of involvement in order to gain a complete understanding of existing conditions, community goals and values, needs and opportunities, and desires for the future. These included frequent project management team meetings, three community meetings, numerous public hearings and work sessions, stakeholder interviews, and online resources. Figure 3 outlines the public participation process and how it informed the study at different stages. The Appendix to this report includes the initial Public Participation Plan and a complete set of materials used at each public meeting.

Project Management Team

The Project Management Team includes representatives from the City of Avondale Estates, the ARC, and the consultant team. This team met monthly to discuss the study progress according to the following schedule:

- Kick-Off Meeting: August 8th, 2013
- Study Area Tour: August 22nd, 2013
- Meeting #2: September 5th, 2013
- Meeting #3: October 17th, 2013
- Meeting #4: November 4th, 2013
- Meeting #5: December 12th, 2013
- Meeting #6: January 7th, 2014

Figure 3. Public Participation Process



Community Meetings

Community meetings were held throughout the six-month planning process at each key stage to gain feedback from all stakeholders in and around the study area. Meeting notices were distributed throughout the study area, emailed to stakeholder groups, and communicated through social media prior to each community meeting; in general, the City made every effort to include all stakeholders throughout the process. All meetings took place at Avondale Estates City Hall (21 North Avondale Plaza). A brief summary of each meeting follows.

Community Meeting 1: Project Kick-Off and Visioning

The first community meeting for the Avondale Estates Downtown Master Plan 2014 was held on Thursday September 19th, from 6:30 to 8:00 p.m. at Avondale Estates City Hall (21 North Avondale Plaza). Approximately 100 individuals gathered at the kick-off meeting, which began with several interactive exercises, with constituents identifying where they live and work in the City and providing their vision for the downtown's future. The consultant team described the Placemaking approach, which uses a framework for development focused on use, scale, and design. The group then discussed existing conditions, including an overview of previous plans and studies and the goals identified by them. The meeting attendees then shared their concerns and goals specifically related to mobility.

Community Meeting 2: Design Charrette

The second community meeting for the Avondale Estates Downtown Master Plan 2014 was held on Wednesday October 23rd from 6:00 to 9:00 pm at Avondale Estates City Hall (21 North Avondale Plaza). The City mailed invitation flyers to every household in the City and included surrounding neighborhoods, such as Decatur Terrace. Approximately 100 individuals gathered at the design charrette, which began with a presentation of the study area existing conditions, a hands-on design workshop in small groups, and a final presentation of each group's results.

The team presented a summary of the existing conditions that have been previously identified by objective analysis and by community input at meetings and through the survey, including a summary of the current market conditions and projected demand for residential, commercial, and office space over the next ten years; existing conditions of transportation-related elements and ideas for future improvement; existing architectural styles and building types; and the five preliminary "districts" that had been identified within the study area.

The meeting broke into groups of about 10-15 people, each led by a facilitator from the project management team. The groups spent over an hour sketching concepts for transportation improvements, building mass and scale, open space, and urban design within the study area. At the end of the meeting, each table presented their top 5 big ideas back to the group.

Community Meeting 3: Presentation of Draft Plan

The third community meeting for the Avondale Estates Downtown Master Plan 2014 was held on Thursday November 14th from 6:00 to 8:00 pm at Avondale Estates City Hall (21 North Avondale Plaza). Over 80 individuals attended the meeting, which included a presentation of the draft concepts and an opportunity for citizens to prioritize their preferred projects. The consultant team presented the draft concepts for development, open space, and transportation throughout the study area. Then, meeting participants visited stations related to development and transportation to learn more about each of the proposed projects and identify their priority projects.

Other Meetings and Presentations

Public Meetings and Work Sessions

The consultant team involved the Board of Mayor and Commissioners (BOMC), Downtown Development Authority, Historic Planning Commission, Architectural Review Board, and Planning and Zoning Board in the LCI process at several key stages. These meetings provided an opportunity for board members to learn about the project and share their needs and ideas.

- BOMC Introduction and Kick-Off: August 21st, 2013
- Downtown Development Authority Meeting: September 10th, 2013
- Planning and Zoning Board Meeting: September 16th, 2013
- Historic Planning Commission/Architectural Review Board Meeting, October 7th, 2013
- BOMC Work Session: February 20th, 2014
- BOMC Adoption Hearing: February 24th, 2014

Transportation Coordination Meetings

On October 7th, 2013, the project management team met with representatives from the Georgia Department of Transportation and MARTA to discuss preliminary transportation concepts and alternatives. This meeting allowed the project management team to get an idea of what implementation items would be feasible and what level of coordination would be required with these regional groups.

The project management team also met with the Atlanta Regional Commission on December 12th, 2013 to review the proposed land use and transportation plan.

Communication Tools

Project Website and Facebook Page

A project website was developed at the onset of the study to provide access to all relevant materials and collect feedback. A blog, study timeline, meeting schedule, agendas, meeting minutes, contact information, conceptual plans, and a link to the community survey were posted at downtownmasterplan2014.wordpress.com, shown in Figure 4.

A project Facebook page was also created in order to access existing networks and Avondale Estates business pages. The Facebook page was updated with meeting announcements and other relevant project information. Approximately 100 users followed the Avondale Estates Facebook page, which is shown in Figure 5.

Newsletters, Emails, and Print Media

The City distributed flyers prior to community meetings to various locations throughout the community (Figure 6). The City also included meeting announcements in its electronic and printed newsletters prior to each meeting. Meeting attendees were also notified of future meetings via email.

Community Survey

In an effort to receive detailed feedback on a number of issues relating to Downtown Avondale Estates, the team provided an online survey available for approximately one month and closing on October 14th, after the first community meeting. Hard copies of the survey were made available at City Hall. A total of 389 individuals responded to the survey, 94% of whom live in the City of Avondale Estates. The survey results indicated support for the following:

- Increased shopping and/or dining options,
- Enhanced mobility for all users, especially pedestrians and bicyclists,
- Improved economic viability,
- More destinations to draw people downtown,
- Improved identity and appearance of Downtown Avondale Estates,
- A range of housing options downtown,
- More entertainment, arts, and cultural offerings, and
- A range of housing options.

These results greatly influenced the Vision and Goals for the Downtown Master Plan and helped guide the project management team throughout the process. Figures 7 and 8 illustrate the results of some of the key survey questions, and full survey results can be found in Appendix B.

Figure 4. Project Website

[Home](#) [Who's Involved](#) [Events](#) [Meeting Materials](#) [Resources](#) [Contact Us](#)

AVONDALE ESTATES

Downtown Master Plan 2014



Community Meeting 3 – Tonight

Posted: November 14, 2013 | Author: [allie](#) | Filed under: [Uncategorized](#) | [Leave a comment](#)

We hope to see you all at Community Meeting 3 tonight! We will present the draft development and transportation plans and ask for your input on the final project list and priorities. The meeting tonight is from 6:00 to 8:00 pm at City Hall.

Meeting Schedule

AUGUST 2013

AUGUST 21: BOMC WORK SESSION

SEPTEMBER 2013

SEPTEMBER 10: DDA MEETING
SEPTEMBER 19: COMMUNITY MEETING 1: KICK-OFF

OCTOBER 2013

OCTOBER 23: COMMUNITY MEETING 2: DESIGN WORKSHOP

NOVEMBER 2013

NOVEMBER 14: COMMUNITY MEETING 3: PRESENTATION OF DRAFT PLAN

JANUARY 2014

BOMC TRANSMITTAL HEARING


Community Meeting 2 Wrap-Up

Posted: October 28, 2013 | Author: [allie](#) | Filed under: [Uncategorized](#) | [Leave a comment](#)

Thank you to everyone who came out to Community Meeting 2 last Wednesday night, October 23rd. About 80 community members showed up to help draft some concept plans for Downtown Avondale Estates. We began the meeting with a presentation of existing conditions, including a summary of the vision and goals, community survey results, architectural styles, market conditions, and potential transportation alternatives. Then, we broke into small groups of 8-10 people, each led by a facilitator, and gathered around tables for over an hour to draw our ideas for land use, urban design, connectivity, and community identity in the study area. Now, the draft concepts will be consolidated into a draft land use and transportation plan.

Figure 5. Project Facebook Page

f Downtown Avondale Estates Master Plan 2014 Q




Downtown Avondale Estates Master Plan 2014

99 likes


Like
Follow
Message

Company
The City of Avondale Estates and the consulting firm Pond & Company are kicking off the 2014 Downtown Master Plan Update for the City of Avondale Estates!

About – Suggest an Edit



Photos




99

Likes

Posts by Page

Post
Photo / Video


Write something...



Downtown Avondale Estates Master Plan 2014

November 7

We can't believe it's that time again, but the next Community Meeting is next Thursday the 14th from 6:00 to 8:00 at City Hall Council Chambers. Please join us!



Downtown Avondale Estates Master Plan 2014

November 21

We had another 80 to 100 people show up last week to review and provide comments on the draft land use and transportation plans for the City.


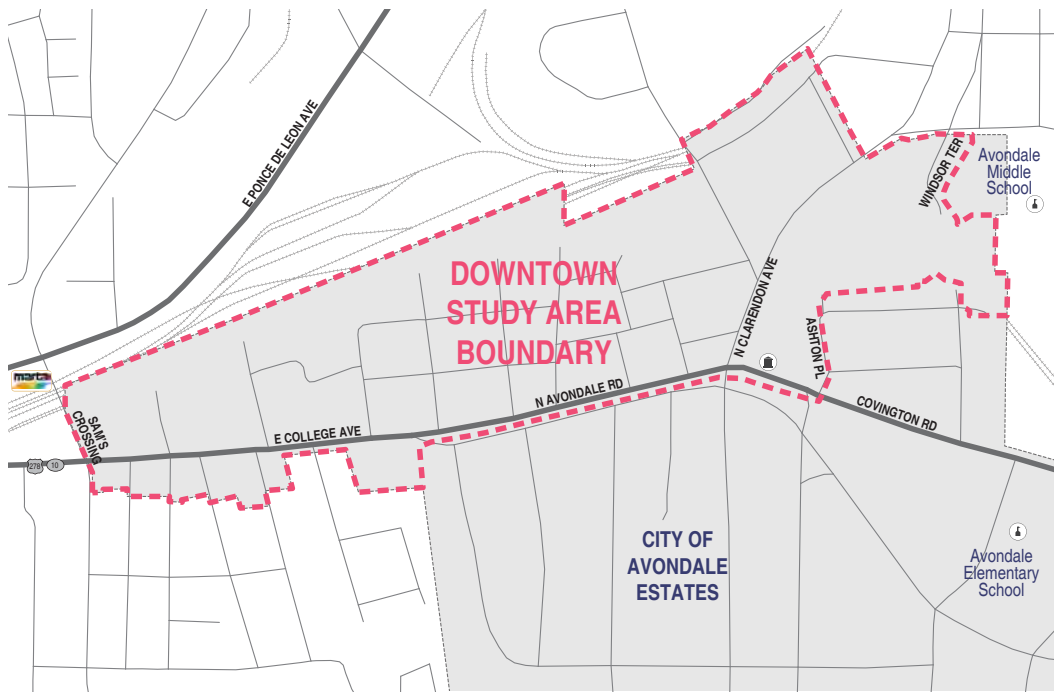


Figure 6. Community Meeting 1 Flyer

COMMUNITY MEETING 1 PROJECT KICK-OFF: VISION & GOALS CITY OF AVONDALE ESTATES DOWNTOWN MASTER PLAN 2014

CITY HALL | SEPTEMBER 19, 2013 | 6:30 - 8:00 PM



Visit us online at downtownmasterplan2014.wordpress.com



Figure 7. Survey Results: Highest Priorities

What should be the highest priorities in creating a master plan for Downtown?

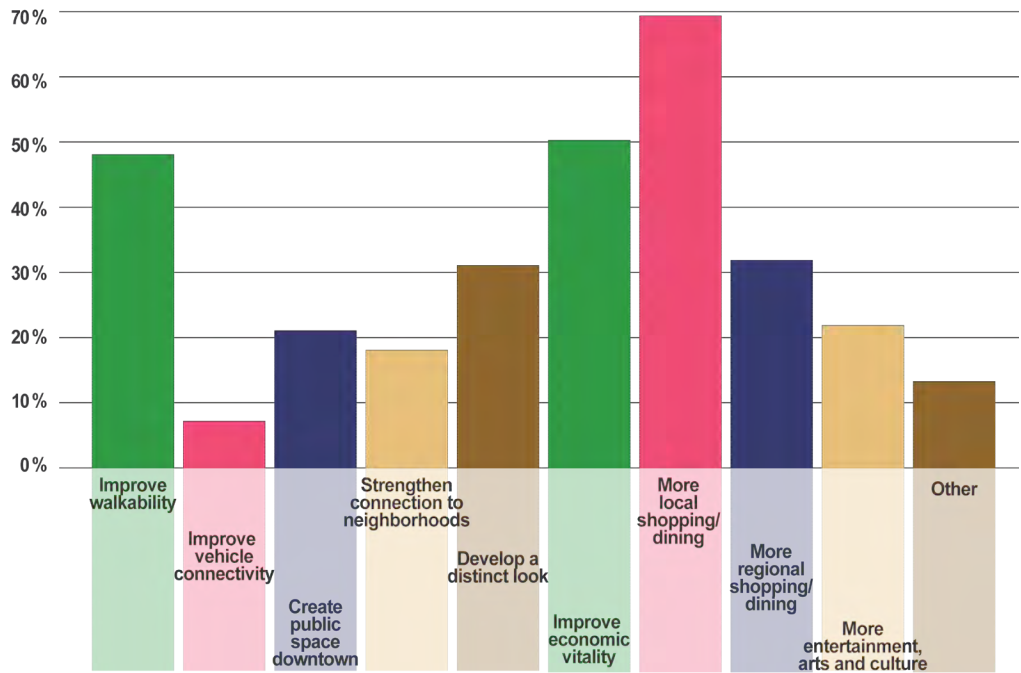


Figure 8. Survey Results: Creating an Identity

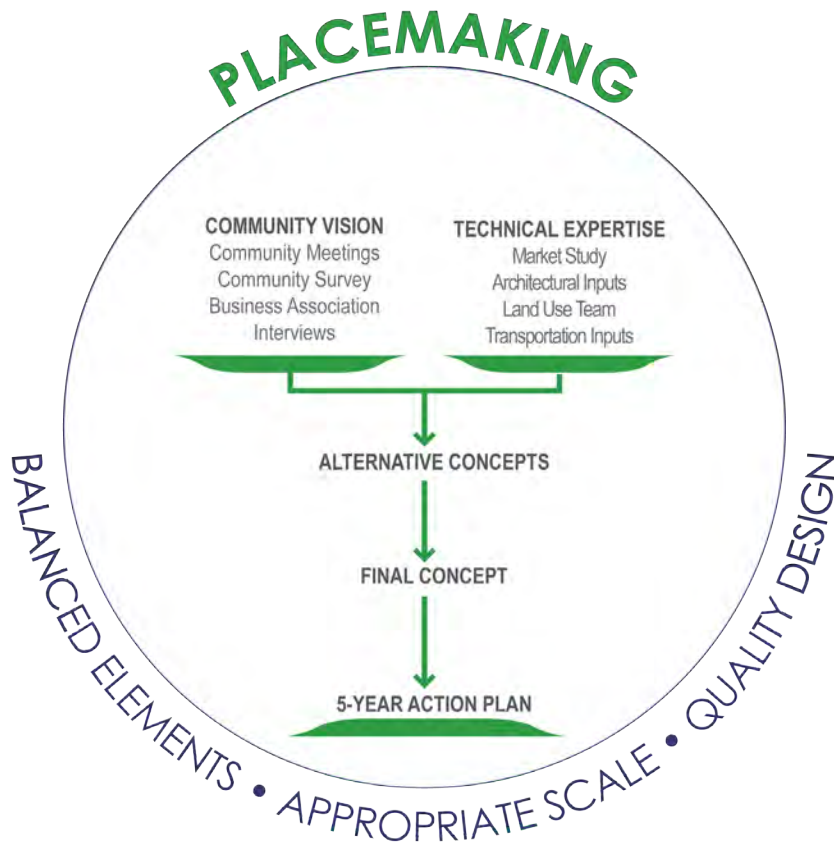
What elements would improve the “downtown” identity?



PROJECT APPROACH: PLACEMAKING

The Avondale Estates Downtown Master Plan was developed with the principles of placemaking, which strives to identify and locate well-balanced elements at the appropriate scale with quality design (Figure 9). Discussing with the community members what makes a place special and unique and how to achieve placemaking in Downtown Avondale Estates was central to the planning process. To define what “well-balanced” and “appropriate” should mean for Downtown Avondale Estates, community feedback was incorporated throughout the process.

Figure 9. Placemaking



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EXISTING CONDITIONS

CHAPTER 3



STUDY AREA DEMOGRAPHICS

Market Areas and Demographics

The retail and residential market areas around Downtown Avondale Estates are the geographic areas from which the large majority of potential retail customers and residents of new housing will emanate. They are based on drive time estimates, geographic and man-made boundaries and the location of existing competitive supply. Downtown Avondale Estates' market areas include:

Throughout this planning document, North Avondale Road, East College Avenue, North Avondale Plaza, and Covington Highway are collectively referred to as "US 278."

- **Local Retail Market Area:** Approximately a five to seven minute drive from the intersection of US 278 and N Clarendon Avenue. Residents will visit the Study Area for convenience-related goods and services (such as groceries, dry cleaning, etc.), as well as for specialty shopping, dining and entertainment. Shown in red on the map in Figure 10.
- **Greater Retail Market Area:** Approximately a 12 to 15 minute drive from the intersection of US 278 and N Clarendon Avenue. Residents will visit the downtown Avondale Estates for destination shopping, dining and entertainment. Shown in green on the map in Figure 10.
- **Residential Market Area:** Ten-mile radius from the intersection of US 278 and N Clarendon Avenue. The majority of new Study Area residents will move from within this area. Shown in blue on Map 3 on the map in Figure 11.

Demographic trends are analyzed for the 2000 to 2018 time period, and comparisons to the City of Avondale Estates and the Atlanta Metropolitan Statistical Area are made where appropriate.

Figure 10. Retail Market Areas

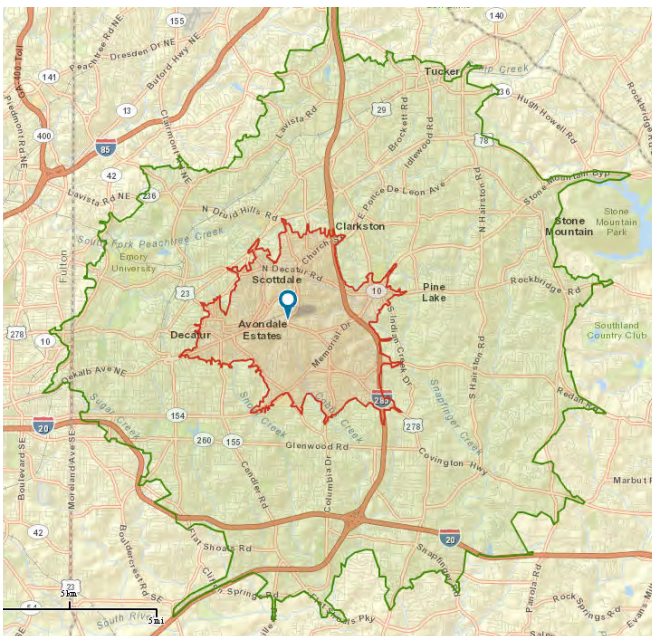


Figure 11. Residential Market Area

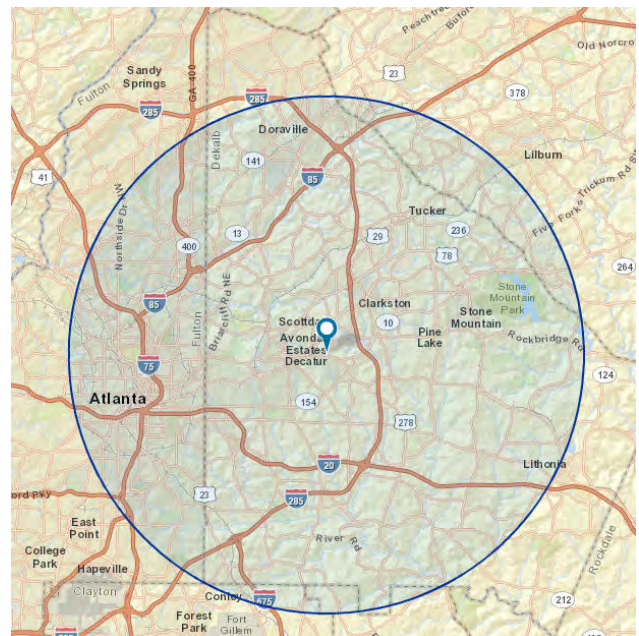


Table 1. Demographic Analysis

Demographic Indicator	City of Avondale Estates	Local Retail Market Area	Greater Retail Market Area	Residential Market Area	Atlanta MSA
Population					
2013	2,908	37,272	313,200	967,125	5,420,859
2018 (forecast)	2,909	38,068	322,796	1,017,266	5,736,389
Avg. Ann. % Change ('00 -'13)	0.88%	-0.56%	-0.37%	0.37%	2.12%
Avg. Ann. % Change ('13 -'18)	0.01%	0.43%	0.61%	1.04%	1.16%
Households					
2013	1,341	15,278	124,111	392,600	1,991,823
2018 (forecast)	1,350	15,797	129,139	417,898	2,112,918
Avg. Ann. % Change ('00 -'13)	0.72%	-0.28%	0.04%	0.81%	2.17%
Avg. Ann. % Change ('13 -'18)	0.13%	0.68%	0.81%	1.29%	1.22%
Average Household Size	2.17	2.19	2.45	2.36	2.68
Median Household Income	\$58,674	\$40,666	\$43,670	\$47,418	\$54,635
Median Age (Years)	43.9	34.6	35.3	33.8	35.4
Race					
Percent White Alone	68%	39%	32%	38%	55%
Percent Black Alone	27%	50%	58%	49%	32%
Percent Hispanic	3%	4%	4%	11%	12%
Educational Attainment					
No High School Degree	3%	13%	12%	13%	14%
High School Degree	27%	42%	45%	39%	46%
Associate Degree	10%	7%	7%	6%	6%
Four Year Degree or More	60%	38%	37%	42%	34%

Source: 2000 and 2010 U.S. Census, ESRI Business Information Solutions



Community members participated in interactive planning exercises at the second community meeting.

PREVIOUS PLANS AND STUDIES

Avondale Estates Downtown Master Plan (Original LCI), 2004

The City of Avondale Estates was awarded one of ten Livable Centers Initiative (LCI) grants in 2002 by the Atlanta Regional Commission (ARC); the study was completed in October 2004. The purpose of the plan was to revitalize its historic core, replacing a disconnected collection of industrial and auto-oriented uses with a mixed use downtown featuring restored historic buildings and a range of retail, employment, and open space options. The goals of the 2004 LCI were to:

- Reinforce the historic role of the US 278 and North Clarendon Avenue intersection as the center of Avondale Estates.
- Provide an interconnected street system supporting a range of route options, transportation modes, and reduced congestion on US 278.
- Ensure that walking is safe, convenient, and enjoyable.
- Create a public realm that encourages human interaction and promotes civic identity.
- Create a sense-of-place through appropriate, quality architecture.
- Preserve and protect Downtown's landmark historic buildings.
- Improve the quality of structures within the Study Area.
- Provide a mix of land uses within close proximity while protecting residential areas.
- Provide well-maintained roads that facilitate the smooth flow of traffic.
- Increase the use and convenience of MARTA buses.
- Increase the viability of bicycling within the Study Area.
- Create a cohesive, pedestrian-oriented retail environment that functions as a unified whole, rather than a collection of parts.

The resulting concept plan included the following major recommendations:

- Considering the study area in six sub-areas, including the Tudor Village Area, Northern Gateway, "Ingleside" (the area between the western edge of the study area and Oak Street), North Avondale Road (west of Oak Street), the Fenner Dunlop Area, and the Eastern Neighborhood.
- Relocating Franklin Street to the south to become a new Main Street.
- Relocating Center Street and extending Elm Street.
- Completing a sidewalk network through downtown and constructing two new greenways, one from the Stone Mountain Trail to Ashton Place and one on the west side of Ashton Place.
- Other improvements to the pedestrian realm and vehicular network, including crosswalks and alternatives for US 278.
- Creating a number of new public parks, including a town green at Oak Street and US 278 and a plaza at the eastern end of the new Franklin Street.

- Preserving key historic buildings.
- Creating a new zoning code and enforce land use regulations that would:
 - Focus retail between the Tudor Village Area.
 - Redevelop Locust Street into a residential area.
 - Redevelop the east side of Maple Street into an assisted living facility.
 - Redevelop the vacant land between North Clarendon Avenue and Laredo Drive into a market.
 - Retain existing professional and light industrial uses along the west side of Pine Street.
 - Retain Fenner Dunlop.
- Implement a marketing program reinforced through a “brand” for Downtown.



The Fenner Dunlop site has been cleared since the completion of the 2004 LCI, as shown in the above image.

Photo Source: Google.

A few of the recommendations from the 2004 LCI have been implemented since the project was completed. The City has updated its zoning ordinance and granted the Architectural Review Board and Historic Preservation Commission authority to review and approve exterior changes in building appearance. Several major changes have occurred since the original study, including the annexation of the parcels between Maple Street and Sams Crossing and the closure and demolition of the Fenner Dunlop Mill. The recommendations made in the original LCI were evaluated and considered as part of the 2014 update.

Figure 12. Original (2004) LCI Concept Plan



“The greater Central Business District is being treated as a space for motorists to pass through, rather than a place to come for enjoyment and enterprise.”

Walkability Study, 2013

In the spring of 2013, the Walkable and Livable Communities Institute completed an Avondale Estates walkability study, funded by the ARC, the City, Grantmakers in Aging, and the Pfizer Foundation. The primary component of the Walkability Study was an Active Living Workshop, held on March 11, 2013, where participants conducted a walking audit and identified the area’s assets and opportunities. The primary recommendations were to:

- “Improve overall support for active living by installing and fixing crosswalks, filling in sidewalk gaps, adding bike lanes, implementing a “road diet” on US 278, adjusting traffic signals, updating and adding signage, and accommodating users of all abilities.
- Capitalize on the vacant 20 acre property by first reviewing and revising zoning ordinances, and then creating a plan for the area to establish a truly pedestrian- friendly, mixed use village that will help revitalize the entire area.
- Implement the strategies prioritized by the workshop participants as part of the Recommendation and 100-Day Challenge.”

The walkability study found a few significant features affecting the pedestrian environment in Avondale Estates and made related recommendations:

- There are no “Complete Streets,” or streets that are inclusive of all modes of transportation. The City should endorse a Complete Streets policy.
- US 278 is too wide and would be an ideal candidate for a road diet. Narrowing the street would help to reduce traffic speeds to 20 to 30 miles per hour.
- Vehicle speeds in the City are too high. A road diet would convert US 278 to a street with one 10.5’ lane in each direction, a 10’ center turn lane, a 5’ bike lane and a 4’ buffer, with room remaining for parallel parking.
- There are numerous conflict points, or intersections, within the study area. Safer intersection treatments, like roundabouts, can increase safety, reduce delays, and reduce crashes.
- There is a distinct lack of place in most of the Central Business District and along US 278. Focusing on placemaking can ultimately lead to a multi-disciplinary, stakeholder-driven approach and set of solutions.



The Avondale Estates Walkability Study included a walking tour.
Photo Source: Walkable and Livable Communities Institute

Lifelong Communities Survey, 2013

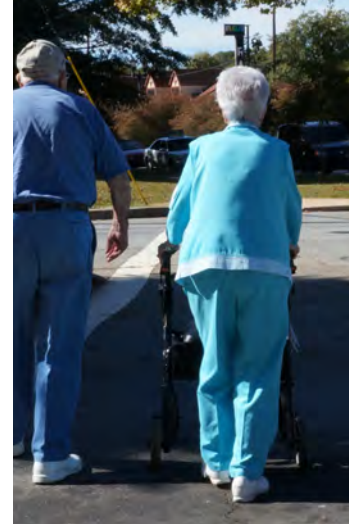
In January 2013, the Atlanta Regional Commission and the City of Avondale Estates conducted a survey of City residents, asking them to rate the importance of neighborhood assets related to Lifelong Communities. A Lifelong Community is “a neighborhood or community that fosters a high quality of life by offering choices to all residents, regardless of age.” It allows people to age in place and provides housing choice to families and individuals in all stages of life.

Over 380 residents completed the survey. Nearly all survey respondents (around 95%) stated that crossable, safe streets; adequate lighting for safe walking; and walkable destinations are important or very important. Over 80% also said that a town square, a grocery store, and community festivals are important or very important. Finally, roughly 65% of respondents said that gathering places like restaurants and shops, parks and playgrounds, and flexible housing are important or very important.

Western Gateway Visioning, 2012

In 2012, the City of Avondale Estates annexed the area west of Maple Street (then the western City limits), north of US 278 but including the parcels on the south side of the street, south of the railroad tracks, and east of Sams Crossing. Known as the Western Gateway, this area covers 13 acres and includes 24 parcels, mostly industrial uses. Three community meetings were held in 2012 to develop a vision for the Western Gateway.

The Western Gateway Visioning meetings identified strengths, weaknesses, and desired development patterns in the newly annexed area. The area benefits from its proximity to MARTA, viable local businesses, and a cohesive and involved community. However, it lacks cohesive aesthetics, has a high vacancy rate, and does not have a gathering space. There are opportunities to improve the pedestrian environment and foster an environment that supports independent local businesses. The visioning workshops also discussed allowable land uses and desired scale within the Western Gateway area.



Lifelong Communities accommodate residents of all ages.

Photo Source: Atlanta Regional Commission

The Western Gateway annex includes over 13 acres of commercial and industrial properties between Maple Street and Sams Crossing.

Urban Redevelopment Plan and Opportunity Zone, 2012

The Central Business District has been approved as an Opportunity Zone (Figure 13) by the Georgia Department of Community Affairs. Businesses operating within an Opportunity Zone are eligible for the maximum state job tax credit. Created in older commercial and industrial areas that are adjacent to or overlapping areas with a substantial rate of poverty, opportunity zones encourage redevelopment, revitalization, and job creation. The Urban Redevelopment Plan associated with the Opportunity Zone application documents aging and deteriorated building conditions, non-conforming industrial uses, high non-residential vacancy rates, stagnant building permit activity, and difficulty attracting new businesses within the urban redevelopment area, or Opportunity Zone.

Fenner Dunlop Vision Plan, 2010

In 2010, the City of Avondale Estates and DeKalb County worked together to create a vision plan for the Fenner Dunlop Property, a 13-acre site on the northern border of the City. Guided by community input, the plan includes recommendations to guide development on the site. The plan's recommendations include:

- Mixed use on the north side of the property, with 3-5 stories of multifamily and retail wrapping a parking deck.
- Cultural uses on Parry Street and the Oak Street extension.
- Continuation of Tudor Revival-style buildings on US 278 with office, retail, and residential.

Figure 13. Opportunity Zone Map



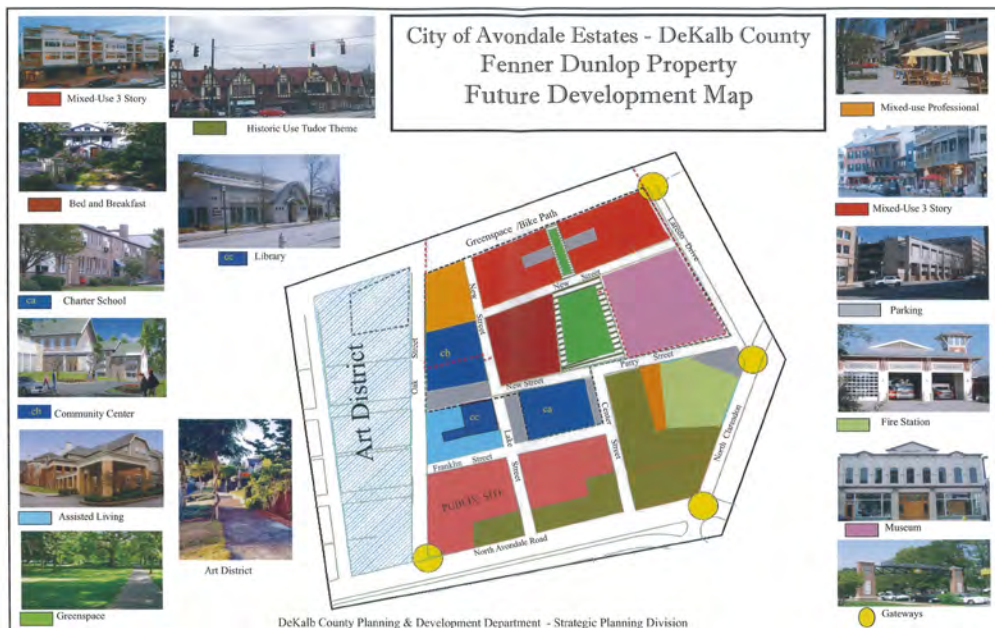
- Redevelopment along Oak Street to include mixed use retail/office, a community center, and senior/assisted living.
- Housing on the north of the property.
- Museum and bed and breakfast on Parry Street.
- Development of Arts District.

The Fenner Dunlop Vision Plan also includes a list of priority action items. The short-term (within one year) implementation actions are:

- Develop and implement a mixed use strategy.
- Fill the City's Commercial Recruiter position.
- Level I environmental assessment of the property.
- Develop and implement design guidelines downtown and within the Fenner Dunlop property.
- Review and modify current zoning ordinances.

The conditions of the Fenner Dunlop property have changed somewhat since the vision plan was completed. The City of Avondale Estates annexed the entire site, so it now has control over all 13 acres. Along with the annexation, the City developed a new zoning district, the Mill District, which applies to the site. No development has occurred, and a planned Publix development, which was referenced in the study, has not moved forward.

Figure 14. Fenner Dunlop Vision Plan



THE COMPREHENSIVE PLAN VISION

“The City of Avondale Estates is recognized as a historic community that has successfully preserved its tree-lined “front-porch” neighborhoods and unique, small town character. As such, it offers an oasis within the surrounding urban intensity while enjoying close proximity to metropolitan amenities. The City welcomes visitors to experience the shopping, dining, business services and green spaces of its charming Tudor Village. Generations of Avondale Estates residents continue to strengthen their ties through cultural, athletic and social activities that enliven the neighborhood throughout the year. Although a small city, Avondale Estates benefits from a high level of active and well-educated citizen participation, guiding the City toward a future that respects its past while responding to smart growth and enlightened change. As a result, Avondale Estates’ friendly people and picturesque winding streets will remain hallmarks of this vibrant City for generations to come.”

Comprehensive Plan 2007-2027

The City of Avondale Estates completed its Comprehensive Plan in 2007 and updated it in 2011. The plan consists of an assessment of the City’s existing conditions with supporting data, a public participation program providing input for public involvement, and an agenda with policy goals and strategies for implementation for the twenty-year planning future.

The plan uses character areas and a Future Development map to guide growth and development in different areas within the City. All of the LCI study area falls within the Tudor Village character area, which is envisioned as a mixed use downtown with historic buildings and a network of greenspaces, streets, and sidewalks.

The plan also recognizes a few important issues and opportunities. These are as follows:

- Downtown/CBD redevelopment, especially related to implementation of the 2004 LCI
- Educational improvements
- Parks and recreation improvements, including the opportunity to include community facilities and a public green in downtown redevelopment
- Vehicular and pedestrian traffic on US 278 and Clarendon Avenue
- Infrastructure improvements
- Infill housing, specifically controlling “McMansion” and pop-up additions
- Opportunities for annexation and monitoring adjacent land uses
- Updating land use regulations related to redevelopment, historic appropriateness guidelines, and development review procedures

Tax Allocation District, 2007

A Tax Allocation District (TAD) was created in Avondale Estates in 2007. TADs use increased property taxes generated by new development in a designated redevelopment area to finance costs related to the development, such as public infrastructure, land acquisition, relocation, demolition, utilities, debt service, and planning costs. Financing is tax-exempt and specifically benefits underdeveloped or blighted areas. The original TAD district included all of the Central Business District, and the annexed Fenner Dunlop property / Mill District was added in 2012.

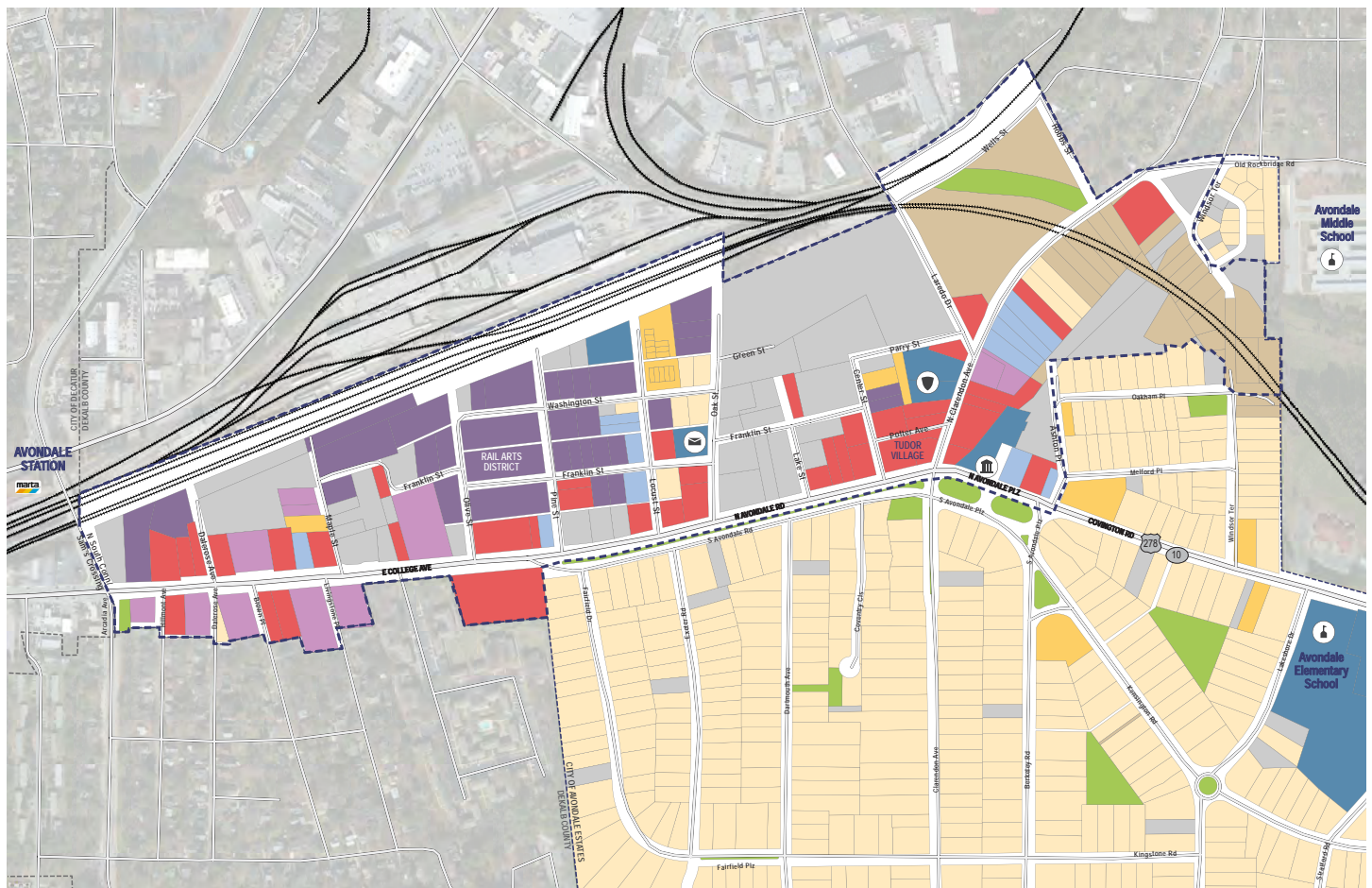
EXISTING LAND USE AND DEVELOPMENT PATTERNS

Existing land use within the study area was identified using the 2012 DeKalb County tax assessor data and verified with site visits, aerial imagery, and local knowledge. Table 2 shows the existing land use classifications that fall within the Downtown Master Plan study area and the amount of space within the study area boundary that each use occupies.

Table 2. Existing Land Use

Land Use	Acres	%
Single Family Res.	2.7	3%
Attached Residential	1.9	2%
Commercial	17.2	18%
Office	3.4	4%
Institutional	3.1	3%
Auto Oriented	6.2	6%
Industrial	17.5	18%
Transportation/Utility	13.8	14%
Vacant/Undeveloped	29.5	30%
Parks/Recreation	1.6	2%

Figure 15. Existing Land Use



EXISTING LAND USE

JANUARY 8, 2014 | DRAFT

- Study Area Boundary
- City Hall
- Post Office
- Police / Fire
- School
- MARTA Station: Avondale
- Single Family Residential
- Attached and Multifamily Residential
- Commercial
- Office
- Institutional
- Auto Repair/Service/Sales
- Industrial
- Transportation/Utility
- Vacant/Undeveloped
- Parks/Recreation/Open Space

Map prepared under contract by Pond & Company for the City of Avondale Estates.
Data Sources: Atlanta Regional Commission, Bing, City of Avondale Estates





Single family detached residential in the study area

Single Family Residential

There is very little residential use in downtown Avondale Estates; just under 3 acres are occupied by single family detached residential. Most of these homes are located to the west of the vacant Fenner Dunlop site, clustered around the block formed by Washington Street, Franklin Street, Locust Street, and Oak Street. There is also a very limited amount of single family detached residential located on North Clarendon Avenue. Within the study area, there are a number of structures that were once houses but are now occupied by office or commercial uses.

The City of Avondale Estates has an excellent single family detached residential housing stock located south of US 278 and in the neighborhood east of downtown. Many of these homes are located a short walking distance from downtown Avondale Estates.

Attached and Multifamily Residential

Attached and multifamily residential land uses comprise just 2% of the land in the study area, or under 2 acres. These include recently constructed townhouses on Washington Street, a former warehouse converted to condominiums on Locust Street, and several duplexes located on Parry Street, Center Street, and Maple Street.

Commercial

The land occupied by commercial uses (17.2 acres, or 18% of the study area) is primarily located along the major transportation corridors of US 278 and North Clarendon Avenue. There are a variety of commercial development types and uses, from traditional historic downtown commercial in the Tudor Revival style to suburban strip shopping center development. In the Tudor Village area, commercial uses are generally served by small shared surface parking lots to the rear or sides of buildings, contributing to a relatively pedestrian-friendly urban environment. Outside of the Tudor Village downtown core, commercial uses resemble typical commercial corridor development, with deep building setbacks occupied by expansive surface parking areas.



Multifamily Residential: condominiums in a former warehouse



Multifamily Residential: new townhouses

Commercial uses in the study area include service-type retail (such as financial institutions and personal services), and restaurants. There are also a number of higher-end consignment shops in the study area. Within the past several years, a few “destination” retail tenants have arrived, including the Pine Street Market butcher shop and the Beer Growler. These locations are very popular with Avondale Estates residents and also draw patrons from a wider region.

Institutional

Major institutional properties within the study area include Avondale Estates City Hall, the U.S. Post Office, Avondale Estates Public Works, and the Avondale Estates Fire Station. Other institutions located nearby but outside of the study area boundary include Avondale Elementary School, Avondale Middle School, and The Museum School.

Auto Repair/Service/Sales

The Auto Repair/Service/Sales land use category includes automobile sales and service facilities, motor vehicle repair and painting, motor vehicle service stations, motor vehicle wash services, motor vehicle repair and maintenance, retail motor vehicle parts and tire stores, trailer sales, and automotive sales lots.

Commercial uses make up 22% of the land in the study area. Institutional uses include City Hall, Public Works, a U.S. Post Office and a fire station.



Commercial: the historic Hairston building



Institutional: Avondale Estates City Hall

Industrial

A significant amount of land within the Downtown Master Plan study area is occupied by light industrial uses: over 17.5 acres, or 18% of the land area. These uses are found in low-scale, utilitarian structures primarily between Oak Street and Sams Crossing. Light industrial uses typically serve customers rather than businesses and are less intensive than heavy industrial uses. In the Downtown Master Plan study area, they include light manufacturing, warehouses, and other uses with outdoor storage. The light industrial uses also include artists' workshops and studios, including the Rail Arts District space on Franklin Street.



The Rail Arts District warehouse

Parks/Recreational

While there is a large amount of undeveloped greenspace in the study area, there are just two parks, which comprise 1.6 acres. One is the PATH trail, located north of the MARTA rail line between Laredo Drive and North Clarendon Avenue. The other park within the study area is the narrow Lanier Gardens Park located at US 278 and Arcadia Avenue, operated by DeKalb County Parks and Recreation. The grassy open space located north of the PATH trail functions as a park, but it is not maintained as such. The study area is underserved by park space, and greenspace in the area is either very inaccessible or not available to the public.



Seating area on the PATH trail

Transportation/Utility

A very large portion of the land in the Avondale Estates Downtown Master Plan study area—13.8 acres or 14%— can be classified as having a Transportation/Utility use. This space falls in the northeast portion of the study area and consists of MARTA's right-of-way. This land consists of grassy open areas (some of which serve as de facto parks), unsightly storage lots, wooded areas, and the actual rail line.



MARTA rail and adjacent greenspace east of North Clarendon Ave

Vacant/Undeveloped

This category of land use includes land that is undeveloped or developed but not occupied. The former Fenner Dunlop site makes up 13 acres of the total 29.5 acres (30% of the study area) of vacant land. Other vacant sites include the Tudor Revival-style office building on US 278, several buildings in the Tudor Village, the partially-constructed building at Maple Street and US 278, and numerous other sites west of Oak Street. See Figure 16 for the location of all vacant or undeveloped sites in the study area, shown in purple.

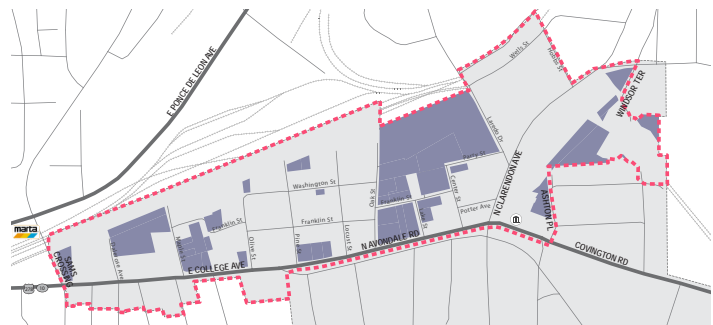


Figure 16. Vacant and Undeveloped Land in the Downtown Study Area

CURRENT FUTURE LAND USE POLICY

The City of Avondale Estates' 2007 Comprehensive Plan and 2011 update defines character areas for the City to guide development in individual neighborhoods based on their relationship to the community as a whole. Character area definitions address urban design, land use, scale, density, site planning, and overall character or vision for the future.

Nearly all of the Downtown Master Plan study area falls within the Tudor Village: Central Business District character area. The original Downtown Master Plan (2004) divided this character area into sub-areas, which include North Avondale Road, Ingleside, Fenner Dunlop (Mill District), the Northern Gateway, and Tudor Village. These subareas coincide with the districts proposed by this master plan update.

North Avondale Road

The North Avondale Road sub-area acts as a gateway into the City. Future development is intended to include commercial and attached residential housing uses, with improved pedestrian facilities and complete streets that provide accessibility for all user types. Buildings will be 2-3 stories, or possibly higher towards the east end of this sub-area, with zero lot line or a compatible pedestrian-oriented building placement.

Figure 17. Original Downtown Master Plan Districts Map



Ingleside

The historic Ingleside neighborhood was developed as an industrial center, located close to the rail line. This industrial legacy remains, with some large building footprints and utilitarian design, offering great opportunities for adaptive reuse and redevelopment. Appropriate future land use include a variety of possibilities, such as retail, government services, office, a range of housing types, and community amenities. Buildings may be as high as six stories toward the MARTA line.

Mill District

The vision for the former Fenner Dunlop site was developed in a joint planning effort between the City of Avondale Estates and DeKalb County. This location is envisioned to be a mixed use center, with daytime and evening destinations including cultural activities, retail, housing, and restaurants in 3-6-story buildings. Improving circulation within the site and connecting to downtown will be an important element of this site.

Tudor Village

The City's historic core will develop into a mixed use downtown featuring restored historic buildings and a variety of retail, employment, and open space options bound in a network of new streets, greenways, and pedestrian facilities. Appropriate land uses include commercial, service, office, and residential in 2-3-story buildings in a very pedestrian-oriented environment.

Northern Gateway

The Northern Gateway, another important entry point in the City, is intended to redevelop with a more consistent form and compatible materials. The Comprehensive Plan indicates that office uses in 3-story structures will be appropriate for this location.

EXISTING ARCHITECTURAL ELEMENTS

Tudor Village

The Tudor Revival Architecture Style is based on an extensive palette of existing precedent within Avondale Estates. The commercial components of the Tudor Village represent a small portion of the study area. Growing in popularity during the early twentieth-century and coinciding with the founding of Avondale Estates, the Romantic Movement influenced many architects, planners, and developers. The ultimate source of these movements is the reverence of the traditional European village and its values expressed in quality, natural building materials and a rich variety of simple massed forms.

Avondale Estates' Tudor Village exhibits many of the classic elements found in Tudor Revival. Strong gable elements with steeply pitched roofs, stucco walls with half timbering, as well as bracketed projecting elements can be found on the primary structures located at the intersection of US 278 and N Clarendon Avenue. Varying degrees of alterations, particularly with fenestrations and roofing materials, have occurred over the years. A number of additional structures have attempted to incorporate Tudor Revival elements with varying degrees of success. The most notable and well executed extension of the Tudor Village was added in 1991 with the completion of City Hall.

A handful of other significant structures within the Tudor Village exist. The Hairston's Store is the most noteworthy and recognizable contributing historic structure. The two-story brick structure remains under commercial use, though the existing storefront appears to have been altered from the original. It is important to consider that while not as architecturally honored as the more typical historic styles, done well, this early 20th century main street vernacular is valid and pleasing to both users and viewers. Additional structures line US 278 from the eastern boundary of the study area leading up to Oak Street. Most are mid- to late 20th century buildings with few distinguishing features. Some have attempted to incorporate random Tudor elements, but fail to correctly incorporate distinguishing Tudor details that successfully add to the historic Tudor Village in a meaningful way.



Tudor Revival



Two examples of Main Street Vernacular architecture, including the historic Hairston's Store building (center)



Mid-century cottage

Northern Gateway

The Northern Gateway is split in half by the MARTA rail and is primarily surrounded by parks, open space, and the addition of the PATH trail. The only significant structures are located along N Clarendon Avenue north of Parry Street. These buildings appear to be mid-century cottages built in the 1940s and '50s as single family residences. Their uses have now been converted primarily to commercial entities. Though surface parking appears to be connected, individual lots maintain separate curb cuts onto N. Clarendon presenting additional traffic and walkability challenges.



Utilitarian warehouse

Ingleside

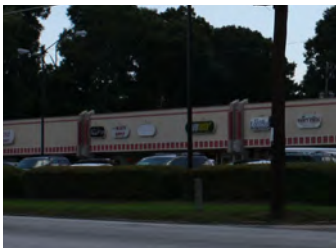
Though few examples remain, the most historically significant architectural style found in the Ingleside sub-area is Folk Victorian. Folk Victorian was a popular style and the preferred aesthetic around the time which coincides with Ingleside settlement prior to the founding of Avondale Estates. Some details remain and others have been replaced over the years, but the most distinguishing features such as simple massing with front and side gables, stick style gable end elements, porches with simple or turned posts, and vertical proportioned windows still remain.



Folk Victorian

The majority of other structures within the Ingleside area are mostly one story and utilitarian in nature with light industrial uses. These industrial buildings present challenges for redevelopment given their individual aesthetic and collective industrial context. Opportunities do exist and some of the better quality buildings have been successfully transformed into residential loft uses. The best examples of these adaptive reuses occur towards the end of Locust Street. The Rail Arts building has also exemplified the potential of the district and will help anchor future growth for urban in-town living with the potential for a rich cultural experience.

North Avondale



Standard commercial development style

The area leading west on US 278 represents the linear expansion of the Central Business District and standard commercial strip development patterns that have prevailed since the mid 20th century. As a response to the high traffic volume and increased speeds associated with US 278, most buildings have been set back from the street with ample surface parking adjacent to the road. Buildings have little to no distinguishing features that relate to the architectural heritage of Ingleside and Avondale Estates. Again, some structures have attempted to incorporate random Tudor elements, but fail to represent the desired characteristics detailed in the Architectural Design Guidelines.



Mid-Century Modern style

There are also several examples of Mid-Century Modern architecture on US 278 and in other areas. Mid-Century Modern structures are characterized by large windows, open floor plans, clean lines, and simplistic design. One of the clearest examples of this architectural style can be found at 90 North Avondale Road.

ENVIRONMENT AND OPEN SPACE

As the Avondale Estates Downtown Master Plan study area covers a previously developed historic town center, it has a limited number of natural features. There are no water features in or immediately adjacent to the study area boundary, and none of the study area falls within a flood plain. However, several large parcels of undeveloped land exist within the study area boundary, featuring grassy open space and forested areas in the northern portion of the study area.

The study area features gently sloping topography, with the highest points along US 278 and a moderate slope downward toward the MARTA rail. In general, the natural environment of Avondale Estates is conducive to the type of development envisioned by previous planning efforts.

The landscape of Avondale Estates was carefully designed when the City was first laid out in the 1920s. These original features include landscaped medians, traffic islands and traffic circles, two neighborhood parks, pocket parks, streetscapes, and front yard landscaping. Based on early 19th-century English landscape gardening, these elements incorporate turf grasses, shrubs, ornamental and shade trees. The long abelia hedge on US 278 distinguishes the City and buffers residential uses on South Avondale Road from the busy street.

EXISTING ZONING AND OVERLAY DISTRICTS

Table 3 shows the various zoning categories within the study area, the definition of each, and the percentage of the study area they occupy.

Historic District

The zoning map indicates the areas within the Downtown Master Plan study that fall within the Avondale Estates Historic District. Within the district, “no material change in the appearance of a historic property, or of a structure, site, or work of art within the historic district shall be made or be permitted to be made by the owner or occupant thereof, unless or until the application for a certificate of appropriateness has been submitted to and approved by the preservation commission.” The appointed Historic Preservation Commission reviews applications for certificates of appropriateness, among other responsibilities. The City has produced guidelines of appropriateness for residential and non-residential properties.

Design Guidelines

All properties within the Central Business District must abide by a set of Design Guidelines that are established and enforced by the Architectural Review Board. The design guidelines address building placement, form, scale, and appearance. However, the design of properties that are located within the Historic District is reviewed by the Historic Preservation Commission, not the Architectural Review Board.

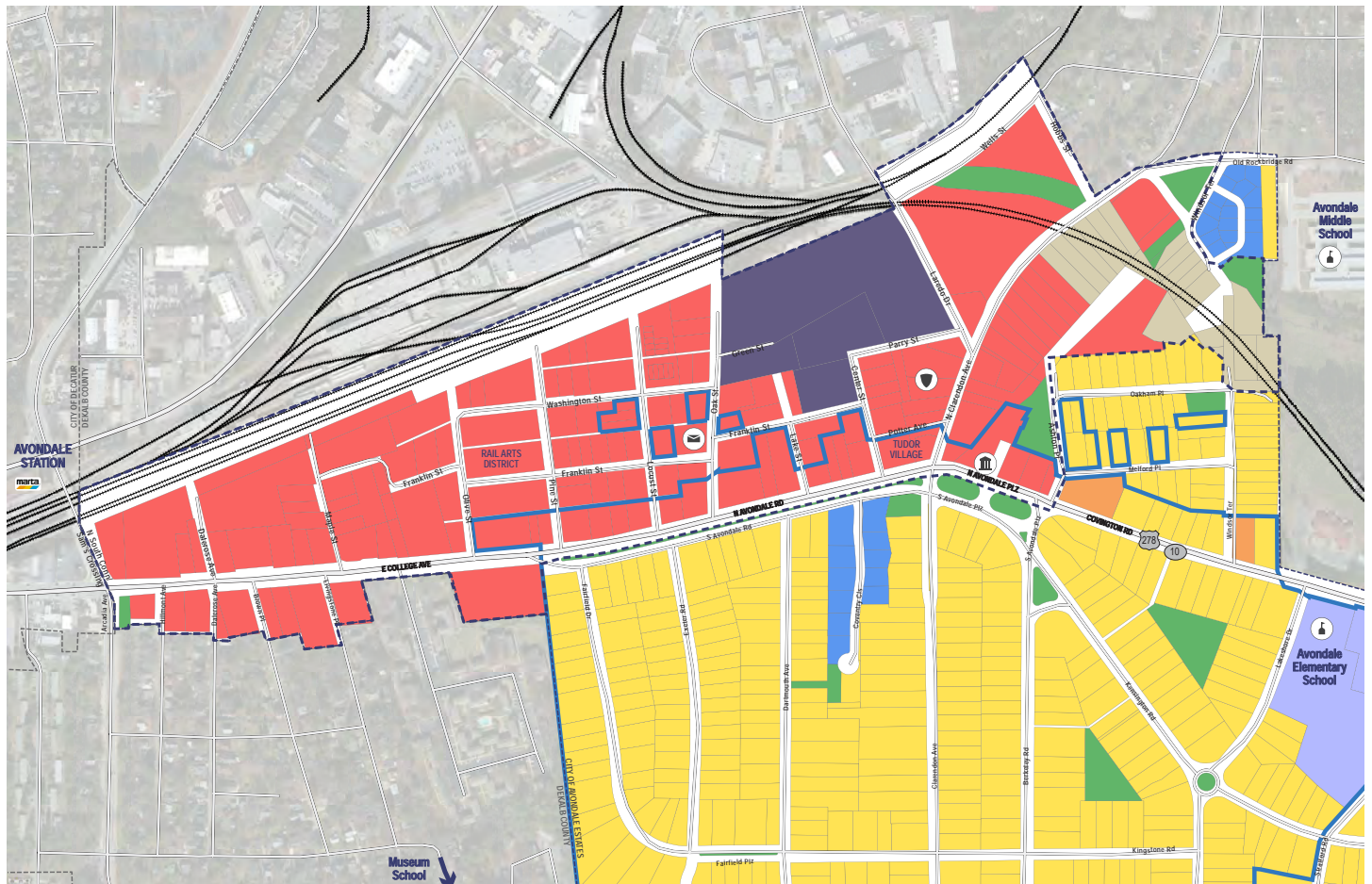
Table 3. Existing Zoning

Zoning District	Description	Acres	%
CBD Central Business District	This is a mixed use district that allows for the combination of office-institutional, neighborhood shopping, residential, and general commercial uses.	68.4	75%
MD Mill District	The Mill District is a mixed use district, which is separated into three development zones (MU-1, MU-2, and MU-3) that govern height and the required mix of uses for each zone; this district allows for a combination of office-institutional, neighborhood shopping, residential and general commercial.	12.3	13%
Special District - MARTA	The MARTA Special District parcels are under the ownership of the Metropolitan Atlanta Rapid Transit Authority (MARTA), and as such, are currently permitted to only contain transportation infrastructure.	7.0	8%
OS-R Open Space - Recreational	The Open Space & Recreation zoning district is one in which land is reserved for wildlife sanctuaries, dedicated open space, lakes and recreational facilities for the use of City of Avondale Estates residents.	3.8	4%

Zoning regulations in Avondale Estates have contributed to the establishment of a wide range of development patterns.



Figure 18. Existing Zoning Map



EXISTING ZONING

SEPTEMBER 19, 2013 | DRAFT

- Study Area Boundary
- City Hall
- Post Office
- Police / Fire
- School
- MARTA Station: Avondale
- CBD Central Business District, 73%
- MD Mill District, 13%
- Special District - MARTA, 8%
- OS-R Open Space Recreational, 4%
- R-12 Low Density Residential, <1%
- MFR Multi-Family Residential
- PD Planned Development
- O-I Office Institutional
- Historic District Boundary

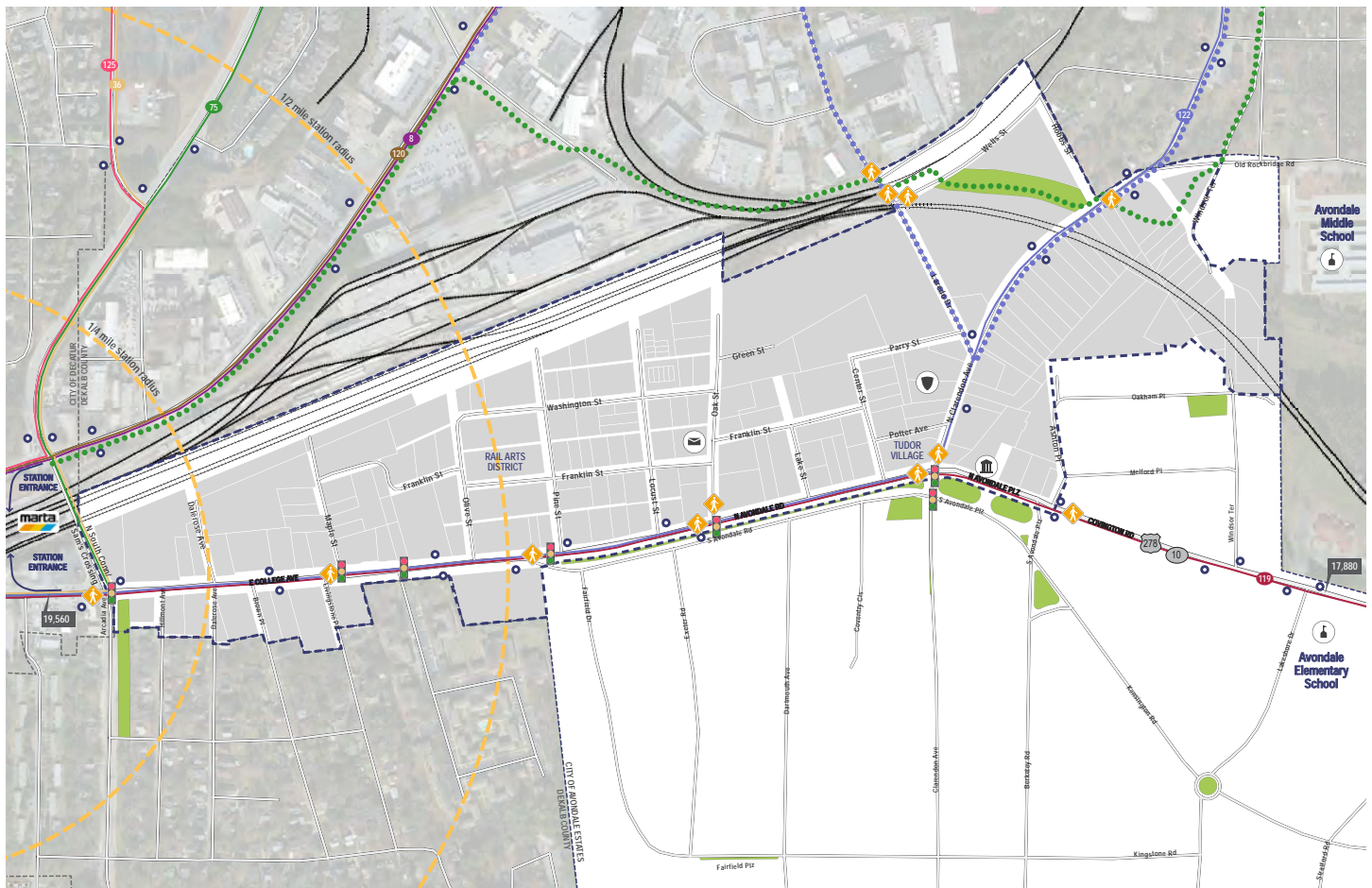
Map prepared under contract by Pond & Company for the City of Avondale Estates.
Data Sources: Atlanta Regional Commission, Bing, City of Avondale Estates



TRANSPORTATION, PEDESTRIAN ENVIRONMENT, AND PARKING

Avondale Estates' location in the regional transportation system influences its transportation patterns. Downtown Avondale Estates is approximately seven miles from downtown Atlanta. I-285, the Perimeter, is two miles east of the City, providing convenient access to areas to the north and south, and US 278 passes through Avondale Estates and connects it through Decatur to Atlanta. The study area is served by MARTA, with several bus routes and stops in the City and two MARTA rail stations located within walking distance. The study area is approximately 20 miles from Hartsfield-Jackson Atlanta International Airport. In addition to the MARTA rail, a freight rail line operated by CSX Transportation crosses the northern boundary of the study area.

Figure 19. Existing Transportation Features Map



EXISTING TRANSPORTATION FEATURES

SEPTEMBER 19, 2013 | DRAFT

- | | | |
|---------------------|----------------------------------|-----------------------------------|
| Study Area Boundary | MARTA Bus Route | 2012 Average Annual Daily Traffic |
| City Limits | MARTA Bus Stop | Signalized Intersection |
| City Hall | MARTA Rail Station: Avondale | Crosswalk |
| Post Office | 1/4- and 1/2-Mile Station Radius | Park / Greenspace |
| Police / Fire | Multi-Use PATH Trail | |
| School | Signed On-Street Bike Route | |

Map prepared under contract by Pond & Company for the City of Avondale Estates.
Data Sources: Atlanta Regional Commission, Big, City of Avondale Estates, MARTA, GDOT



Roadway Functional Classification

The Georgia Department of Transportation (GDOT) assigns each road a rank in a hierarchy of functional classification based on mobility and land access. Figure 20 expresses the inverse relationship between these two qualities. Arterials are wider, faster roads that move more traffic but provide fewer connections. Local roads, on the other hand, provide a high level of access with reduced mobility.

According to the GDOT functional classifications, US 278 is an urban minor arterial. This road is the major connector through the study area and City limits. US 278 connects southeast DeKalb County and areas further east to Decatur and Atlanta to the west. It also provides access to and from I-20 and I-285. North Clarendon Avenue north of US 278 is classified as an urban collector. Collector streets are typically slower than arterials and provide more land access. This road provides connectivity to East Ponce de Leon and I-285 north of the City. All other roads in the study area are classified as urban local roads.

GDOT provides annual average daily traffic (AADT) volumes at key locations to determine roadway level-of-service. AADT is defined as “the average number of vehicles that pass by a counter during a 24-hour period in a certain year” (Source: GDOT). Based on the AADT and the road type, GDOT provides Level-of-Service (LOS) grading systems that describe the amount of congestion on a road.

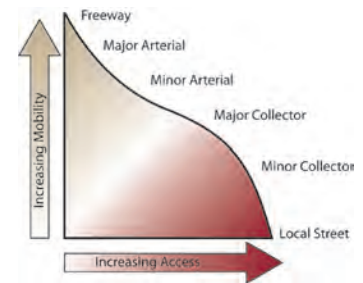
Currently, the traffic along the divided, 4-lane section of US 278 in the vicinity of downtown Avondale Estates reaches an estimated daily volume of 19,500 vehicles per day, which corresponds to a generalized level of service (LOS) rating of “B” as determined using the Florida Department of Transportation’s 2012 generalized service volume tables (a planning level analysis tool).

Roadway Network

The street and block layout define the public realm in a significant way. More intersections and smaller blocks are typically associated with greater connectivity and walkability, while large blocks that are connected with long street segments feel less walkable. Cul-de-sacs and dead-end streets also impede connectivity.

The street network in Downtown Avondale Estates is well-connected and walkable in a grid network pattern with small blocks. However, there are several large redevelopment areas (the Western Gateway and the Mill District) that could benefit from being broken up into smaller blocks with more street connections. Additionally, the rail lines at the north of the study area boundary impede connectivity and force north-bound traffic onto the few limited connection points (North Clarendon Avenue and Laredo Drive). Finally, the only continuous east-west connection is US 278, since Franklin Street is disconnected at several places.

Figure 20. Roadway Function



Parking

Many of the businesses in the Downtown Avondale Estates study area are served by surface parking lots, usually located in the front of the building. In some areas on US 278, very wide curb cuts blur the distinction between parking lot and street. There are a few on-street parking spaces in Tudor Village and a public lot behind City Hall. Many businesses in the Tudor Village area operate with informal and formal shared parking agreements, and some business owners have expressed a need for additional parking at peak hours.



A pedestrian at a MARTA bus stop with no sidewalk on N Clarendon Ave.

Photo Source: Google

Transit

Avondale Estates is served by MARTA rail and bus systems. Seven bus routes (8, 36, 75, 119, 120, 122, and 125) pass through or are within a block of the study area, providing service throughout the region. In addition, the Kensington MARTA rail station is located one mile east of the study area, and the Avondale MARTA rail station is located one block west of the study area boundary. Both stations are on MARTA's blue east-west line, which travels from Indian Creek west through Avondale Estates, Decatur, and Atlanta to Hamilton E. Holmes. Figure 19 illustrates the location of transit routes and stations in the study area.

Pedestrian Facilities

There are sidewalks on the major streets in the Downtown Avondale Estates study area, but the conditions vary and many streets are without coverage. Approximately 25% of the street sides have a sidewalk. Figure 21 shows the varying sidewalk conditions in the study area.

In the Atlanta Regional Commission's 2007 Bicycle Transportation and Pedestrian Walkability Plan, US 278 was identified as a strategic regional corridor. The plan reports a very high level of latent demand for pedestrian facilities on this route: from 81-100 out of 100, with 100 being the highest level of latent demand. Latent demand scores are based on the potential level of walking associated with each network segment based on the segment's proximity to trip generators and trip attractors.

Eight intersections in the study have crosswalks. In July 2013, the City striped and improved crosswalks on US 278 at Maple Street, Pine Street, Oak Street, North Clarendon Avenue, and Ashton Place.

Figure 22 shows the concentration of common pedestrian destinations, including popular commercial areas, community facilities, schools, and recreational areas. Darker shades of pink indicate a higher demand for pedestrian accessibility based on the number of destinations within a quarter-mile (or five-minute) walk.



Some crosswalks on US 278 have inadequate striping.



Cyclists on US 278

Bicycle Facilities

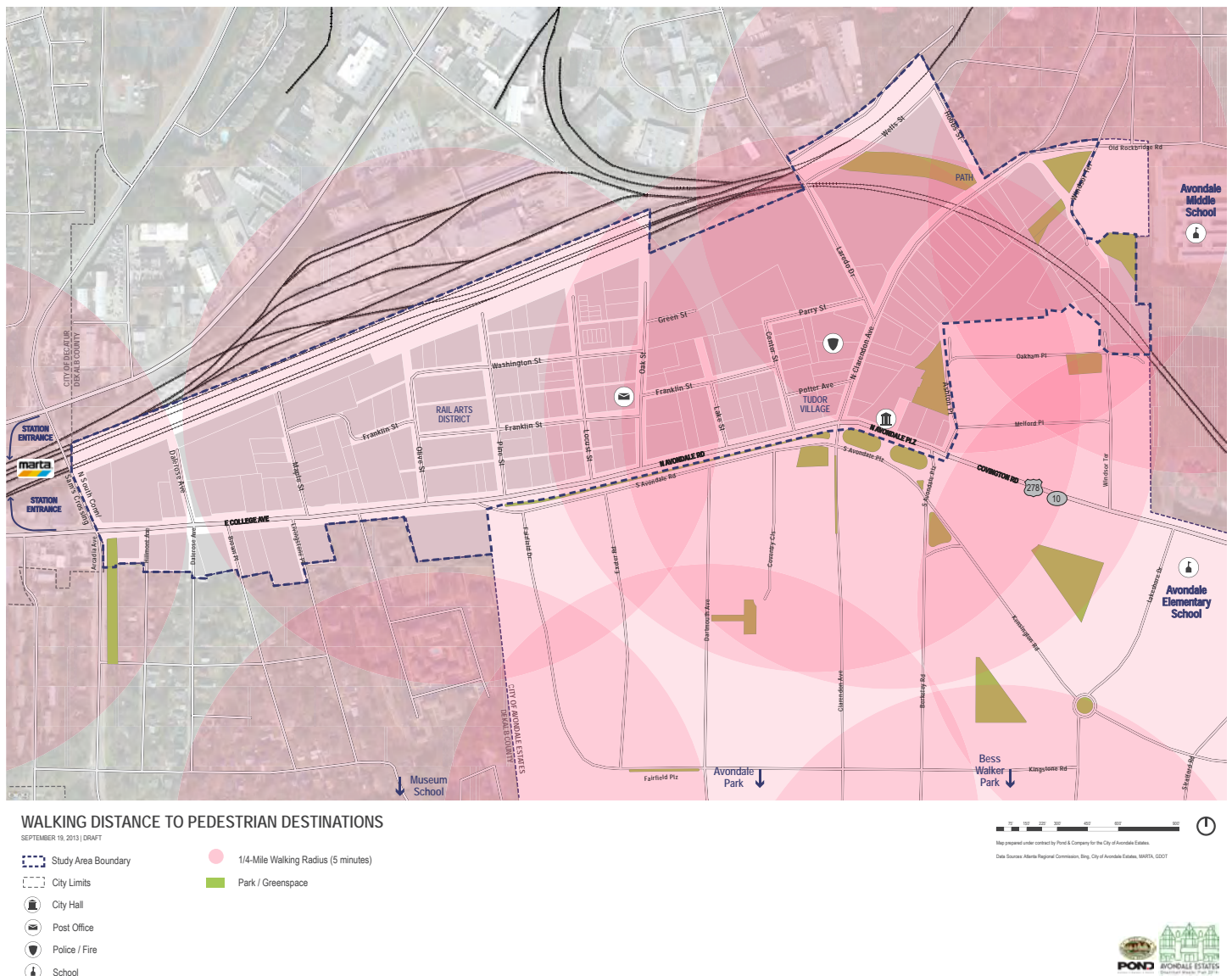
Downtown Avondale Estates has many opportunities for improved bicycle connectivity. The PATH Foundation’s Stone Mountain Trail crosses through the study area, north of the MARTA rail and across North Clarendon Ave. This nineteen-mile multi-use trail connects downtown Atlanta to Stone Mountain through Candler Park, Decatur, Avondale Estates, and Clarkston. Georgia State Bicycle Route 35 (the “March to the Sea” route), which runs for 428 miles from Savannah to Tennessee, is located on US 278 in the study area. However, there are no dedicated bicycle facilities on this road or anywhere else in the study area.

Figure 21. Existing Sidewalk Conditions Map



US 278 was identified as a strategic regional corridor in the Atlanta Regional Commission's 2007 Bicycle Transportation and Pedestrian Walkability Plan and a Level 3 Regional Thoroughfare in the 2010 Strategic Regional Thoroughfare Plan. The data required to assess bicycle level of service, which models a bicyclist's sense of safety and comfort on a roadway, were unavailable. The corridor has high latent demand for cycling: between 61-80 out of 100; latent demand scores are based on the potential level of cycling associated with each network segment based on the segment's proximity to trip generators and trip attractors. The desired level of service for US 278 is B.

Figure 22. Walking Distance to Pedestrian Destinations



Prior Plans and Studies

The City of Avondale Estates has conducted or taken part in numerous transportation plans and studies for the downtown study area. Below is a description of some of the previous transportation planning efforts that have been completed.

Avondale Estates Downtown Master Plan (Original LCI), 2004

The City of Avondale Estates' original 2004 LCI included a number of transportation recommendations, including:

- Relocating Franklin Street to the south to become a new Main Street.
- Relocating Center Street and extending Elm Street.
- Completing a sidewalk network through downtown and constructing two new greenways, one from the Stone Mountain Trail to Ashton Place and one on the west side of Ashton Place.
- Other improvements to the pedestrian realm and vehicular network, including roundabouts, crosswalks, and exploring alternatives for US 278.

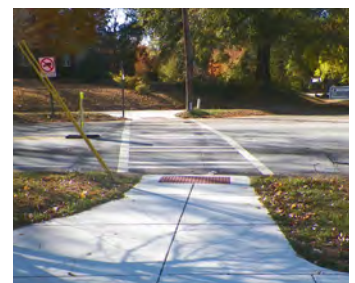
Since the completion of the 2004 study, none of the transportation recommendations have been implemented. A complete discussion of the study's goals and recommendations is included in the "Previous Plans and Studies" section of this chapter.

Walkability Study, 2013

In the spring of 2013, the Walkable and Livable Communities Institute completed an Avondale Estates Walkability Study, funded by the ARC, the City, Grantmakers in Aging, and the Pfizer Foundation. A complete discussion of the study's goals and recommendations is included in the "Previous Plans and Studies" section of this chapter. The study resulting in the restriping of six crosswalks.

ARC RTP/TIP

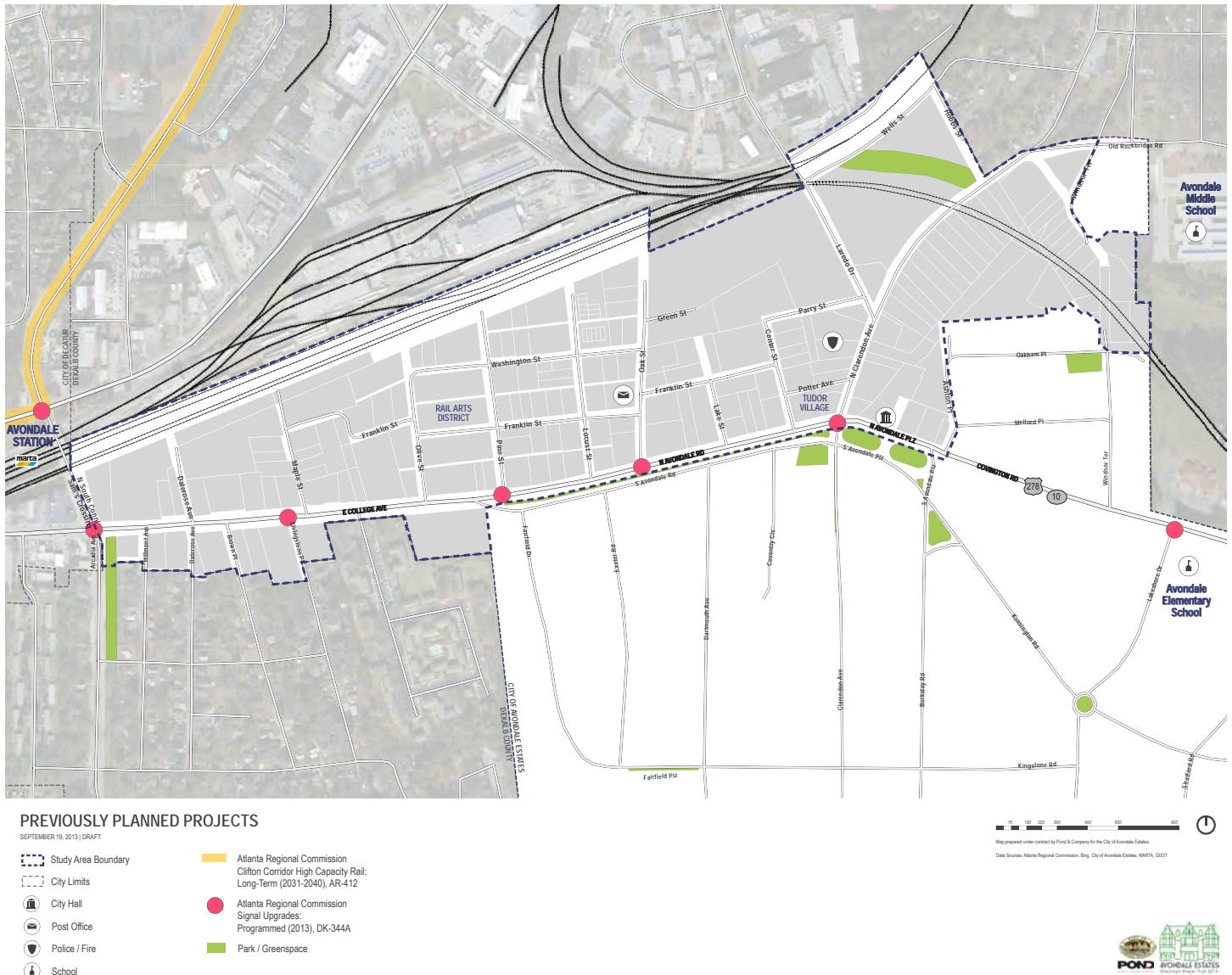
The Atlanta Regional Commission (ARC) is the Metropolitan Planning Organization (MPO) for Atlanta and its surrounding counties. The ARC develops a long-range, multi-modal transportation plan called the Regional Transportation Plan (RTP) in order to meet federally mandated Clean Air Act planning requirements. The current RTP, PLAN 2040, focuses on environmental, social, and economic sustainability. It corresponds to the Transportation Improvement Program (TIP), which is a short-range work plan that allocates federal funds to constructing transportation projects set forth in the RTP.



Crosswalk at US 278 and Ashton Place, before and after (below) improvements made in 2013 after the Walkability Study.

There are two ARC RTP projects in or near the Avondale Estates study area. One project, from DeKalb County's transportation plan, includes signal upgrades at major intersections throughout the county, including five locations on US 278 in the study area. The other project is a long-term regional project: the Clifton Corridor High Capacity Rail system on N Arcadia Avenue/E Ponce de Leon Avenue. See Figure 23 for precise locations of these projects.

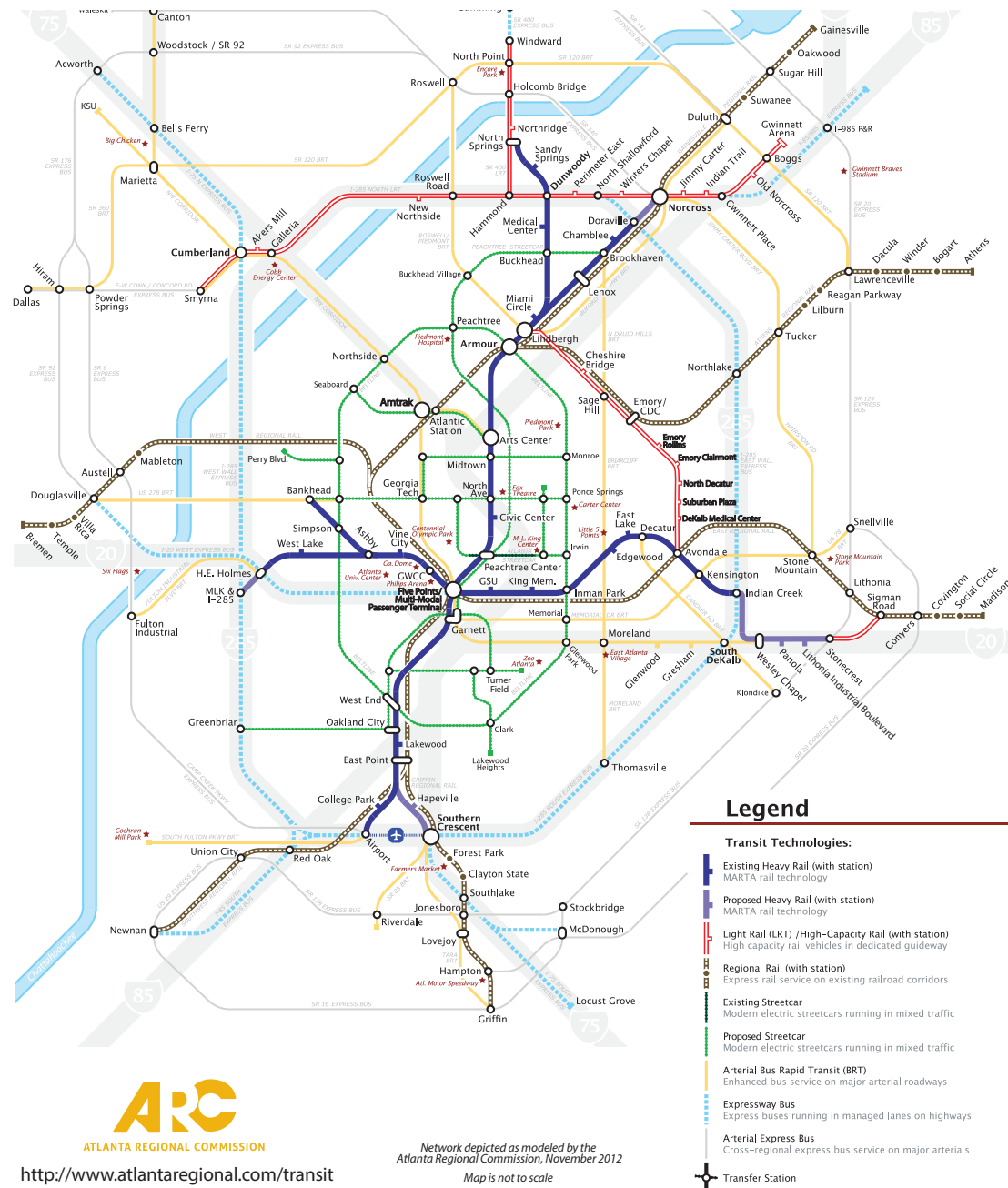
Figure 23. Previously Planned Projects Map



Concept 3

The Transit Planning Board (TPB) was a collaborative effort between MARTA, the ARC, and the Georgia Regional Transportation Authority (GRTA) focused on creating a regional transit plan and identifying new regional sources of funds for the system's implementation and operation. In August 2008, the TPB adopted Concept 3 (Figure 24) as their long-range vision for regional transit in the metropolitan Atlanta area. The plan has been approved by MARTA, ARC, and GRTA. In 2010, the ARC established the Regional Transit Committee (RTA) as a policy committee that focuses on regional transit planning, funding, and governance.

Figure 24. Concept 3 Map



COMMUNITY FACILITIES, CULTURAL RESOURCES, AND PROGRAMS

Community Facilities & Cultural Resources

Several significant community facilities are located within or very close to the Downtown Avondale Estates study area. These facilities are important destinations that draw visitors and contribute to a busy, dynamic atmosphere in the downtown. The map in Figure 25 marks the locations of the community resources with significant social importance within the study area boundary.

Community facilities, including Avondale Estates City Hall, a fire station, and the post office are all located within the Downtown Master Plan study area. Avondale Elementary School, Avondale Middle School, and The Museum School are located within blocks of the eastern study area boundary. The Waffle House Museum is located in the Avondale Estates study area, and Your DeKalb Farmers Market is located just north of the study area boundary, less than a mile from Tudor Village.

The visual arts are very important to the Avondale Estates community. A vibrant and growing arts community is centered around the Rail Arts District, which is also indicated on the map, along with the location of other artists' studios and galleries.

Historic Resources

Downtown Avondale Estates falls within a National Historic District, which covers the properties facing US 278 from Olive Street to the City limits, plus a few other parcels to the north. All properties within the historic district must abide by the regulations in the Historic District Ordinance, such as obtaining approval from the Historic Preservation Commission before making a material change to a building's appearance. See Figure 18 for a map of the Historic District.

Existing Programs and Events

Programs and events are an important element in Avondale Estates' community and economic development strategy. Not only do they generate revenue for local businesses during the event, they help build community and publicity about Avondale Estates throughout the region. The City of Avondale Estates hosts several successful events throughout the year (see Table 4). The City also funds the Community Promotion Program (CPP) each year, which partially funds events through a competitive grant application. The program began in 2011.

Table 4. Existing Programs and Events

Event	Date
Rail Arts District Studio Cruise	March
Avondale Estates Sunday Ride	April
Art-B-Que	May
Labor Day Race	September
AutumnFest	October
Halloween Event	October
PAWS Walk	November
Beer Growler Chili Cook-Off	November
Tree Lightings	December
Tour of Homes, Holiday Market	December

AutumnFest is one of the city's most popular events.



Figure 25. Community Facilities



COMMUNITY FACILITIES

SEPTEMBER 19, 2013 | DRAFT

- Study Area Boundary
- 1/4- and 1/2-mile walk radius
- City Hall
- PATH Trail
- Post Office
- Arts Destination
- Police / Fire
- Parks/Recreation/Open Space
- School
- MARTA Station: Avondale

Map prepared under contract by Pond & Company for the City of Avondale Estates.
Data Source: Atlanta Regional Commission, Bing, City of Avondale Estates



SUMMARY OF EXISTING CONDITIONS

Strengths

- Proximity to two MARTA stations.
- Active and involved community.
- Historic downtown with small blocks and a well-connected street network.
- Proximity to PATH trail.
- Unique architectural identity.

Weaknesses

- Insufficiently maintained and dated buildings downtown.
- Minimal pedestrian and bicycle facilities in study area.
- High degree of vacant structures and parcels.
- Incomplete street network north of US 278, with few east-west connections.
- Lack of public gathering spaces.
- Weak connections to MARTA, PATH trail, and downtown from residential neighborhoods.

Opportunities

- Large vacant sites with major redevelopment potential.
- New retail tenants in Downtown Avondale Estates.
- Improvements to mobility for all users on US 278.
- Burgeoning art and cultural community.

Threats

- Continuation of strip-style commercial development on US 278.
- Infill development that is inconsistent with desired architectural standards.
- Limit on residential housing units in Downtown Avondale Estates.



MARKET ANALYSIS

CHAPTER 4



TARGET MARKET PROFILE

Note: This section contains a summary from a detailed economic and market analysis of existing market conditions. Please see Appendix A for the complete economic and market report and data sources.

The economic and market analysis for the Avondale Estates Downtown Master Plan examined the potential market depth for new residential, retail, and office space in the study area and determined how this potential could be most realistically achieved.

Overall, the market study identified demand for 1,556 residential units, 202,621 square feet of retail, and 118,666 square feet of office space in the Downtown Study Area over the next ten years.

Table 5. Summary of Potential Demand

	10-Year Study Area Potential Demand	Product Type
For-Sale Product	749 Units	Condominiums and townhomes Small-lot single-family homes
Rental Product	807 Units	One, two, and three-bedroom apartments
Retail Space	17,350 sq ft	Grocery
	5,935 sq ft	Health & Personal Care
	5,611 sq ft	Personal Services
	10,106 sq ft	Apparel
	24,645 sq ft	Home Furnishings
	22,709 sq ft	Home Improvement
	6,947 sq ft	Electronics
	77,408 sq ft	General Retail/Specialty
	23,438 sq ft	Restaurants
	8,472 sq ft	Entertainment
	202,621 sq ft	Total
Office Space	872 sq ft	Construction
	151 sq ft	Manufacturing
	2,611 sq ft	Transpo., Comm., Utilities
	661 sq ft	Wholesale Trade
	632 sq ft	Retail Trade
	34,167 sq ft	Finance, Insurance, Real Estate
	74,256 sq ft	Services
	5,316 sq ft	Government
	118,666 sq ft	Total

Residential Markets

The retail and residential market areas around Downtown Avondale Estates are the geographic areas from which the large majority of potential retail customers and residents of new housing will emanate. They are based on drive time estimates, geographic and man-made boundaries and the location of existing competitive supply. Downtown Avondale Estates' market areas include:

- **Local Retail Market Area:** Approximately a 5- to 7-minute drive from the intersection of US 278 and N Clarendon Avenue. Residents will visit the Study Area for convenience-related goods and services (such as groceries, dry cleaning, etc.), as well as for specialty shopping, dining and entertainment. Shown in red on the map in Figure 26.
- **Greater Retail Market Area:** Approximately a 12- to 15-minute drive from the intersection of US 278 and N Clarendon Avenue. Residents will visit the downtown Avondale Estates for destination shopping, dining and entertainment. Shown in green on the map in Figure 26.
- **Residential Market Area:** Ten-mile radius from the intersection of US 278 and N Clarendon Avenue. The majority of new Study Area residents will move from within this area. Shown in blue on Map 3 on the map in Figure 27.

Figure 26. Local and Greater Retail Markets

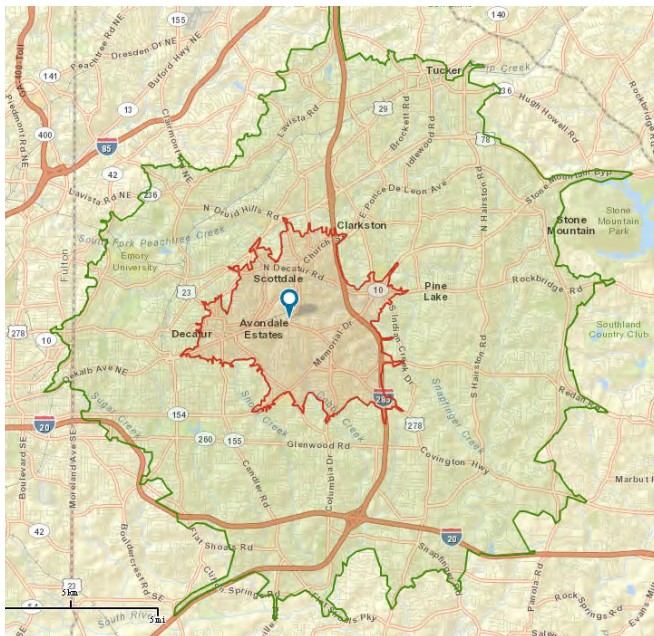
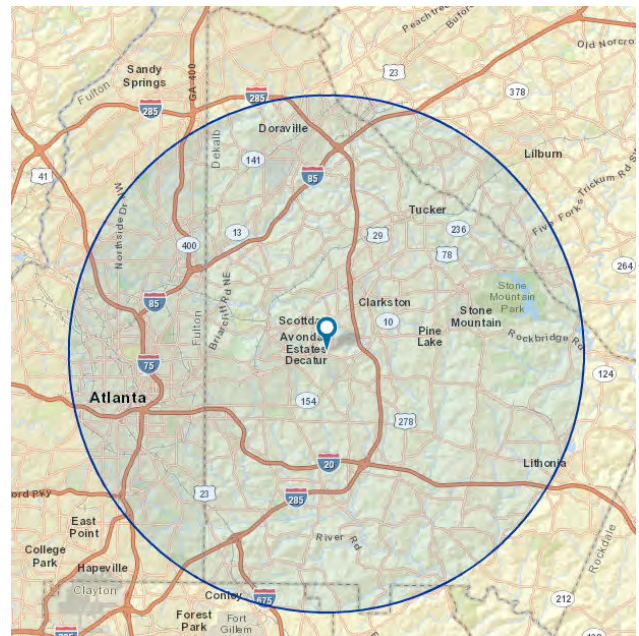


Figure 27. Residential Market Analysis



The expected City population due to new residential development that occurs with implementation of the master plan is projected to reach 6,285 in 2023 based on the market study potential demand for new housing units or 4,902 based on implementation of the concept plan as is (estimating 2.17 persons per household and a 2013 baseline population of 2,908).

Demographic trends are analyzed for the 2000 to 2018 time period and comparisons to the City of Avondale Estates and the Atlanta Metropolitan Statistical Area are made where appropriate.

- Downtown Avondale Estates' local retail market area has an estimated population of 37,272 as of 2013, and the greater retail market area has an estimated population of 313,200. Both retail market areas showed a population loss from 2000 to 2013, although the greater retail market area gained about 635 households due to a decline in household sizes. Population losses reflect the overall slow growth DeKalb County experienced from 2000 to 2010. In that time the County's population grew by only 3.9 percent, the lowest growth rate for any county in the 20-county metro Atlanta area.
- The residential market area, a larger geography than the retail market areas, has an estimated population of 967,125. It added 44,147 residents since 2000 for an average annual growth rate of 0.4 percent. By comparison, the Atlanta Metropolitan Statistical Area (MSA) grew at an average annual rate of 2.1 percent from 2000 to 2013.
- Population and household growth is projected to increase in both the retail and residential market areas over the next five years. The greater retail market area is expected to add 9,596 persons and the residential market area to add 50,141 persons.

Table 6. Demographic Analysis

Demographic Indicator	City of Avondale Estates	Local Retail Market Area	Greater Retail Market Area	Residential Market Area	Atlanta MSA
Population					
2013	2,908	37,272	313,200	967,125	5,420,859
2018 (forecast)	2,909	38,068	322,796	1,017,266	5,736,389
Avg. Ann. % Change ('00 -'13)	0.88%	-0.56%	-0.37%	0.37%	2.12%
Avg. Ann. % Change ('13 -'18)	0.01%	0.43%	0.61%	1.04%	1.16%
Households					
2013	1,341	15,278	124,111	392,600	1,991,823
2018 (forecast)	1,350	15,797	129,139	417,898	2,112,918
Avg. Ann. % Change ('00 -'13)	0.72%	-0.28%	0.04%	0.81%	2.17%
Avg. Ann. % Change ('13 -'18)	0.13%	0.68%	0.81%	1.29%	1.22%
Average Household Size	2.17	2.19	2.45	2.36	2.68
Median Household Income	\$58,674	\$40,666	\$43,670	\$47,418	\$54,635
Median Age (Years)	43.9	34.6	35.3	33.8	35.4
Race					
Percent White Alone	68%	39%	32%	38%	55%
Percent Black Alone	27%	50%	58%	49%	32%
Percent Hispanic	3%	4%	4%	11%	12%
Educational Attainment					
No High School Degree	3%	13%	12%	13%	14%
High School Degree	27%	42%	45%	39%	46%
Associate Degree	10%	7%	7%	6%	6%
Four Year Degree or More	60%	38%	37%	42%	34%

Source: 2000 and 2010 U.S. Census, ESRI Business Information Solutions

* 2018 forecast assumes baseline conditions with no changes derived from implementation of the Downtown Master Plan.

In all market areas, household growth rates will likely outpace population growth rates as household sizes continue to fall.

- Median household incomes in the market areas range from \$40,666 in the local retail market area to \$47,418 in the residential market area. All are below the MSA median of \$54,635. Households with incomes above \$100,000 make up one-sixth of greater retail area households (17.0 percent) and one-fifth of residential market area households (20.5 percent).
- Age trends are similar across the retail and residential market areas and metro Atlanta. Median ages range from 33.8 years in the residential market area to 35.4 years in the MSA. In each geography, seniors (age 65 and up) constitute between 9-11 percent of the population and children (under age 20) make up 24-28 percent.
- Nationally, aging baby boomers are projected to fuel increases in the senior population over the next few decades. Strong growth in the metro Atlanta senior population is also expected. According to the Atlanta Regional Commission (ARC), DeKalb County's 55 plus population is anticipated to increase by 118 percent from 2005 to 2030, which translates to an additional 138,060 residents over the age of 55. As DeKalb's older adult population grows, Avondale Estates' town center atmosphere is likely to be an increasingly attractive location for seniors and retirees.
- African Americans make up the largest shares of the population in all market areas (from 49.0 percent of the residential market area to 58.3 percent of the greater retail market area). By comparison, black residents make up 27.3 percent of Avondale Estates and 32.4 percent of the MSA. The proportion of white persons ranges from 31.8 percent in the greater retail market area to 67.7 percent of Avondale Estates. Hispanic residents make up a small share of residents in the retail market areas (4 percent) and a larger proportion of the residential market area and MSA (11 percent).

Table 7. Employment by Industry

Industry	Study Area		5-Minute Drive	
	#	%	#	%
Agriculture & Mining	6	1.3%	216	0.9%
Construction	84	18.5%	1,008	4.2%
Manufacturing	14	3.1%	532	2.2%
Transportation	5	1.1%	344	1.4%
Communication	3	0.7%	87	0.4%
Utilities	8	1.8%	93	0.4%
Wholesale Trade	7	1.5%	501	2.1%
Retail Trade	71	15.6%	3,724	15.6%
Finance/Insurance/Real Estate	28	6.2%	1,018	4.3%
Services	218	47.9%	12,479	52.3%
Public Administration	11	2.4%	3,880	16.2%
Total Employment	455	100.0%	23,882	100.0%
Total Businesses	108		3,273	

Source: ESRI Business Information Solutions

Employee Market

An estimated 108 businesses with 455 employees operate within the Study Area. Within a five-minute drive of the Study Area, there are an additional 3,273 businesses and 23,882 jobs (Table 7). Services (including professional, administrative, education, health care and social assistance, and food services and accommodation services) make up 52.3 percent of employment in the five-minute area. Other key sectors include public administration (16.2 percent) and retail trade (15.6 percent).

RESIDENTIAL MARKET ANALYSIS

National Trends

During the spring and early summer of 2013, there was a widespread surge in home appreciation nationally ending several years of declining home prices. However, the overall picture of the for-sale housing market is still mixed. Housing prices are rising nationally, but a slowdown is expected as rising mortgage rates cut into demand due to an increase in the cost of borrowing. A modest increase in inventory levels is expected, as well as a slowdown in investor activity in the dwindling distressed market.

On average, buying is still cheaper than renting and will remain so until mortgage rates reach 10.5 percent, a level we have not seen since 1990 and may not see again. Renting a home means greater mobility than owning a home, and younger consumers, the ones most likely to add to housing demand, seem more inclined to live in urban areas where apartments and condominiums are concentrated. An apparent shift toward renting in some areas is likely not permanent; however, the tight lending environment and unresolved issues relating to foreclosures and distressed sales are a source of continuing demand for rental units.

Local Housing Supply

In DeKalb County, home sales increased by almost one-fifth over the last three years, compared to a 14 percent increase metro-wide. The starter home and lower end of the move-up market are providing the most opportunities for homebuilders. The 50+ market has outperformed the overall market since the housing downturn began and continued vibrancy is anticipated going forward. There is a huge wave of baby boomers who no longer want a 4,000 square foot house: this active-adult market segment is looking for a smaller, attractive, one-story home convenient to a variety of amenities including golf courses, community centers, etc.

The multifamily rental market in metro Atlanta is strengthening daily, although at a slow pace. One of the main factors contributing to local rental market strength is demand created by former homeowners who are renting following having faced a foreclosure experience. While this situation is expected to ease as the economy improves, it is likely to continue influencing the rental market in the near future.

Table 8. Summary of Existing Housing Supply

Housing Characteristic	City of Avondale Estates	Residential Market Area	Atlanta MSA
Occupied Units (2013)	1,342	392,600	1,991,823
Owner occupied	57.7%	48.3%	63.2%
Renter occupied	42.3%	51.7%	36.8%
Vacancy Rate (2013)	9.0%	12.8%	10.0%
Median Owner Occupied Unit Value (2013)	\$285,000	\$177,665	\$158,071
Median Contract Rent (2005-2009)	\$996	\$760	\$733
Units in Structure (2005-2009)			
Single Family Detached	84%	49%	67%
Single Family Attached	4%	6%	5%
2-4 Units	3%	7%	4%
5-9 Units	8%	10%	6%
10+ Units	0%	27%	14%
Other (mobile home, boat, RV, etc.)	2%	1%	3%
Median Year Structure Built (2005-2009)	1957	1976	1987

Source: 2010 U.S. Census, 2005-2009 American Community Survey, ESRI Business Information Solutions

Housing Demand

A statistical demand analysis was performed for the residential market area to estimate the potential market depth for for-sale and rental product in the Study Area. Even though the analysis uses finite numbers, the end result (i.e., potential market support) should be interpreted as an approximation of market depth that is balanced with the characteristics of the competitive supply.

Table 9. Summary of Potential New Residential Units, Downtown Master Plan Study Area

	10-Year Market Area Potential Demand	Study Area Capture	10-Year Study Area Potential Demand	Product Types
For-Sale Product	29,391 Units	2.6%	749 Units	Condominiums and townhomes Small-lot single-family homes
Rental Product	52,080 Units	1.6%	807 Units	One, two, and three-bedroom apartments

RETAIL MARKET ANALYSIS

Market Overview

The national commercial real estate market is recovering slowly after experiencing declines in consumer spending and tightening lending markets. In Atlanta, the retail sector is improving as vacancy rates edge downward and absorption increases in response to lower lease rates. The Atlanta market has worked its way through an oversupply of mid-sized and larger boxes, especially in 2012, but there is still concern in the outlying markets.

It is estimated that in metro Atlanta, 880,000 square feet of retail space will come online in 2013, compared to 615,000 square feet in 2012. Strong demand, however, should cause vacancy rates to continue to fall (to about 10.7 percent) and asking rents to rise (to \$14.40 per square foot).

Retail Supply

Table 10 summarizes retail/service space in the Study Area, showing that services make up the largest share of businesses (27 establishments or 39 percent of the total). Restaurants make up the second largest share at 17 percent. Notably, eight shops are high-quality consignment or thrift stores, representing a potential niche that Avondale Estates could grow/market.

The Study Area also includes several retail vacancies. A partially-constructed bank-owned building at US 278 and Maple Street was recently placed under contract (source: Marketek), although two other bank-owned properties, a restaurant site at Pine Street and half of the building containing Jack and Jill Consignment Boutique, are still available. Three retail spaces and five office spaces in the Tudor Village are currently being marketed by Oakhurst Realty, with asking lease rates ranging from \$8.50 to \$16.00 per square foot.

Table 10. Study Area Retail Businesses, 2013

Business Type	Number	Share
Apparel	4	6%
Home Goods/Furniture	3	4%
Art	4	6%
Specialty Stores	8	12%
Grocery	2	3%
Restaurants	12	17%
Services	27	39%
Financial/Insurance	5	7%
Legal	3	4%
Veterinary	2	3%
Personal Services	17	25%
Auto-Related	9	13%
Total Retail/Service Businesses	69	100%

Source: Marketek, Inc.

Retail Demand

Based on the assumption that a comprehensive business development program is underway, the market study estimates that over the next ten years, the Avondale Estates Downtown Master Plan Study Area has the potential to capture 20 percent of new market area demand (or 99,621 square feet of commercial space) and 8 percent of existing market area demand (103,120 square feet). Combined, these form potential for 202,621 square feet of retail space in the Study Area over ten years.

Table 11. Summary of Potential Supportable Retail Space, Study Area

Merchandise / Service Category	Existing Unmet Demand		New Supportable Retail Space in Study Area				Total New Supportable Space in Study Area
	2013		2019		2024		
	Capture	Sq Ft	Capture	Sq Ft	Capture	Sq Ft	
Local Retail Market Area							
Convenience Goods							
Grocery			65%	9,028	70%	8,322	17,350
Health & Personal Care	20%	3,112	65%	1,469	70%	1,354	5,935
Subtotal	20%	3,112	65%	10,497	70%	9,676	23,285
Personal Services			50%	2,890	55%	2,721	5,611
Greater Retail Market Area							
Shoppers' Goods							
Apparel			15%	4,258	18%	5,848	10,106
Home Furnishings	8%	18,258	12%	2,529	16%	3,859	24,645
Home Improvement	8%	10,745	12%	4,736	16%	7,228	22,709
Electronics	8%	2,695	12%	1,683	16%	2,568	6,947
General Retail/Specialty	8%	68,310	12%	3,602	16%	5,497	77,408
Subtotal	8%	100,008	13%	16,807	16%	25,000	141,815
Restaurants			18%	10,317	20%	13,121	23,438
Entertainment			18%	3,729	20%	4,743	8,472
Total	8%	103,120	19%	44,241	21%	55,260	202,621

Note: Because demand for Convenience Goods and Personal Service businesses is derived primarily from nearby residents, captures are based predominately on Local Retail Market Area demand. Grocery demand includes spending by potential residents of new Study Area housing.

Source: ESRI; Marketek, Inc.; Urban Land Institute

OFFICE MARKET ANALYSIS

Office Supply

The metro Atlanta office market ended the third quarter of 2013 with a vacancy rate of 20.3 percent, down slightly from 21.1 percent in mid-2012. While the bulk of leasing activity had previously been the result of relocations, job growth and corporate expansions have fueled much of the office market activity in 2013. CBRE estimates that the Northlake/Decatur office

submarket (which includes the Study Area) contains 8.6 million square feet and has a vacancy rate of 18.2 percent, the fourth lowest for the 18 submarkets they track, as of Q3 2013.

There is no large-scale office space in the Avondale Estates Study Area. Small office users occupy several former residential properties; they include Arboguard Tree Care Specialists, Mann Mechanical, masonry contractors and several professional service providers (legal, financial, etc.). Office vacancies include 1,710 square feet at 89 N Clarendon Ave and several spaces (~12,000 square feet) in the Tudor Village. Asking lease rates range from \$8.50 to \$16.00 per square foot. Three vacant, bank-owned office buildings on US 278 between Lake and Oak Streets are currently under contract.

Office Demand

Based on the Atlanta Regional Commission’s PLAN 2040 job growth forecasts for DeKalb County, potential future demand for office space in DeKalb County is estimated at 3.9 million square feet from 2014 to 2024, as shown in Table 12. While some demand will also be generated by turnover of existing office space, this is likely to be negligible considering the vacancy levels in the market at present.

The degree to which the Study Area will be able to capture office space demand generated in DeKalb County will depend largely on the success of ongoing redevelopment efforts there. Based on existing development patterns, the market study estimates that the majority of new Study Area office space tenants will be professional/service users. If the Study Area captured between 3 and 5 percent of potential office space demand generated by projected increases in service employment in DeKalb County, this would translate to potential support for 74,255 to 123,760 square feet of new office space in the Study Area over the next ten years.

Table 12. Potential Annual Demand for Office Space, DeKalb County, 2014-2024

Employment Category	10-Year Employment Change [1]	Office Space User Ratio [2]	Office Space Users	Sq Ft Per Employee	10-Year Demand (Sq Ft)
Construction	1,351	10%	135	215	29,051
Manufacturing	235	10%	23	215	5,048
Transpo., Comm., Utilities	2,024	20%	405	215	87,041
Wholesale Trade	1,024	10%	102	215	22,016
Retail Trade	1,958	5%	98	215	21,051
Finance, Insurance, Real Estate	6,622	80%	5,297	215	1,138,915
Services	28,781	40%	11,512	215	2,475,183
Government	3,297	25%	824	215	177,214
Total	45,292			215	3,955,518

Notes:

[1] Net change in employment from Atlanta Regional Commission Employment Forecasts (prepared February 2011).

[2] Based on standards developed by the Urban Land Institute.

Sources: Marketek, Inc.; Atlanta Regional Commission; Urban Land Institute



CONCEPT PLAN

CHAPTER 5

INTRODUCTION

The Concept Plan provides land use, transportation, and urban design improvements that will be undertaken in order to implement the community's vision and goals for Downtown Avondale Estates. The Concept Plan is based on an outreach process that promoted involvement of all stakeholders and seeks to:

- Encourage a diversity of residential neighborhoods, employment, shopping and recreation at the town center with a focus on a variety of quality retail and housing choices for individuals throughout all stages of life.
- Provide access to a range of travel modes, including walking and biking, to all uses within the study area through a complete street grid network.
- Unify the neighborhoods within the study area with cohesive streetscapes and urban design features.

To translate the plan for concepts and ideas into concrete actionable strategies, the Concept Plan includes both policies and projects. Policies are general guidelines that provide direction to implementation of certain actions and help to remove barriers. They serve as a basis for future actions by City officials and support the vision and goals defined through the planning process. The projects are specific tasks that advance the plan's realization through physical development. Details of the recommendations are listed in the Five-Year Action Plan and include the responsible party, timeframe, and associated costs (Chapter 6: Implementation).

Potential 10-Year Market Demand in the Study Area

Residential	1,556 units
Retail	202,621 sq ft
Office	118,666 sq ft

The master plan is based on several months of public participation and began with the overall project direction provided by the City staff and the Atlanta Regional Commission. The plan was driven by input from four community meetings, which provided the public with the opportunity to set vision and goals, provide input, and select and review desired plan components. The plan was also guided and reviewed at each level by the project consultant team consisting of architectural experts, a market advisor, and community and transportation planners.

The success of this plan depends on the Board of Mayor and Commissioners, City staff, and the community. Currently, the City enjoys very active leadership, a dedicated staff, and an enthusiastic community. This continuing support and engagement will be crucial in seeing the plan implemented successfully. The successful implementation of the master plan will also depend on market conditions.

Concept Plan Overview

The Concept Plan consists of a Land Use Plan, an Illustrative Plan, and a Transportation Plan, which describe elements applicable to private property and the public realm within Downtown Avondale Estates. Applying the principles of placemaking—situating desired elements in the right location and at the appropriate scale—creates a Concept Plan that encourages a diversity of residential neighborhoods, employment, shopping, and recreation choices in Downtown Avondale Estates within a well-connected and complete street network that supports a variety of transportation options. This conceptual framework lays the foundation for redevelopment in order to accomplish the overall vision and goals for the study area.

The Land Use Plan (Figure 28) provides general guidelines for future development in Downtown Avondale Estates. It shows which parcels are suitable for which set of uses, it provides height guidelines across the downtown, and it indicates the different districts within Downtown Avondale Estates, which all have different characters and thus different appropriate architectural styles.

The Illustrative Plan (Figure 29) identifies land uses appropriate for areas within the study area and indicates the conceptual locations, scales, and forms of buildings, parking, public spaces, street curb lines, and street trees. The plan provides building mass and scale and site layout options appropriate within each of six districts. This illustrative drawing represents one possible outcome for how each property can be developed following the recommendations set forth in this plan, although the realities of the development market for a given project may result in a different site configuration and plan.

The Transportation Plan (Figure 39) lays the foundation for the study area's future. It outlines the future street network, creating small walkable blocks in an interconnected grid. It also includes recommendations for bicycle and pedestrian facilities, traffic calming measures, intersection improvements, and streetscapes. Used together, these plans can guide investment and development decisions in Downtown Avondale Estates over the next ten years and beyond.

This chapter first presents the Vision and Study Goals that were developed from this community engagement early in the planning process. The Vision and Study Goals are the foundation for the Concept Plan, which is described later in this chapter.

KEY FEATURES OF THE CONCEPT PLAN

Revitalize Tudor Village with active retail spaces on the ground floor with office above

Convert Potter Ave into a plaza

Connect Ashton Place to the PATH trail

Enliven the Northern Gateway with greenspace

Implement a road diet with bike lanes on US 278

Encourage arts and cultural uses in the Rail Arts District

Develop the Mill District into a mixed use node

Allow housing choice with new townhomes, flats, and houses throughout Downtown

Address safety and mobility issues at key intersections

Revitalize the Western Gateway with new development

Connect the entire study area with sidewalks

Provide more parking on-street, in redesigned lots, and in a parking structure

THE VISION

Throughout the planning process, the Avondale Estates community has been refining its vision for downtown. For more information on public participation, please refer to Chapter 2: Study Methodology or Appendix G: Public Participation Plan. The project team started with a vision statement drawn from the original LCI and the comprehensive plan, then refined and updated it and presented it back to the community to critique and revise. Out of this process came the following vision statement:

“The City of Avondale Estates is a vibrant, growing community with a small town feel, which is inclusive of all residents, supports new and established businesses, and encourages quality and sustainable development. The downtown will follow the holistic city plan first designed by George Willis with integrated transportation, passive and active recreation opportunities, extensive landscaping, and exceptional architecture maintaining the City’s unique sense of place.

Downtown Avondale Estates will be a unique pedestrian-oriented town center. New development will preserve and celebrate the City’s arts and cultural heritage and provide housing and destinations for shopping and services, all within an environment of tree-lined streets, pocket parks, and plazas. A network of streets with wide sidewalks and bike facilities will provide safe connectivity throughout downtown and link it to MARTA and surrounding neighborhoods.”



STUDY GOALS

From the Vision statement, three primary sets of goals guide the development of the concept plan and establish the framework for policies, programs, recommendations, and priorities. The goals provide the community with a way to evaluate the success of the plan.

Table 13. Goals

Housing, Land Use, and Development	
Emergence as a regional destination.	Use retail, restaurants, cultural facilities, and the arts to build destinations that will attract both Avondale Estates residents and visitors from the entire Atlanta region.
Facilitate key development and redevelopment opportunities.	Downtown Avondale Estates has a number of large vacant sites that have major development potential. Targeted marketing of these sites can promote economic growth and revitalization.
Build employment options.	Strengthen the future viability of Downtown Avondale Estates by developing office space that will offer employment diversity.
Attract neighborhood retail.	Future retail tenants should include neighborhood-serving retail that supports local users or commuters passing through, like drug stores, grocery stores, and restaurants.
Provide housing choice.	A variety of housing options throughout the study area will accommodate residents in all stages of life. The market analysis provides a detailed understanding of future demand for different residential types.
Circulation and Connections	
Design a complete network.	Provide compatibility, connectivity, and continuity in a community-wide transportation network that supports all modes of travel. Streets should meet the needs of drivers, bikers, and pedestrians in an aesthetically-pleasing way.
Plan for bicycles and pedestrians.	The city has great potential to be a truly walkable and bikeable destination. Offer a safe, efficient, and continuous network of bicycle and pedestrian facilities, both within Downtown Avondale Estates and connected to other destinations, for improved health of the community, environmental sustainability, and pedestrian-oriented development patterns.
Consider options for US 278.	Modify US 278 for increased pedestrian safety, reduced congestion, and an improved street environment. US 278 has the potential to be more than just a commercial corridor or a through street.
Capture additional pass-through traffic.	Since US 278 is a main connection to destinations further east and west, help businesses take advantage of the nearly 20,000 cars that pass each day.
Foster regional connectivity.	Downtown Avondale Estates has incredible potential for regional connectivity due to its location near two MARTA stations and the PATH trail. Explore options to improve connections to the PATH trail and MARTA stations, which provide regional connectivity.
Remember parking.	Provide adequate and convenient parking throughout the study area to make sure businesses can stand up to growing demand. Accommodate parking on the street and in small lots; avoid large surface lots and add structured parking with redevelopment as needed.
Public Space and Community Identity	
Provide spaces to gather.	There are plenty of parks and public spaces in the residential neighborhoods, but none in downtown Avondale Estates. Outdoor spaces to gather might include public plazas, large parks, an amphitheater, or even wide sidewalks.
Improve study area aesthetics.	The Tudor Revival architecture of Downtown Avondale Estates sets it apart, but it might not be appropriate for future development. The plan will identify architectural styles that work well with the existing buildings.
Build a brand identity.	Existing wayfinding signage is dated and too small for drivers to read. A system of signs and gateways should alert people approaching to Downtown Avondale Estates' destinations.
Promote green development.	Using low-impact development strategies and green infrastructure in all public space projects and private developments will reduce environmental impacts and energy costs.

LAND USE PLAN

As indicated in Figure 28, the uses throughout Downtown Avondale are not heavily prescribed. The plan envisions a mix of uses throughout the area, and leaving these uses open to change allows for urban development that is appropriate as the community's needs and the market change over time.

This Concept Plan uses Districts, or character areas, to propose what land uses and development patterns are desired within different areas throughout the City. A number of different land uses are appropriate within the Downtown Avondale Estates study area. The descriptions of these land use categories, which follow, describe generalized land use patterns, site development standards, and character of a given land use category. They explain the vision for the study area in language that depicts what each different land use might look like in the future.

Districts

The overall vision for each of the six Districts in terms of land use, building mass, and scale is described in this section. The "Illustrative Plan" section of this chapter includes more detailed descriptions of key development concepts and transportation features within each District.

Tudor Village

The historic heart of the City, Tudor Village is characterized by a mix of civic, cultural, retail and office offerings. This district is highlighted by distinct architectural features, unified streetscapes, and preserved historical assets. Plazas and active, wide sidewalks will create additional opportunities for socializing and gathering. Additional parking and a new trail access point will improve connectivity.

Building heights range from 1 to 3 stories, and buildings are placed immediately adjacent to the curb with no setback, with one exception. New buildings on roads perpendicular to US 278 for the first block north (from US 278 to Franklin Street or Potter Ave) should be set back 10' in order to open up view corridors into the district. This standard applies to new buildings on Oak Street, Lake Street, and Center Street.

Mill District

The Mill District will be redeveloped as a vibrant commercial and residential center. Mixed use development incorporating multifamily residential and retail is appropriate in this area, along with open space and connections to Tudor Village and the PATH trail.

Building heights range from 3 to 5 stories, and buildings are placed immediately adjacent to the sidewalk edge with no setback.

Northern Gateway

The Northern Gateway District is a green gateway into the City, with generally low-scale

development and abundant open space. Abundant greenspace and improved access to the PATH create opportunities for recreation. As redevelopment occurs, new styles and forms complement the Mill District and Tudor Village.

Building heights range from 1 to 3 stories. Setbacks of at least 20' are appropriate here, unless redevelopment of the MARTA site occurs, in which case a shallower setback is appropriate.

Rail Arts District

The Rail Arts District emerges as an arts and cultural destination, a transitional area where light industrial, residential, small office, retail, and cultural uses create a wholly unique environment. Improved sidewalks and on-street parking make it easy to explore. Appropriate management of industrial uses will support a stable local economy, and infill development may include uses such as retail, commercial, office, and residential.

Building heights range from 1 to 3 stories, and a diversity of setbacks is acceptable in this area.

Northside Avondale

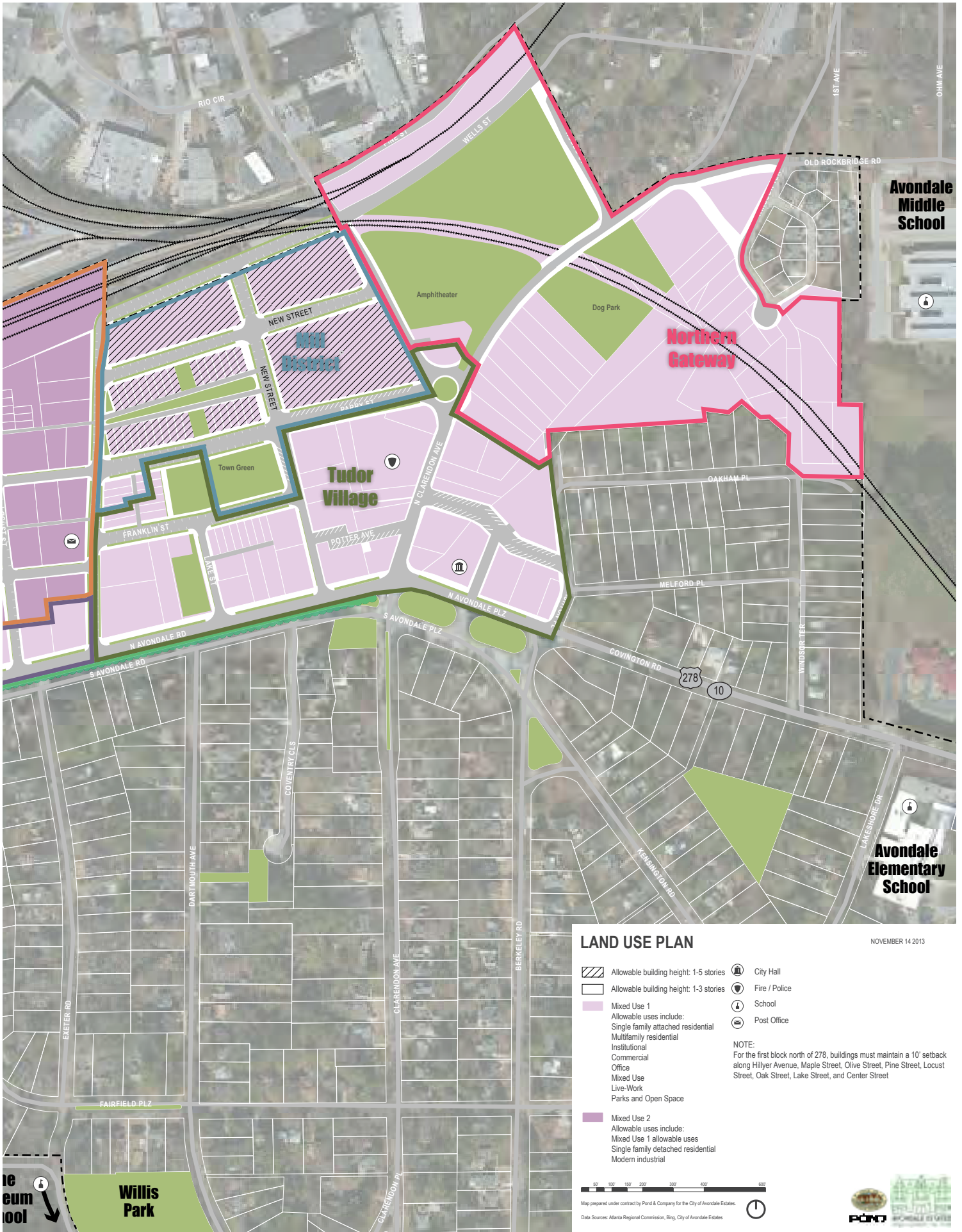
Northside Avondale is a walkable commercial corridor providing space for retail uses whose scale, character, or parking demands are incompatible with the Tudor Village Area. In the future, the corridor will be more pedestrian-oriented, with wider sidewalks, reduced curb cuts, streetscapes, and neighborhood-serving uses including retail, office, and mixed use.

Building heights range from 1 to 2 stories. Buildings are placed immediately adjacent to the sidewalk edge with no setback, with one exception. Buildings on roads perpendicular to US 278 for the first block north (from US 278 to Franklin Street or the proposed new extension of Franklin Street) should be set back 10' in order to open up view corridors into the district. This standard applies to Maple Street, Olive Street, Pine Street, Locust Street, and Oak Street.

Western Gateway

The Western Gateway will emerge as a transit-oriented development. It serves as Avondale Estates' access point to the Avondale MARTA station, and future development here takes advantage of this proximity and accommodates uses that include mixed use, multifamily, office, and retail in both new and revitalized spaces.

Building heights range from 1 to 2 stories on US 278 and 3-5 stories on the parcels that are further north on the MARTA rail line. Buildings should be set back approximately 20' along Sams Crossing for the first 150 feet north of US 278 in order to create a linear greenspace that mirrors the existing Lanier Park to the south. Buildings on roads perpendicular to US 278 for the first block north (from US 278 to the alley between Hillyer Avenue and Maple Street) should be set back 10' in order to open up view corridors into the district. This standard applies to Hillyer Avenue and Maple Street. Otherwise, buildings are placed immediately adjacent to the sidewalk edge with no setback.



Avondale Middle School

Northern Gateway

Tudor Village

Avondale Elementary School

Willis Park

LAND USE PLAN

NOVEMBER 14 2013

- Allowable building height: 1-5 stories
- Allowable building height: 1-3 stories
- Mixed Use 1
Allowable uses include:
Single family attached residential
Multifamily residential
Institutional
Commercial
Office
- Mixed Use 2
Allowable uses include:
Mixed Use 1 allowable uses
Single family detached residential
Modern industrial
- City Hall
- Fire / Police
- School
- Post Office

NOTE:
For the first block north of 278, buildings must maintain a 10' setback along Hillier Avenue, Maple Street, Olive Street, Pine Street, Locust Street, Oak Street, Lake Street, and Center Street



Map prepared under contract by Pond & Company for the City of Avondale Estates.
Data Sources: Atlanta Regional Commission, Bing, City of Avondale Estates





Single-family homes in a cottage court
Photo Source: TSW



Traditional single-family residential



Small lot single-family residential
Photo Source: Historical Concepts



Townhome styles

Land Use Definitions

Single Family Detached Residential

Single family detached homes in the Downtown Avondale Estates study area will be in a compact, walkable setting. These neighborhoods will resemble traditional, historic residential neighborhoods, where houses are smaller than typical suburban homes, close to the street, and located on narrow lots with garages on the side or rear instead of the front. New single family homes will be two stories at most.

Accessory dwelling units are encouraged with any new single family detached residential. They provide a way to increase residential density without altering the character of a neighborhood. Additionally, accessory dwelling units offer more affordable housing, making a neighborhood more inclusive. They also encourage Lifelong Communities, places where individuals can live throughout their life. Also known as “granny flats,” accessory units can house older adults who wish to live near or with family but maintain independence.

The 2013 study “City of Avondale Estates Zoning Ordinance and Related Documents Review and Recommendations” recommends a variety of housing types that are compatible with existing development in Avondale Estates. The specific single family housing types that will be suited to each District are described in the “Illustrative Plan” section below.

Single family detached residential is appropriate in all districts.

Single Family Attached Residential

Single family attached homes include townhomes, duplexes, triplexes, and quadruplexes.

Townhomes are especially desirable in Downtown Avondale Estates. Townhomes are individually owned single family attached homes located on long, narrow lots. These housing types appeal to home buyers who want a lower-maintenance lot or a home in a denser neighborhood setting. The townhouses in Downtown Avondale Estates may have a rear garage that is accessed by a shared alley; heights will be two to three stories. Clusters of townhomes might also share a small community open space.

The 2013 study “City of Avondale Estates Zoning Ordinance and Related Documents Review and Recommendations” recommends a variety of housing types that are compatible with existing development in Avondale Estates. The specific townhome styles that will be suited to each District are described in the “Illustrative Plan” section below.

Duplexes, triplexes, and quadruplexes comprise two, three, or four homes, respectively, that are attached with an overall form much like a single family detached house. These forms are desirable in Downtown Avondale Estates as well. Like houses with accessory units, they can add density without drastically altering the formal characteristics of a neighborhood.

Multifamily Residential

Multifamily development in the Downtown Avondale Estates study area includes stacked flats in apartments or condominiums. Heights of up to five stories are appropriate, particularly in the north part of the study area adjacent to the MARTA rail where the topography is lower. Multifamily development provides important housing choices to households in a range of life stages and incomes. Greenspace or other amenities should be incorporated into the development. Vehicular connectivity is important, but access management guidelines will be used to minimize curb cuts. In order to provide non-vehicular connectivity, connections to adjacent sidewalks and trails will be included.

The 2013 study “City of Avondale Estates Zoning Ordinance and Related Documents Review and Recommendations” recommends a variety of housing types that are compatible with existing development in Avondale Estates. The specific multifamily housing styles that will be suited to each District are described in the “Illustrative Plan” section.

Mixed Use

Incorporating more than one use within one structure, mixed use development contributes to a walkable, dynamic urban environment. By allowing residential and office uses in the same structures as retail, mixed use development minimizes vehicle trips and supports the complementary individual uses that locate there. Heights will range from three to five stories, and mixed use buildings should be carefully designed to fit the desired character and architectural style of the surrounding neighborhood.

In mixed use development, retail is typically on the ground floor with residential and office above. However, developers should create flexible spaces on the ground floors that can be used for different purposes as the market shifts. Retail uses should be concentrated on one side of a mixed use building in order to foster healthy retail streets. Later, if demand merits, retail can expand to surround a mixed use building.

Live-Work

Live-work buildings are a specific type of mixed use development. They are typically smaller in scale and individually owned, rather than rented or owned in condominium style. A live-work structure is two to three stories in height, with a shop, office, or studio on the ground floor and one residential unit above. Often, the shop owner occupies the residential space. Live-work buildings are compatible with a walkable environment and the energetic retail and arts culture desired by the community of Avondale Estates. Additionally, they foster community, as owners are doubly invested in their neighborhoods.



Multifamily styles
Photo sources: TSW, Historical Concepts



Mixed use styles



Stand-alone live-work unit
Photo source: Fast Company



Downtown retail
Photo source: Historical Concepts



Modern and adaptively reused offices
Photo source: Bustler Magazine



Modern industrial

Retail

Retail uses can serve the local neighborhood, the entire City, or a larger region. Downtown Avondale Estates has many active commercial businesses, some of which draw visitors from the entire region. Future commercial development will complement and build on this success. Retail uses in the Downtown Avondale Estates study area are primarily in low-rise, one- to two-story buildings. Parking will be located behind or on the side, and buildings will be oriented to pedestrians. However, clear signage for the business and parking location is critical for capturing pass-through traffic on US 278.

Desired retail types include restaurants, boutiques, pharmacies, and a grocery store.

Office

Adding office uses to the Downtown Avondale Estates study area will create opportunities for residents to work where they live. Downtown Avondale Estates will be a destination for existing small businesses and local start-ups who want to locate in an exciting environment that is transit-accessible. Office workers patronize local restaurants and shops throughout the day, supporting other local businesses as well. Office uses will be primarily low-scale, one- to three-story structures that blend with the scale and style of surrounding development. There are opportunities for adaptive reuse of existing buildings as future office space, as well.

Modern Industrial

Providing for the continuation of light industry, arts and crafts, and related jobs within Avondale Estates is an important economic development goal. Avondale Estates has emerged as an arts destination, and creating a regulatory and development environment that supports these businesses is crucial to the area's economy and brand. Only light industrial uses are appropriate here, so negative impacts to neighboring properties will be minimized. Many of these "Modern Industrial" uses are not customary industrial activities but those that want industrial-zoned land, like start-ups, entrepreneurial businesses, contractors, plant nurseries, and artisan workshops. The scale of these buildings will be low, at one to two stories.

Institutional

The Downtown Avondale Estates study area is home to a number of significant community facilities and institutional uses, which contribute to an active civic environment. The new fire station on North Clarendon Avenue will contribute aesthetic appeal to the street, and all civic uses will remain located at City Hall. There is an opportunity for a large institutional building at the east end of Franklin Street, such as a senior center or small school.

Parks and Open Space

The Downtown Avondale Estates master plan proposes numerous parks and plazas to provide recreational opportunities, environmental benefits, and stormwater management. The planned greenspaces, discussed further with each district of the Illustrative Plan, include:

- Tudor Village: Town Green, Tudor Village Plaza, Linear Green, and Trolley Line Trail
- Mill District: Town Green and Skate Park
- Northern Gateway: Trolley Line Trail, Dog Park, Amphitheater, PATH Passive Park, and North Gateway Bridge
- Western Gateway: West Gateway Feature
- Streetscape on US 278 and throughout the study area
- Other small pocket parks throughout the study area

ILLUSTRATIVE PLAN

To create the Illustrative Plan, the study area was divided into six distinct Districts based upon the existing conditions of the area, including scale, massing, unique character to be preserved or enhanced, existing regulations, prior studies, and the overall goals of the community. These districts describe generalized land use, building form and style, urban design elements, and development scale. The exact location, scale, and design character of buildings and public spaces may differ from the sketches and plans shown here, but should be consistent with the plan's recommendations.

An illustrative Illustrative Plan such as the one that follows portrays one example of how to implement the concept plan. The illustrative plan is not intended as a specific design project, but rather proposes one alternative method of development that is consistent with the urban design guidelines provided in this document. The Illustrative Plan provides a sense of urban design, building type and mass, and the relationship between buildings and open spaces that are described in the concept plan. Architectural compatibility and continuity, access and connectivity are considered while creating this type of plan. Developers, property owners, and the City's advisory boards and commissions will inevitably shape the Illustrative Plan through the development review process.

Rather than relying on an overly prescriptive land use map, the Illustrative Plan combines a land use plan with an illustrative plan. There are some areas and parcels where a specific character is desired. In other areas, a range of different land uses, styles, and forms may be appropriate. The Illustrative Plan proposes which uses, forms, and scales are appropriate within each of six Districts.



Avondale Estates City Hall



Institutional building

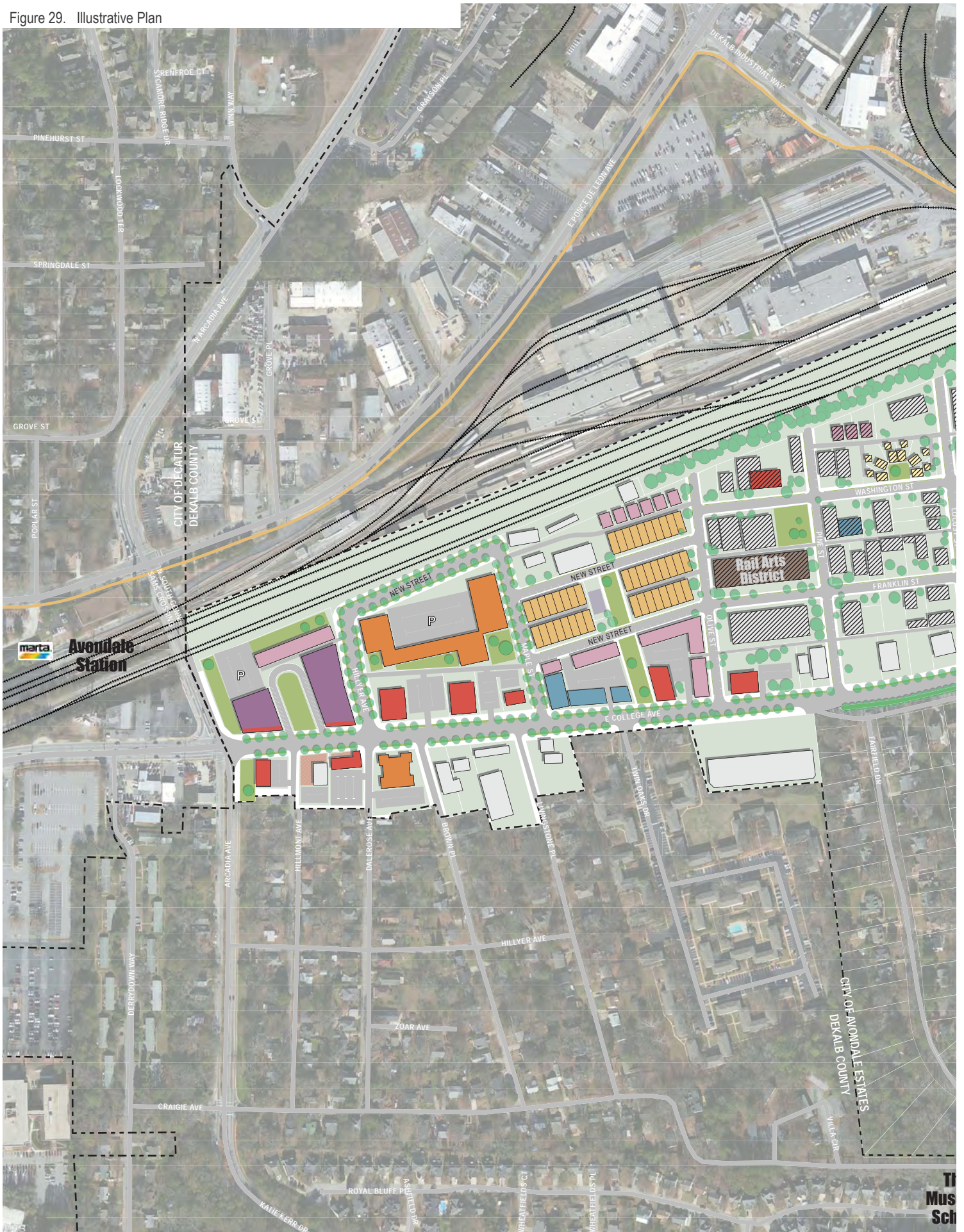
THE ILLUSTRATIVE PLAN

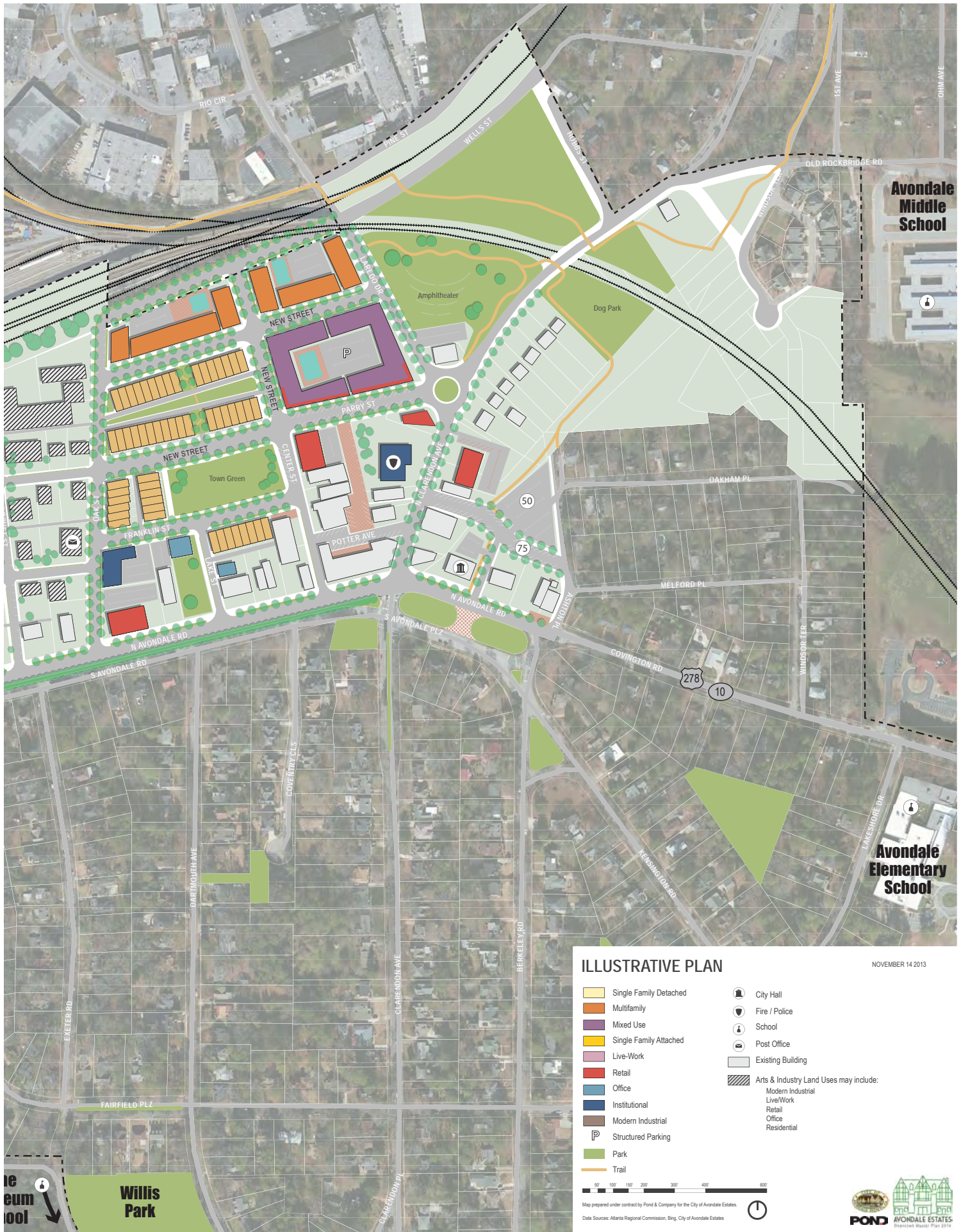
Note: The illustrative plans and concept sketches on this and the following pages are designed to show a concept consistent with concept plan recommendations.

The exact location, scale and design character of public and private improvements may differ from the illustrative plans and concept sketches.

An illustrative plan portrays one example of how to implement the concept plan. The illustrative plan is not intended as a de facto design project, but to propose one alternative method of development consistent with the urban design guidelines/ recommendations provided in this document. Developers, property owners, and the City's boards and commissions will inevitably shape the illustrative plan through the development review process.

Figure 29. Illustrative Plan





Avondale Middle School

Avondale Elementary School

Willis Park

ILLUSTRATIVE PLAN

NOVEMBER 14 2013

- Single Family Detached
- Multifamily
- Mixed Use
- Single Family Attached
- Live-Work
- Retail
- Office
- Institutional
- Modern Industrial
- Structured Parking
- Park
- Trail
- City Hall
- Fire / Police
- School
- Post Office
- Existing Building
- Arts & Industry Land Uses may include:
 - Modern Industrial
 - Live/Work
 - Retail
 - Office
 - Residential

Map prepared under contract by Pond & Company for the City of Avondale Estates.
Data Sources: Atlanta Regional Commission, Bing, City of Avondale Estates





Updated Tudor Revival Architecture
 Photo Source: Historical Concepts



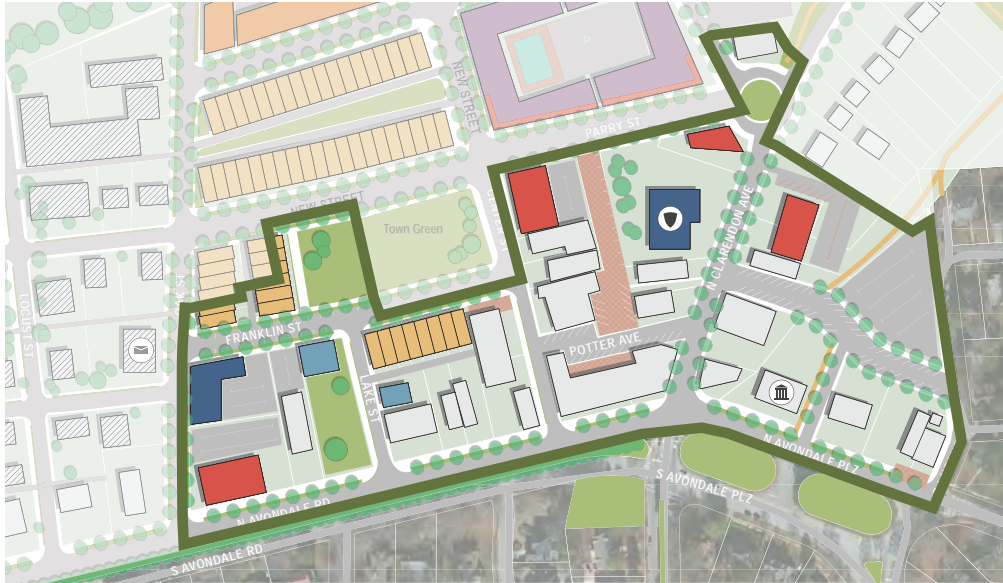
Hairston Building in Main Street
 Vernacular style

Tudor Village

Open space is incorporated throughout the Tudor Village in several different formats. The areas behind Tudor Village on either side of Potter Avenue are converted into a plaza, providing outdoor seating areas for restaurants and a space for people to gather. The space will be enhanced to define the edges of the street with plantings and paving material, which differentiates between drive aisles and parking areas. A new layout of back-in angled parking includes approximately 40 parking spaces. The street will be defined for slow speeds, reducing cut-through traffic and providing opportunities for pedestrians to safely cross the street to access the revitalized businesses in Tudor Village.

Land Uses	Retail: restaurants, services, boutique shopping Small offices for start-ups, shared space, small businesses Institutional: City Hall, fire station
Parks & Greenspace	Trolley Line Trail Tudor Village Plaza Town Green (see Mill District) Linear Park
Parking	New on-street: 58 spaces Potter Ave & plaza spaces: 56 spaces New City Hall parking & on-street: 158 spaces
Residential Units	8 townhouses
New Retail Space	29,000 sq ft
New Office Space	17,500 sq ft

Figure 30. Tudor Village Key Map



Potential Potter Avenue plaza conversion



Community gathering space in large town green
Photo Source: Historical Concepts



Open greenspace in linear park
Photo Source: Historical Concepts



Traditional downtown retail
Photo Source: Historical Concepts



Mill District

A shared parking deck, small blocks in a grid, and walkable, safe and pedestrian-friendly streets are key features here. However, this large redevelopment area may be subdivided in a number of ways.



In the Mill District, a variety of land uses comprise the new development, including **residential** and **mixed use** components. Residential uses may include townhouse development on the south side of the development and stacked flats on the north side adjacent to the rail line. This development pattern makes the most of existing topography; multi-story buildings fit well next to the rail line, where the grade is lower, and the parking structures or surface lots for these buildings can separate the buildings from the rail. A parking structure that serves the mixed use building(s) may also be used as shared space for Tudor Village businesses and community events.



The town green, located partially in the Mill District and partially in Tudor Village, is one of the key features of the concept plan. Required green space is consolidated into one large usable space for the entire community to use. This two-acre park provides a large space for community events, but it is surrounded by townhouses and retail, so it will be used daily by residents and visitors. It connects to the linear park on US 278, so road closures can be used to create an even larger space for major events. A small plaza at the southwest corner of Franklin Street and Center Street keeps the area around the park feeling open, and more small greenspaces can be incorporated with townhouse or multifamily development elsewhere in the Mill District. Additionally, a skate park north of the Mill District activates and takes advantage of otherwise unusable space under the MARTA rail.



Land Uses	Residential: townhomes, multifamily, mixed use Ground floor retail
Parks & Greenspace	Town Green (2 acres) Skate park Townhome greenspaces
Parking	Parking deck: 30,000 sq ft, 5 stories, 450 spaces On-street: 208 spaces
Residential Units	50 townhouses 432 multifamily units
New Retail Space	30,000 sq feet
New Office Space	n/a



Townhouse and mixed use styles appropriate in the Mill District

Photo Sources: Historical Concepts, TSW

Figure 31. Mill District Key Map

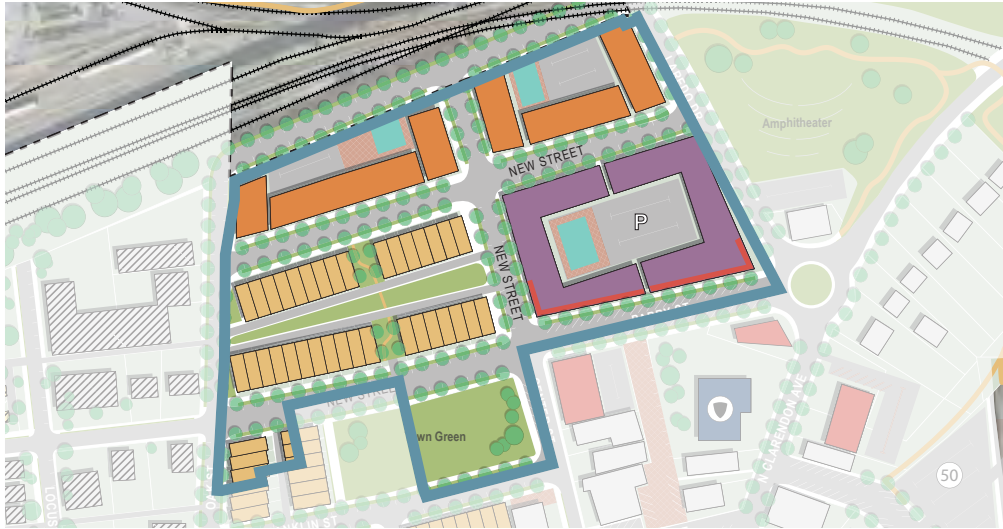


Figure 32. Town Green Concept Sketch



Potential development in Mill District



Low-scale building forms appropriate in the Northern Gateway
 Photo Source: TSW



Potential scale for redevelopment on MARTA property
 Photo Source: TSW



Existing adaptively reused cottage on North Clarendon Avenue

Northern Gateway

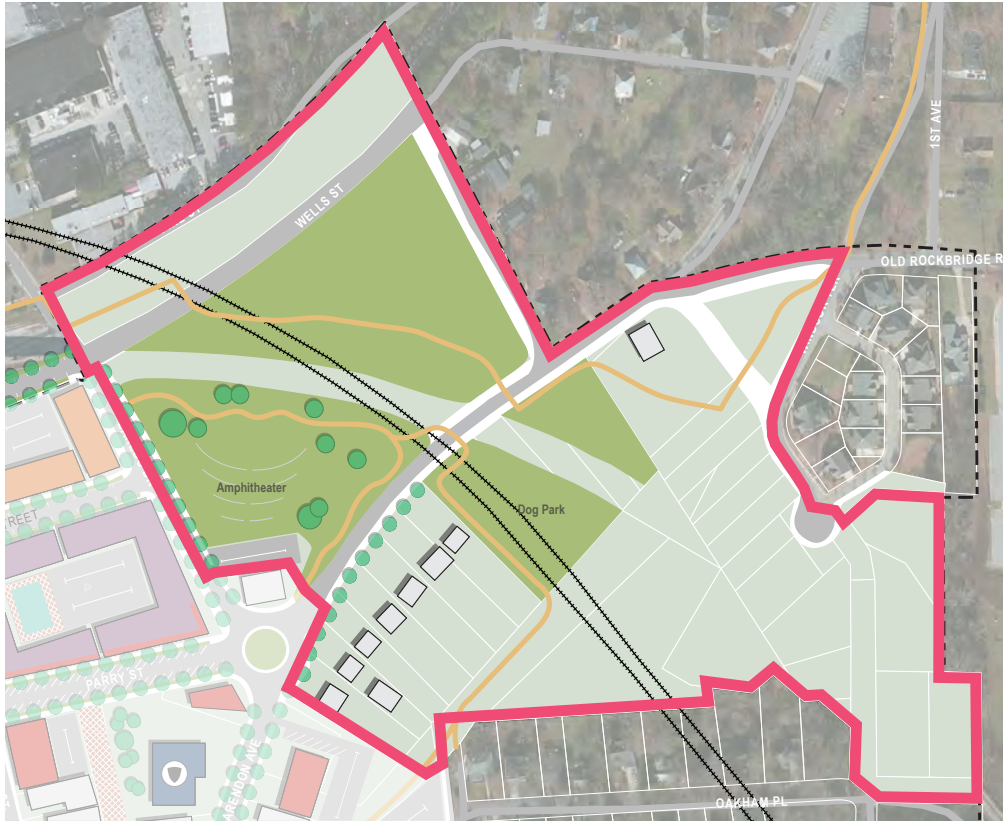
Future retail development will be focused in the Tudor Village and Mill District, and the Northern Gateway's future land uses will complement these more intense areas of development with lower-scale **retail** and **office** development. Adaptive reuse of the existing buildings or, at a minimum, maintaining the scale and setbacks will retain the character of this segment of North Clarendon Avenue. However, if redevelopment of the MARTA property occurs, three-story **mixed use** development similar to the Mill District is appropriate.

The open space features of the Northern Gateway district make it truly distinct. The large site between Laredo Drive and North Clarendon Ave, which is currently owned by MARTA, may be reused as a passive park, with a multi-use trail along North Clarendon Avenue and connecting to Laredo Drive. If the sound from the rail line can be mitigated, the topography of this site lends it to use as an amphitheater with space for 2,000 guests. North of the rail and the existing PATH trail, the meadow remains and allows for an unstructured play area. Natural vegetation and gardens alerts cyclists on the PATH trail that they are traveling through Avondale Estates. The sunken grassy area south of the MARTA tracks may be used as a dog park.

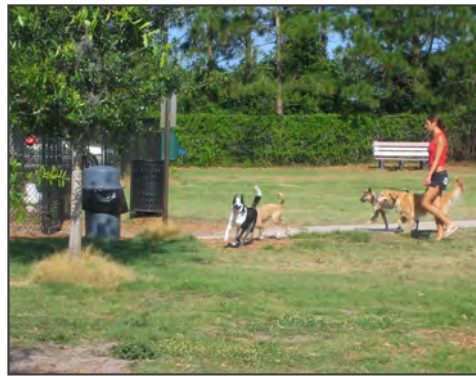
The bridge over the MARTA rail provides a unique gateway opportunity. The existing PATH trail crossing can be relocated south closer to the north side of the bridge, connected with a wide speed table or pavers to a new trail crossing on the south side of the bridge. The speed table, along with generous, full and leafy landscaping on the bridge, will serve as a traffic calming measure and a gateway into downtown Avondale Estates. The new trail crossing continues through the dog park area, exiting at the southern corner and traveling southwest along the former trolley line to connect to City Hall, to provide safer access to the PATH trail for cyclists.

Land Uses	Retail, office Over time, mixed use may be appropriate on MARTA site
Parks & Greenspace	MARTA site park with amphitheater and trail PATH meadow/passive park Dog park connecting to Trolley Line Trail Landscape feature on bridge
Parking	Can be provided between amphitheater and MARTA rail
Residential Units	0
New Retail Space	Potential for adaptive reuse of existing structures
New Office Space	Potential for adaptive reuse of existing structures

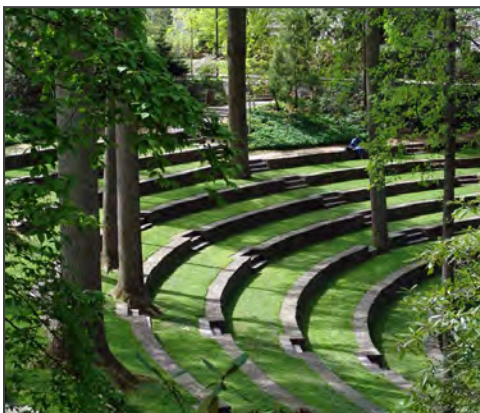
Figure 33. Northern Gateway Key Map



Multi-use trail



Dog park



Natural amphitheater



Landscaped bridge



Existing warehouse building in Rail Arts District



Conversion of former warehouse into retail and condo space



Modern live-work or attached residential styles

Rail Arts District

Land uses in the Rail Arts District will evolve organically over time, with a variety of different land uses permitted. The predominant land use will likely be “**Arts and Light Industry**,” which includes artists’ studios, workshops, craft shops, galleries, and compatible light industrial uses. New users may adaptively reuse existing space to enliven the Rail Arts District without changing its scale and character. Specifically, adaptive reuse of the U.S. Post Office into a studio, gallery, or classroom space is encouraged. **Residential** uses are also permitted in this district and may include small-lot single family homes or townhouses. **Live-work** spaces give artists or local businesses the opportunity to own a small space where they can work and live.

Open space needs will be met in the Rail Arts District with small pocket parks that will emerge with redevelopment. The community values the low-scale development patterns in the Rail Arts District, so moderate front yard setbacks and appropriate regulations will allow space for lots of trees and planted areas throughout the district.

Land Uses	Light industrial Residential (small-lot detached, townhome) Live-work Office Retail Arts and culture
Parks & Greenspace	Pocket parks throughout
Parking	On-street: 160 new spaces
Residential Units	22 live-work units 6+ single family detached infill 43 townhome
New Retail Space	38,550 sq ft (live-work and infill), plus potential for more
New Office Space	8,000 sq ft, plus potential for more

Figure 34. Rail Arts District Key Map

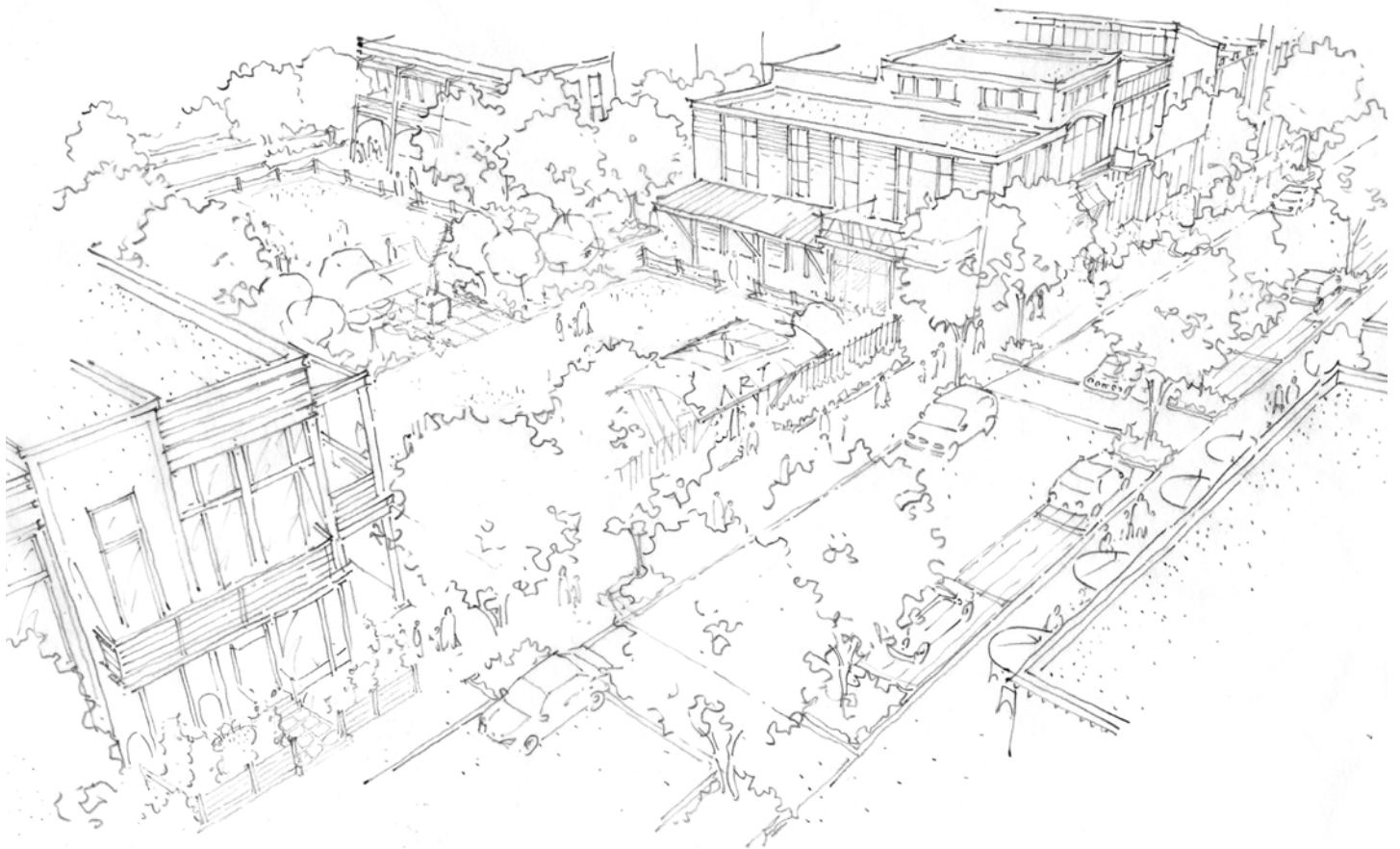


Figure 35. Rail Arts District Concept Sketch



Traditional "Main Street" retail



Modern office

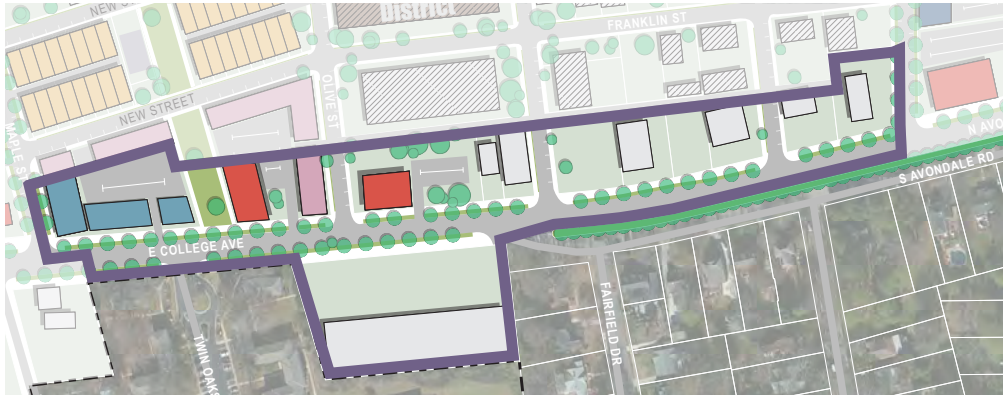
Northside Avondale

Land uses in Northside Avondale will be primarily **retail**, with additional opportunities for **office** or **mixed use**. In order to foster a more pedestrian-friendly environment, buildings will be placed closer to the street, with parking in the rear or side. There are many opportunities for redevelopment of existing structures in this district.

The treatment of US 278 in this district contributes to the future character here, and recommendations related to the roadway are discussed in the following "Transportation Plan" section. In general, a wide sidewalk and wide landscape zone contribute to a more walkable, pedestrian-scaled environment, but one that also encourages business growth and development.

Land Uses	Retail Office Mixed use and live-work
Parks & Greenspace	Wide sidewalk and wide landscape zone
Parking	Located on site
Residential Units	4 live-work units
New Retail Space	18,000 sq ft (live-work and new)
New Office Space	30,000 sq ft, plus potential for more

Figure 36. Northside Avondale Key Map



Stores with an active street presence



Modern low-rise office



Potential future development at Oak Street and US 278 in two stages



Attached residential
Photo Source: TSW



Mixed use development



Big box retail with a smaller footprint

Western Gateway

The Western Gateway presents a couple of large-scale redevelopment opportunities. Large for-sale parcels may be acquired and assembled to create multi-acre, master-planned developments, which may include **mixed use**, **live-work**, **multifamily**, or **retail** uses. Buildings that front US 278 will be one story, but to the north adjacent to the rail line, three- to four-story buildings are appropriate, due in part to the lower topography. There is enough land area for a big box retailer to locate in this location, should the market demand it. The Western Gateway may include 348 multifamily residential units.

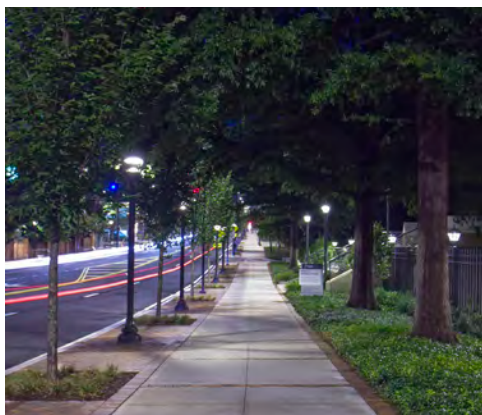
Open space will be incorporated into the Western Gateway in several areas. First, a major gateway into the City will be created at Sams Crossing, with the existing Lanier Gardens park on the south side of the road expanded and mirrored with greenspace on the north side of the street. Additional pocket parks will be located throughout the development.

Land Uses	Retail Mixed use and live-work Multifamily residential
Parks & Greenspace	Wide sidewalk and wide landscape zone
Parking	Located on site
Residential Units	348 multifamily units 6 live-work units
New Retail Space	50,800 sq ft (live-work and new)

Figure 37. Western Gateway Key Map



Greenspace within a development



Streetscape with wide sidewalk, planting area, and pedestrian lighting



Gateway feature

TRANSPORTATION PLAN



Pedestrian refuge island
Photo Source: Ped-Bike Images,
Dan Burden, Bellevue WA



Rain gardens in Washington, DC

The transportation plan serves as the foundation for future development in Downtown Avondale Estates. It defines the street network and, in doing so, outlines blocks. Typically, the transportation plan is the most significant element of urban design, as it is the most permanent and slowest to change. It has a significant impact on walkability, connectivity, and overall character of an area. This transportation plan also includes all transportation recommendations, such as bicycle and pedestrian facilities, roadway enhancements, and safety improvements. The following section discusses each of the major elements of the transportation plan.

Each element of the transportation plan will be implemented with specific projects. Projects are marked on the Transportation Plan (Figure 39) by their project number: T-1, T-2, etc. These projects are discussed below with each corresponding topic. They are also listed later in this chapter in the “Recommendations and Design Concepts” section. Project details, including estimated cost and funding source, can be found in Chapter 6: Implementation.

Road Diet

The most significant element of the transportation plan is the recommended road diet on US 278 (T-6, T-7). A proposed road diet for this section of the road is expected to support redevelopment plans for Avondale Estates and to improve conditions for pedestrians and cyclists by creating additional space for sidewalk and bike lanes.

The road diet will reduce the roadway from two travel lanes in each direction to one travel lane in each direction with a center bi-directional turn lane. Bike lanes will be added in each direction. A wide planting strip with trees, rain gardens, and lighting and a wide sidewalk will be installed to improve walkability. Where there is additional right-of-way, a wider sidewalk or planting area is possible and could accommodate outdoor dining or store display; property owners adjacent to this condition could apply to the City for use of this area. Access management policies will be used to limit each parcel to one curb cut and encourage interparcel access.

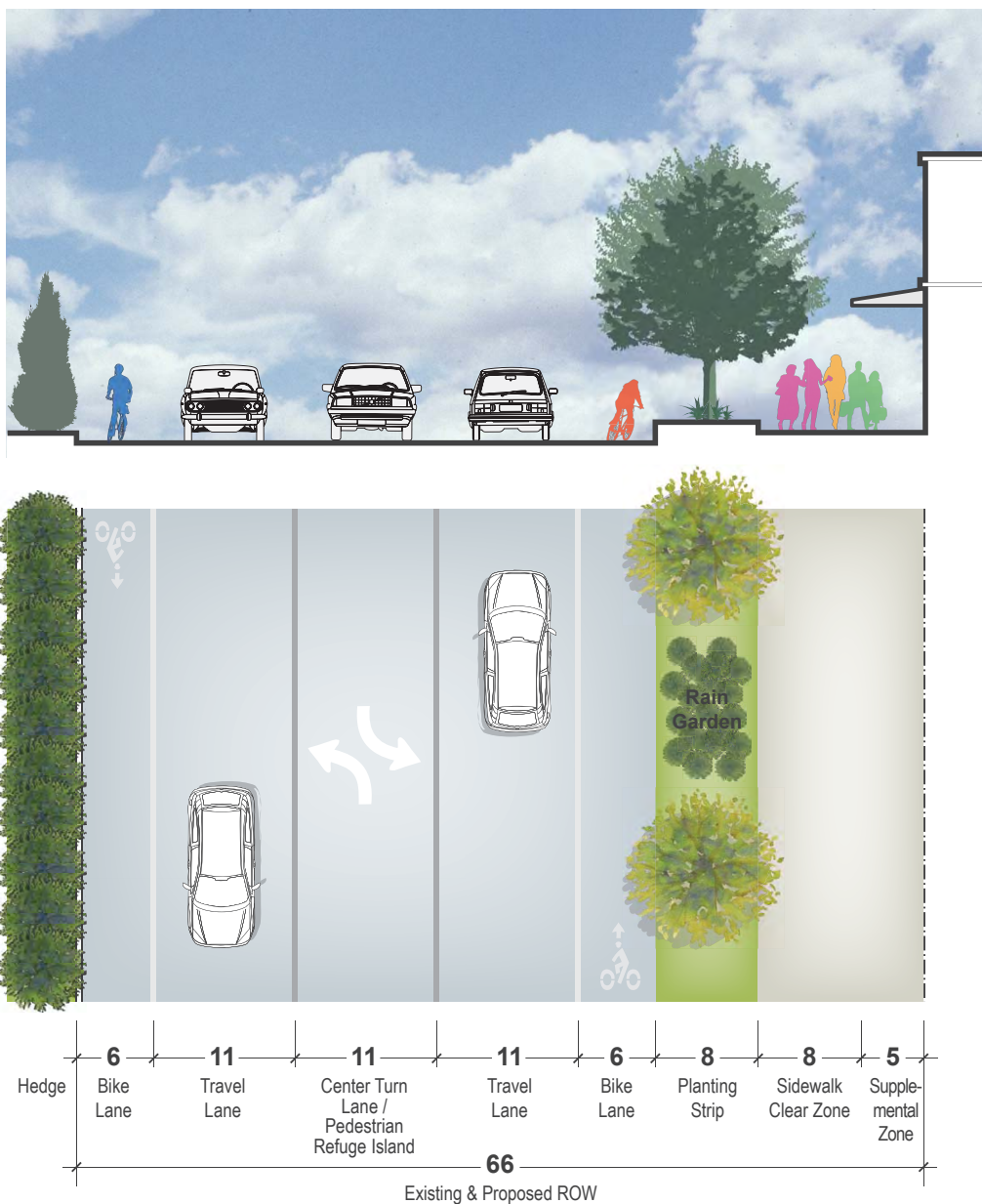
On the south side of the street, the sidewalk and planting strip will only be installed west of the existing abelia hedge. In the Western Gateway section of US 278, the existing right-of-way falls to 62' for a limited section (based on analysis of GIS data from DeKalb County). In this small area, right-of-way acquisition will be required to construct the full recommended street section.

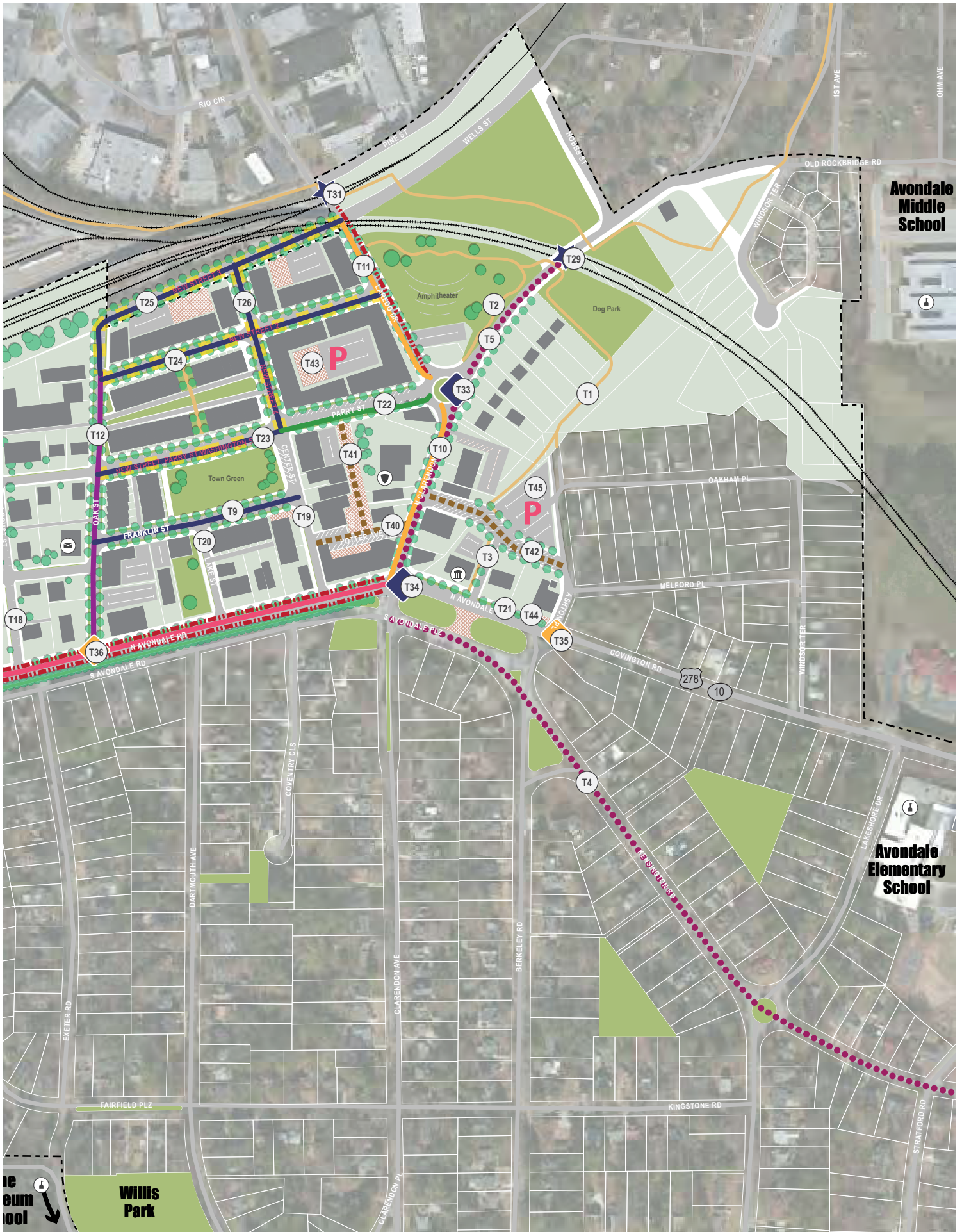
The road diet will also incorporate pedestrian refuge islands. Pedestrian refuge islands are small landscaped medians located in the center of the road that serve several purposes; they shorten the distance that pedestrians have to cross roadways by giving them a place to safely rest in the middle, and they provide an opportunity for additional landscaping. Pedestrian refuge islands can be located at any intersection or crossing where there is no opportunity for a left turn, so the center turn lane that is normally in the center of the roadway is unnecessary. Potential locations for pedestrian refuge islands are shown in Figure 40.

Existing right-of-way information is based on analysis of parcel-level GIS data from DeKalb County.

According to the U.S. Department of Transportation Federal Highway Administration, road diets have a number of operational and safety benefits for vehicles, pedestrians, and cyclists. They reduce travel speeds and shorten the distance that pedestrians must cross. Road diets also reduce vehicle crashes; when crashes do occur, they are typically less severe. By slowing traffic, the road diet may also benefit businesses on US 278 by making it easier for them to capture pass-through traffic.

Figure 38. Typical Section A





It will be necessary to maintain an acceptable level of service with implementation of the road diet. The service level on US 278 between North Clarendon Avenue and Sams Crossing is not expected to drop to a failing range, since the corridor has only minor side street intersections. In addition, the critical intersection of US 278 at North Clarendon Avenue already functions as one through lane in each direction with current operations. The eastbound direction has a single through lane and a right turn lane, and the westbound direction has two through lanes, with the leftmost acting as a left turn lane during peak hours. As a result, a reduction in through lanes along US 278 is not expected to significantly alter operations at this intersection.

A feasibility study will best determine whether a road diet is appropriate for US 278. In addition, more detailed studies of the intersections of US 278 at North Clarendon Avenue and at Sams Crossing are needed to determine the intersection type and configuration necessary to provide the most effective operation at these critical locations. One potential configuration of the lanes at Sams Crossing is shown in Figure 41. The City will coordinate with MARTA and DeKalb County regarding the continuation of bike lanes or other infrastructure westbound on US 278 to provide access to the Avondale MARTA station.

Figure 40. Potential Pedestrian Refuge Island Locations



Figure 41. Potential Lane Configuration at US 278 and Sams Crossing



In one potential configuration of US 278 and Sams Crossing, an additional westbound lane is added approximately 500' east of the intersection. One eastbound lane becomes a right-turn only lane, and one lane continues through the intersection.

Grid Network

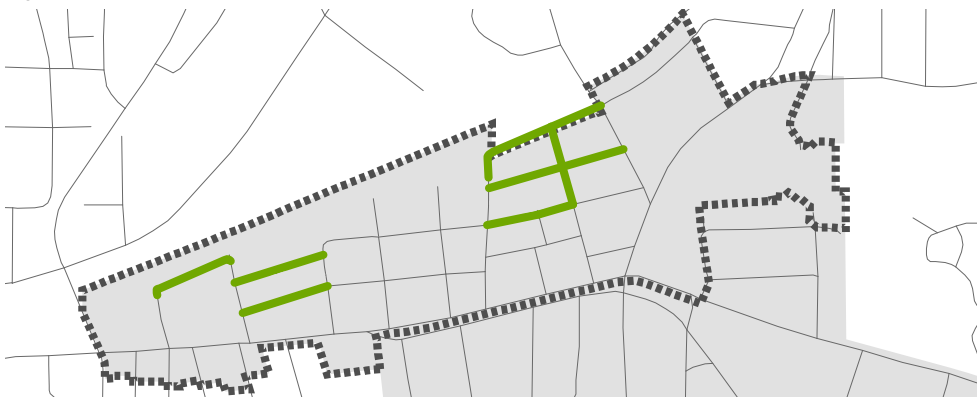
Both the geometry and increased number of intersections that a grid framework provides can improve urban design and connectivity. When streets are laid out on a grid plan, vehicular travel is much easier. Directions are more intuitive when parallel streets travel in straight lines and meet at regular distances. Plus, a street grid creates alternatives to get from one point to another, so it can divert traffic congestion onto alternative routes traffic. Currently, the only way to get east to west through the study area is on US 278. Implementing a street grid with additional east-west routes will alleviate some of the congestion on US 278.

Avondale Estates already has a well-formed grid network of streets, but there are opportunities to improve it. Redevelopment in the Mill District will happen with the creation of new blocks and streets (T-24, T-25, T-26). Connecting Parry Street to Washington Street (T-23), will create an alternate east-west route and an entryway into the new Mill District development with a significant improvement on traffic flow in the study area; it provides an alternative to drivers traveling on North Clarendon Avenue, but on-street parking and small blocks will keep traffic slow and safe. The plan also recommends a new east-west street connecting Hillyer Avenue to Maple Street (T-27) when redevelopment of the Western Gateway occurs. This new connection will improve circulation within the development site. Finally, a new pair of streets connects Olive Street and Maple Street (T-28), which extends Franklin Street, creates smaller and more walkable blocks, and removes the confusing S-turn that once existed here. Detailed dimensions of all new streets are included in the following section.

Roadway Enhancements

In addition to the new streets that are proposed as part of the grid network, other roadway enhancements are recommended for Downtown Avondale Estates. On-street parking on many streets in the study area will supplement the surface parking quantity, create more convenient parking locations, and buffer pedestrians on the sidewalk from moving traffic. Completing the sidewalk network is also recommended. The width of these sidewalks will vary with the hierarchy of the street. On the wider, more heavily trafficked streets, street trees, pedestrian-scale lighting, and landscaping also occur.

Figure 42. Grid Network: Proposed New Streets



Grid networks are walkable, navigable, and adaptable.

SMALL BLOCKS

The grid plan in Downtown Avondale Estates is designed to create small blocks. Small blocks are more walkable and create more vibrant urban environments than large blocks, since small blocks increase the number of intersections. Intersections tend to be places where landmarks are located, where stores are clustered, and where people meet. The smaller the blocks (up to a limit—blocks have to be large enough to accommodate buildings and parking), the more intersections, so the more of these active spaces a pedestrian passes through. Small blocks tend to be safer for pedestrians, too; more intersections means that more places where people gather are closer together, so there are more “eyes on the street.”

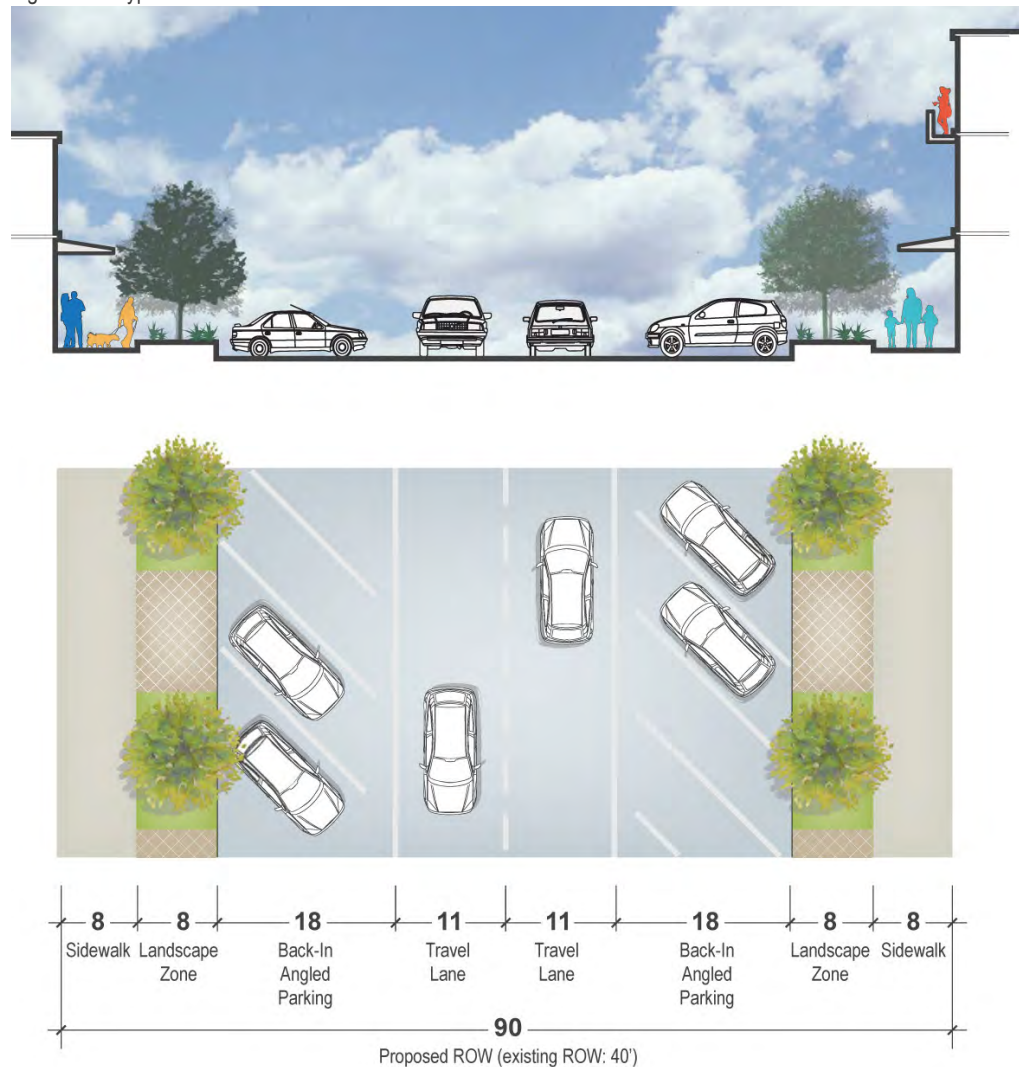
Proposed New Street

All of the following proposed street sections fit within existing right-of-way or are located in redevelopment areas where streets have not yet been subdivided.

Parry Street (Section B)

Parry Street will be a main entrance into the redeveloped Mill District, especially as Laredo Drive grows as an entry corridor into the City (T-22). Back-in angled parking adds to the parking inventory for new retail here and allows drivers to safely enter and exit spaces while also achieving traffic calming measures. A landscape zone will accommodate 8'x12' planted areas between pavers and pedestrian lighting, and a wide sidewalk accommodates pedestrians and contributes to a walkable retail street. The proposed improvements to Parry Street make up a 90'-wide right-of-way, and the existing right-of-way on Parry Street is 40'; however, these street improvements can be accomplished in coordination with the redevelopment of the Mill District site.

Figure 43. Typical Section B

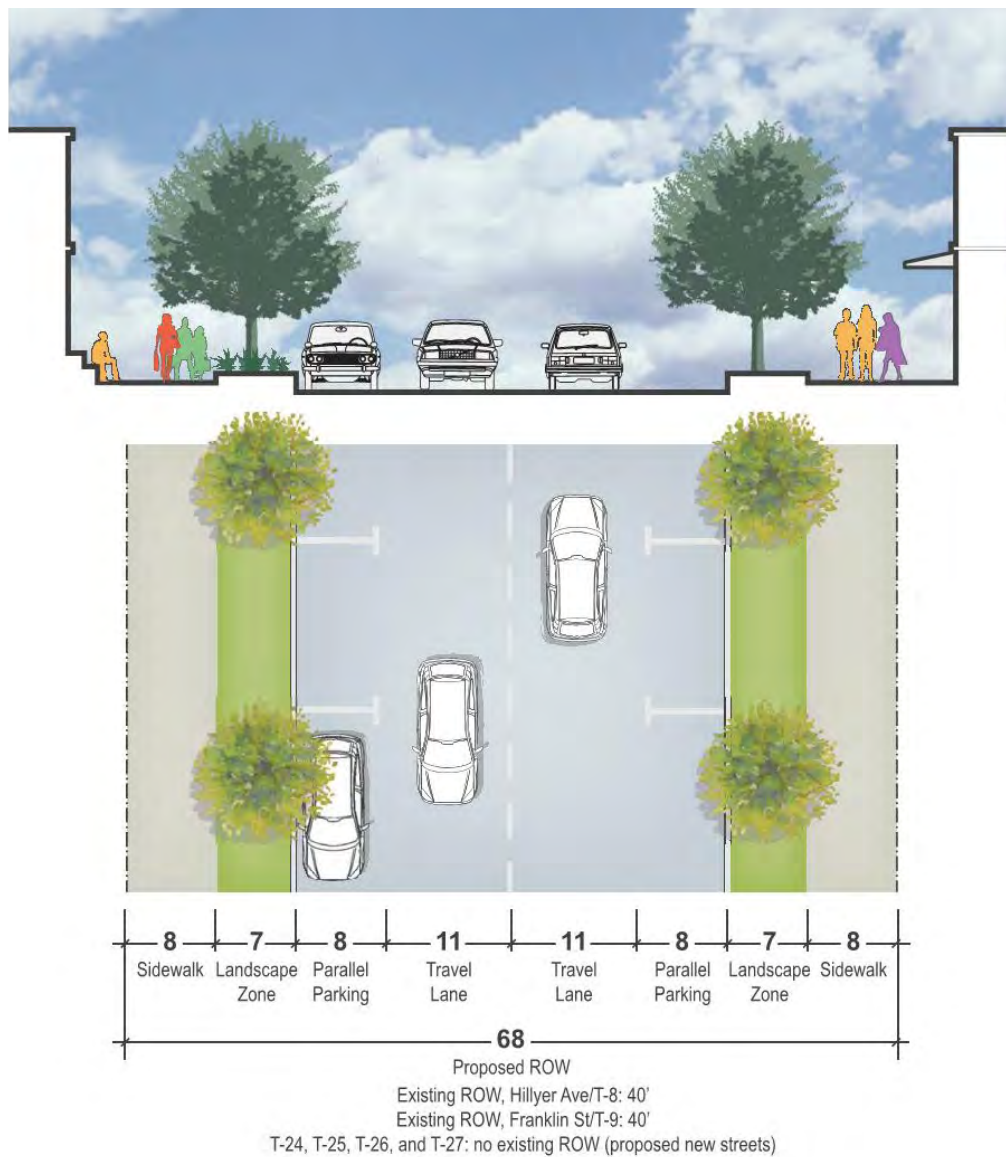


Western Gateway & Mill District Streets (Section C)

These streets (T-8, T-9, T-24, T-25, T-26, T-27) will be primary points of connection in the redevelopment areas, so they are designed to accommodate and support a strong retail environment. Wide, walkable sidewalks and a landscape zone contribute to a pleasant pedestrian experience. Parallel parking on both sides of the street supports businesses and provides an alternative to surface parking.

The existing right-of-way on Hillyer Avenue and Franklin Street is approximately 40' (according to GIS analysis). The right-of-way for the proposed street section is 68'. It is likely that the redesign of these streets will occur with full-scale redevelopment of the adjacent properties.

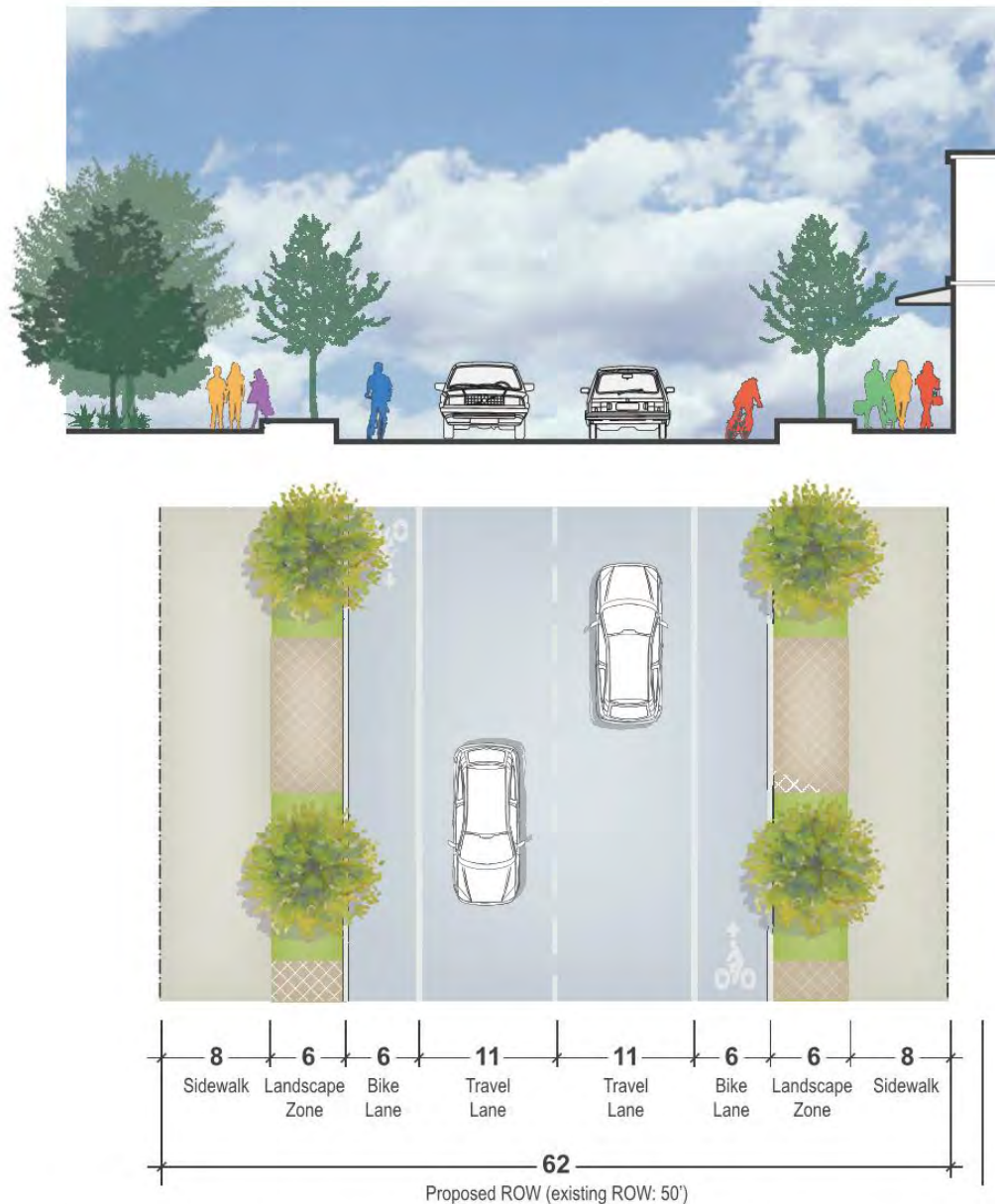
Figure 44. Typical Section C



Laredo Drive & North Clarendon Avenue South of Laredo Drive (Section D)

These roadway segments (T-10, T-11) make up a main point of entry into the City, so they should be convenient for multiple travel modes. A wide sidewalk accommodates pedestrians, and a landscape zone will accommodate 6'x12' planted areas between pavers and pedestrian lighting. On Laredo Drive, bike lanes provide connectivity to and from the PATH trail. On North Clarendon Avenue, sharrows are used instead of bike lanes, since the right-of-way is more limited.

Figure 45. Typical Section D

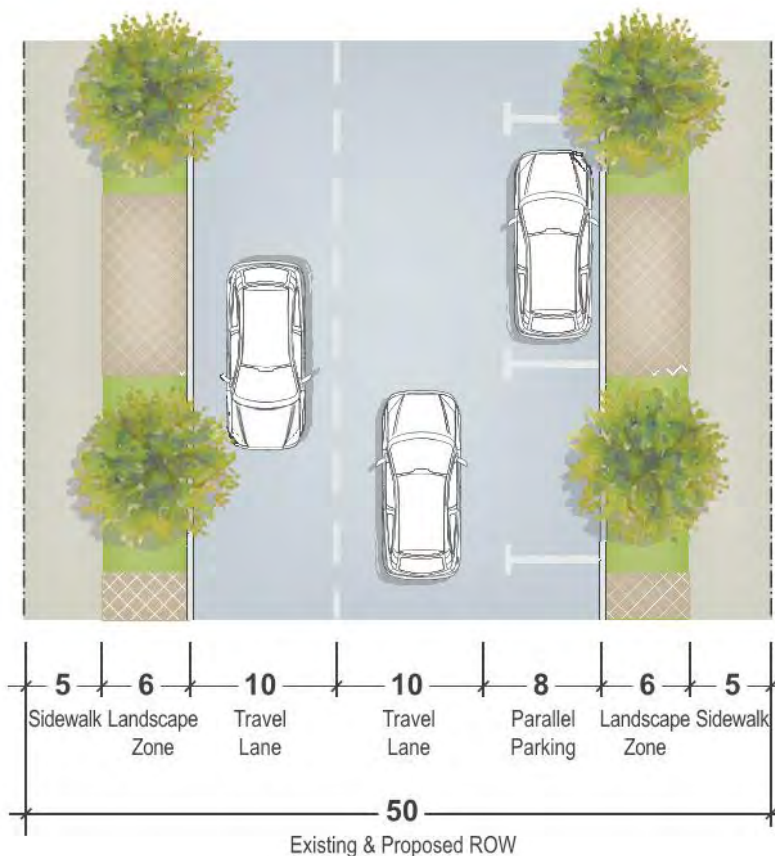


* North Clarendon (Section D2) does **not** include a bike lane. Existing and proposed ROW = 50'.

Oak Street and Maple Street (Section E)

Oak Street (T-12) and Maple Street (T-13) serve drivers accessing the Western Gateway, Rail Arts District, or Mill District from US 278 or vice versa. One parallel parking lane on the east side of each street is included to give drivers an quick and easy place to park. A landscape zone with street trees, pavers, and pedestrian lighting separates the roadway from a 5' sidewalk. If a wider sidewalk is desired, the City can choose to acquire right-of-way along these roads.

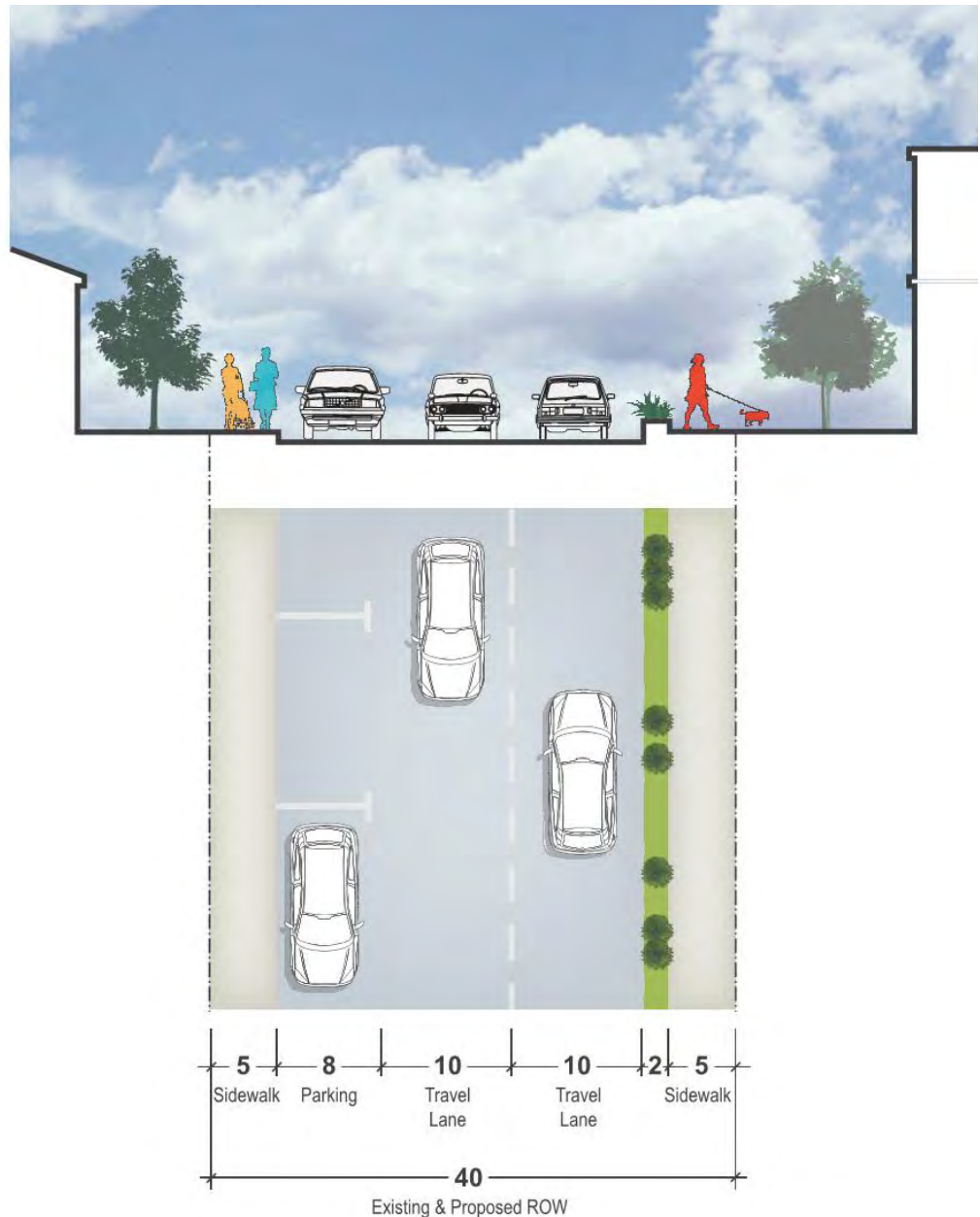
Figure 46. Typical Section E



Rail Arts District (Section F)

The proposed street section for all of the streets in the Rail Arts District and select streets in the Tudor Village (T-14, T-15, T-16, T-17, T-18, T-19, T-20) is compatible with slower traffic speeds and lower traffic volumes. Completing the sidewalk network in this district with 5' sidewalks on both sides of the street will give pedestrians a safe place to walk. An 8' parallel parking lane gives drivers a quick and convenient place to park. The section shown here includes a 2'-wide landscape zone that can be planted with flowers and shrubs and will serve as a buffer between the travel lane and the sidewalk. If a wider sidewalk is desired, the City can choose to acquire right-of-way along these roads.

Figure 47. Typical Section F



Intersection Improvements

There are two intersections in the Downtown Avondale Estates study area with major improvements proposed: North Clarendon Avenue and Laredo Drive (T-33), and US 278 and North Clarendon Avenue (T-34). The transportation plan considers several alternative intersection treatments for each and makes a recommendation but still provides these alternatives should the recommendation prove to be infeasible.

North Clarendon Avenue and Laredo Drive, Option A: Roundabout (Recommended)

With redevelopment of the Mill District and the expansion of Your DeKalb Farmers Market, a roundabout that includes North Clarendon Avenue, Laredo Drive, and Parry Street will improve vehicle movements and help alleviate congestion here. It is anticipated that Laredo Drive will grow as a major entryway into the City as the Scottsdale Overlay District area develops, contributing to higher traffic volumes. A roundabout here would also serve as a gateway feature, slowing down drivers and alerting them that they are entering Downtown Avondale Estates. The roundabout would impact at least one parcel at this intersection. Further study is required to determine exactly where the roundabout would go, and the drawing on the adjacent page is only intended to be conceptual.

Figure 48. North Clarendon and Laredo Drive, Option A



North Clarendon Avenue and Laredo Drive, Option B: Crosswalk

There are currently no pedestrian facilities at this intersection. Adding a crosswalk and pedestrian-operated signal at this intersection will improve pedestrian safety. Improved signage and landscaping will also contribute to operations and aesthetics at this intersection. It is believed that increased traffic on Parry Street and Laredo Drive will require a more intensive solution, like the roundabout.

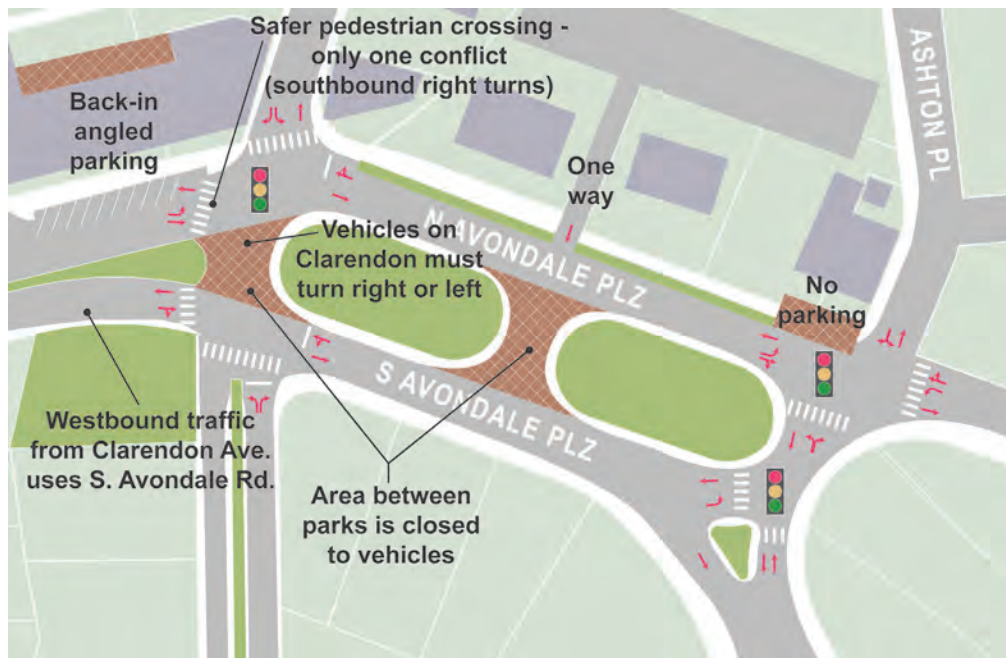
Figure 49. North Clarendon and Laredo Drive, Option B



US 278 and North Clarendon Avenue, Option A: Offset T

In the offset-T option for the intersection at US 278 and North Clarendon Avenue, new vehicular movements will improve pedestrian safety and streamline vehicular travel. The area between the hedge and the western plaza is closed, so vehicles may not travel north or south across this intersection. Rather, they must turn and proceed around the plazas or use South Avondale Road. This movement improves safety for pedestrians crossing US 278. It also closes the area between the two round plazas, facilitating the use of these public spaces.

Figure 50. North Avondale and North Clarendon, Option A



US 278 and North Clarendon Avenue, Option B: Roundabout

The City has also considered installing a roundabout at this major intersection. The drawing included here is highly conceptual, and the actual design would likely differ in its treatment of South Avondale Road. However, the western plaza would have to be impacted and reduced to about half its current size. The space between the plazas could also be closed to expand the public space area.

Figure 51. North Avondale and North Clarendon, Option B



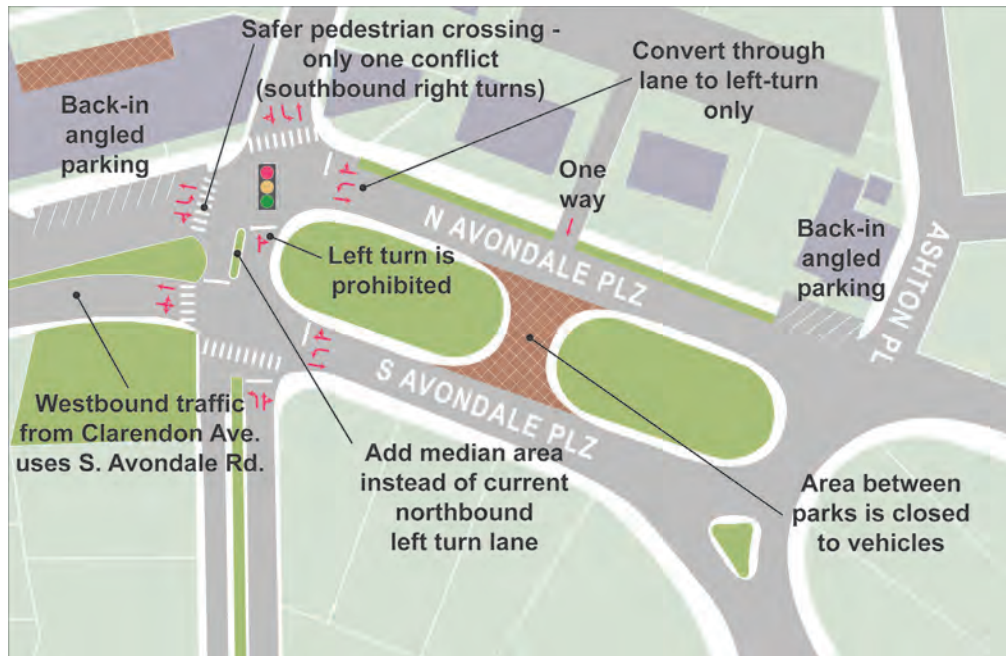
A roundabout in Roswell, Georgia



US 278 and North Clarendon Avenue, Option C: Prohibit Left Turn

A third alternative is proposed to improve pedestrian safety at this intersection. Northbound vehicles will be prohibited to turn left from North Clarendon Avenue onto US 278. They must turn left onto South Avondale Road instead. This eliminates a conflict for pedestrians crossing on the west side of the intersection, who no longer have to avoid these vehicles. In this alternative, too, the area between the two plazas may be closed to vehicles. Between Option C and Option D, Option C is preferred in conjunction with the road diet and would earn more support from GDOT when coupled with that project.

Figure 52. North Avondale and North Clarendon, Option C



US 278 and North Clarendon Avenue, Option D: Protected Left Turn

The final, least intensive alternative for this intersection is to simply improve existing pedestrian facilities and add a crosswalk on the east side of the intersection. Additionally, vehicles turning left from North Clarendon Avenue to go west on US 278 would only be permitted to do so at a green arrow. Currently, there are no pedestrian crossing “walking man” signs or countdown timers, so it is impossible to know when to cross the street. Adding these features would improve pedestrian safety and connectivity here. Additionally, a crosswalk on the east side would make it easier to cross to the plazas and improve the use of them as a public space. Between Option C and Option D, Option C is preferred in conjunction with the road diet and would earn more support from GDOT when coupled with that project.

Figure 53. North Avondale and North Clarendon, Option D



Pedestrian Facilities

Enhancing pedestrian connectivity and safety downtown was identified as a priority of the Downtown Avondale Estates Master Plan, especially for pedestrians crossing and walking along US 278. The recommendations from this plan are also intended to implement the 2013 Walkability Study.

Pedestrian safety enhancements are recommended at a number of intersections on US 278 (T-36, T-37, T-38, T-39). These recommendations involve restriping crosswalks, adding pedestrian countdown timers, making curb improvements to better define edges at intersections, and adding ADA-compliant ramps. They may also include landscaped pedestrian refuge islands. These are located so they do not impede vehicle turning movements but provide pedestrians a place to pause while crossing the street; they also add landscaping to the roadway. A sidewalk and streetscape with pedestrian lighting are recommended on US 278 from North Clarendon Avenue east to Ashton Place (T-21).

In addition, a rectangular rapid flashing beacon at Ashton Place and US 278 (T-35) provides a safer place to cross. The beacon operates when a pedestrian activates it with a button; a double flashing red light, located at the driver's eye level, stops traffic in both directions, giving the pedestrian a safe opportunity to cross. Closing the parking area that is just west of Ashton Place will also improve safety at this crossing for both drivers and pedestrians (T-44). Pedestrian access across US 278 is especially important as Tudor Village is developed, attracting more pedestrian trips.



Pedestrian refuge island
*Photo Source: Ped-Bike Images,
Dan Burden, Bellevue WA*



Pedestrian refuge island
Photo Source: Ped-Bike Images

Access Management

According to the Atlanta Regional Commission, “access management is the systematic control of the location, spacing, design and operation of driveways, median openings, interchanges and street connections to a roadway.” Good access management policies can reduce traffic, improve safety, and enhance the aesthetics of the public realm. Implementing access management guidelines or requirements for the properties on US 278 is recommended. The City may choose to require improved access management after a certain threshold of redevelopment is met, or it may incentivize property owners to improve access management on existing sites.

Access management can be improved gradually over time, as redevelopment occurs. The graphics in Figure 54 illustrate different phases of improved access management.

Scenario A illustrates the existing conditions on US 278 and on many typical suburban commercial corridors. Each parcel has multiple curb cuts or driveways to access parking. Extremely wide curb cuts are especially problematic in Avondale Estates, where curb cuts are often as wide as the parking area itself, merging street, sidewalk, and parking into an unattractive and dangerous zone. In Scenario A, access from side streets does not exist or is underutilized. Finally, there is no interparcel access, so a driver who wishes to travel from one business to the one next-door must return to the primary street to get there.

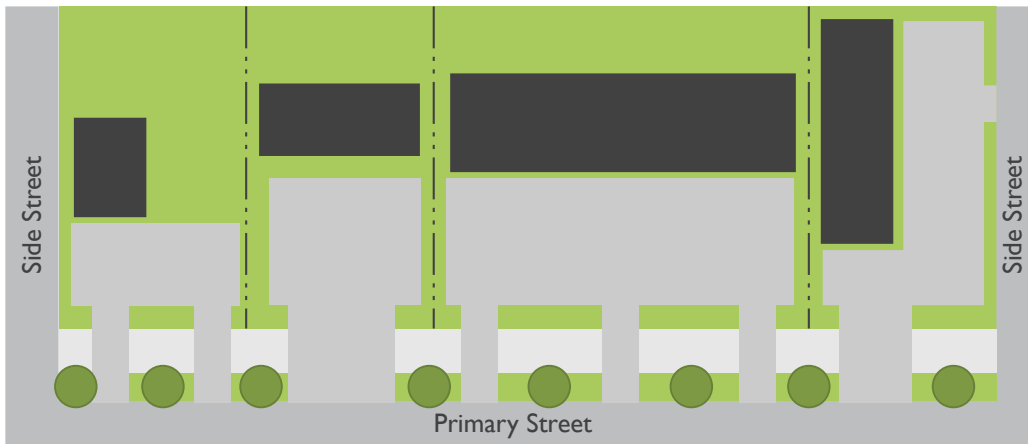
Scenario B improves upon Scenario A by limiting each parcel’s street front to one curb cut. Parcels located on corner lots are permitted to have one curb cut on the main street and one curb cut on the side street. As shown in the illustration, simply reducing the number of curb cuts creates longer stretches of sidewalk, which makes a safer and more pleasant pedestrian environment. In addition, it reduces the vehicles turning off of or on to the primary street, which improves vehicular flow and reduces conflicts.

In Scenario C, access is further improved by implementing interparcel connectivity. Some parking lots are connected to their neighbors, which reduces the number of trips onto the primary street. Drivers who want to travel between parcels can cross directly from one parking area to the next. By using shared parking agreements, certain businesses may also be able to reduce the number of parking spaces they need on their property. For example, a bank (which operates primarily during the day) and a restaurant (which is often busiest at night) could share parking spaces, since the bank’s parking lot would be underutilized at night and the restaurant’s parking spaces would be underutilized during the day. Allowing interparcel access makes sharing parking easier.

Scenario D further improves on the previous scenarios by connecting *all* of the parking areas in a given block and reducing the access points to one per street front. The pedestrian realm is greatly improved, and traffic flow on the primary street is simplified and streamlined with only one place to turn.

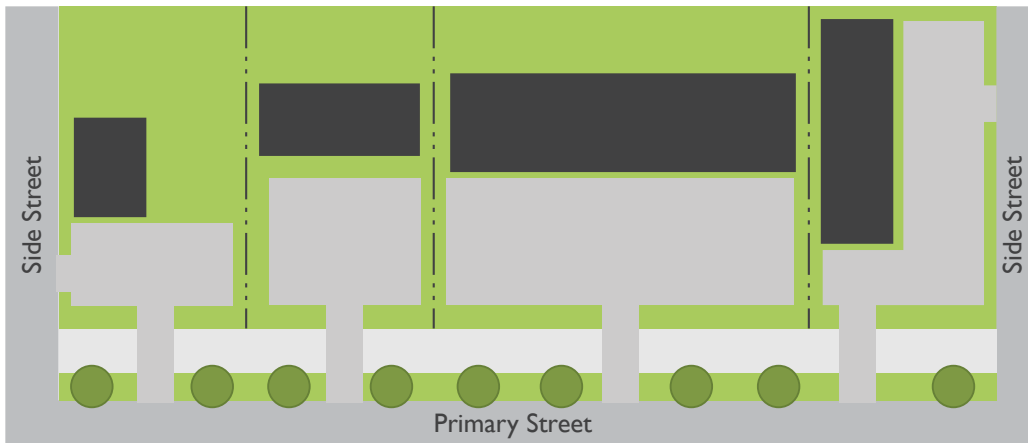
Ideally, parking lots are located at the rear of the buildings, which will be located closer to the street. A driveway to access parking in the rear can go between two buildings. Each scenario shown here improves on the one before it, and small incremental changes to access management will build on each other and, over time, have a great impact on connectivity and safety.

Figure 54. Access Management



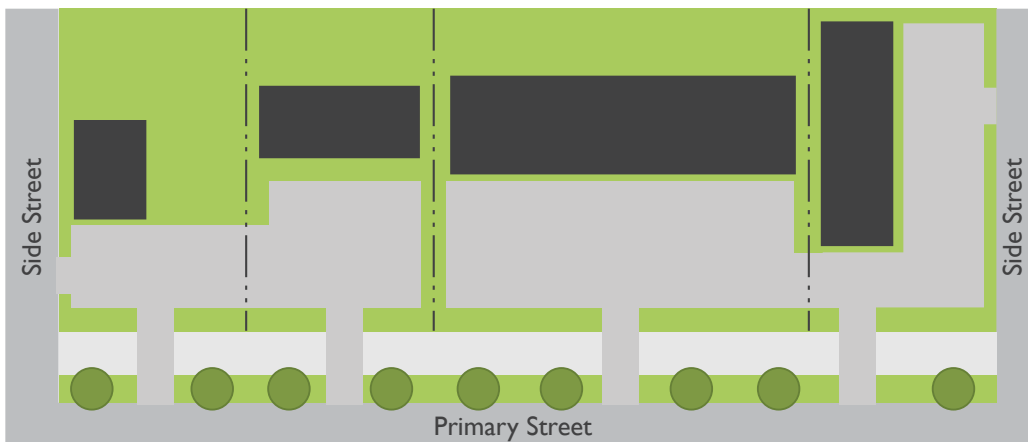
**Scenario A:
Existing Conditions**

- Multiple curb cuts per parcel
- Very wide curb cuts
- No access from side streets
- No interparcel connectivity



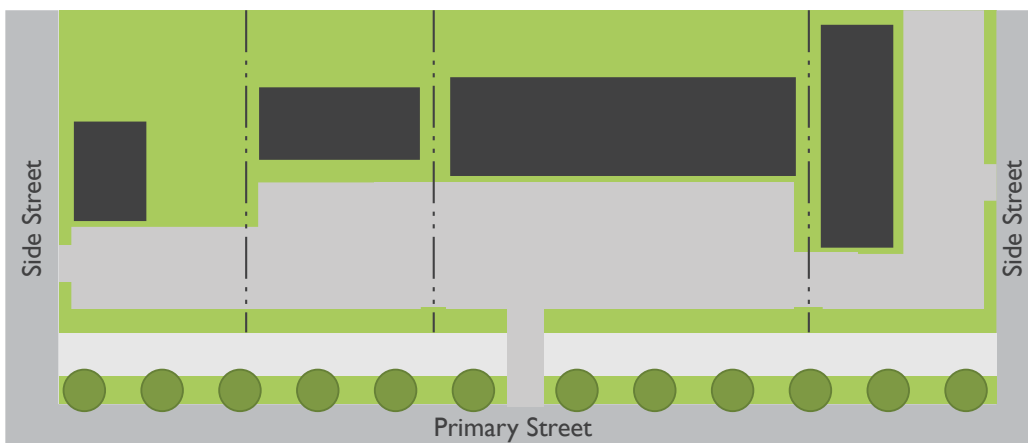
Scenario B

- One 24'-wide curb cut for each parcel's street front



Scenario C

- One 24'-wide curb cut for each parcel's street front
- Interparcel access improves connectivity and reduces the number of trips onto the primary street



Scenario D

- One 24'-wide curb cut for each block's street front
- All parcels share parking access
- Ideally, parking is located at the rear of buildings with access only on side or secondary streets

Gateways & Signage

Furthering the development of a unique Avondale Estates identity is recommended through construction of gateways to introduce travelers to the City at two locations: Sams Crossing and US 278 (T-30), and the bridge over the MARTA rail on North Clarendon Avenue (T-29), and Laredo Drive at the northern City limits (T-31).

The Sams Crossing and US 278 gateway will include greenspace on both sides of the street. The existing park on the south side of the street will be expanded and mirrored in a park on the north side of the street. A large sign that spans the roadway may also be part of this gateway feature. It is also recommended that the E College Avenue portion of US 278 be renamed to “North Avondale Road” throughout the City limits.

The gateway at the bridge over the MARTA rail will include dense landscaping to block the rail line from view. It will include a wide sidewalk/multi-use trail over the bridge and a speed table connecting the two PATH crossings. Gateway signage will also be incorporated here.

The Laredo Drive gateway will include signature signage, landscaping, and enhancements to the MARTA parking lot visible from the roadway.

In addition, the plan recommends the installation of wayfinding signage at key locations throughout the study area, replacing existing pedestrian signage on US 278. These signs will include directions to parking areas, maps of downtown, and information about the retail and recreation opportunities in the various districts, such as the Town Green and Rail Arts District.



Pedestrian wayfinding signage



Gateway feature

Bicycle Facilities

In addition to new pedestrian facilities, there are a number of bicycle facilities and multi-use trails in the master plan. Providing bicycle trails and shared use markings significantly improve bicycle safety in and around the downtown. Three new multi-use trails are recommended in the study area: one following the old trolley line from North Clarendon Avenue southeast through the proposed dog park and winding back southwest to Ashton Place (T-1); one on the west side of North Clarendon Avenue from Laredo Drive to the bridge (T-2); and one in the City Hall driveway that connects the parking lot to North Avondale Plaza (T-3). These trails would be 10'- to 14'-wide concrete or asphalt paved multi-use trails, and all could be constructed in currently publicly-owned land or with an easement at the rear of 97 North Clarendon Avenue.

On-road components are proposed throughout the study area to provide complete bicycle connectivity. Consideration of automobile traffic speeds and volumes, right-of-way availability, and cost was given to determine whether sharrows or bike lanes were appropriate on each thoroughfare. A combination of these various facility types will create a network that is both implementable and accessible for all users. There are bike lanes recommended as part of the roadway enhancement projects on US 278 and Laredo Drive (T-6, T-7, T-11).

Sharrows are used to identify bike routes by highlighting the presence and location for shared bicycle use within the existing travel lane. Markings, placed where drivers would typically see cyclists positioned in the travel lane, are spaced every 250 feet to provide a constant reinforcement of the need to share the road. The presence and continuity of the markings also identifies routes to the community, increase the likelihood of bicycle travel. Sharrows are appropriate along lower volume roads and are recommended on North Clarendon Avenue from US 278 to the PATH trail crossing (T-5) and on Kensington Road from US 278 to Clarendon Avenue or the Kensington MARTA station (T-4).

Golf Carts

The City of Avondale Estates recently (2012) passed an ordinance permitting golf carts in its residential neighborhoods. However, no golf carts are allowed in the study area. This plan recommends that the City modify its existing motorized cart ordinance (D-39) to permit golf carts to cross US 278 but prohibit them from operating on US 278, Clarendon Avenue, and Laredo Drive (except to cross where permitted). The City should designate a golf cart crossing on US 278 at Oak Street; implementing the crossing would involve widening the existing pedestrian crossing from South Avondale Road to US 278 and trimming the hedges to improve visibility.



Multi-use trail in forested area



Multi-use trail adjacent to roadway



Bike lane



Sharrow

Parking Improvements

Downtown Avondale Estates' parking needs can be addressed best through a multi-faceted approach. Through a combination of adding on-street and surface parking supply, removing inefficient parking areas, and designing parking capacity into future development to provide better access to the parking that is available, the City of Avondale Estates can ensure that its parking needs are met in the future without sacrificing the pedestrian-friendly, vibrant character its residents want.

First, the City may choose to partner with a developer in the Mill District redevelopment to construct a parking structure (T-43). By providing some funding, the City may be able to share the parking deck and add to its public parking supply. The City can also expand and enhance the parking lot behind City Hall (T-45), further adding to the public parking quantity. There is an opportunity to connect this parking lot to Ashton Place and North Clarendon Avenue with an expansion of Potter Avenue that would also include on-street parking (T-42). There are also opportunities to add angled parking to Potter Avenue (T-40) and to a new street connecting Potter Avenue to Parry Street (T-41). This new street might be paved with pavers to slow traffic and contribute to the feeling of a pedestrian alley.

Alleys

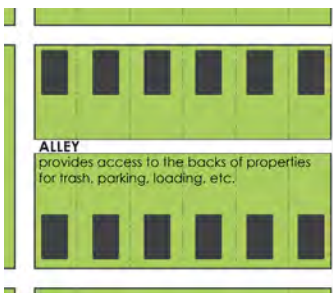
Constructing alleys in certain areas in Downtown Avondale Estates has numerous benefits. Alleys provide an opportunity for commercial buildings to locate service, trash, and loading areas interior to the block. This allows all four sides of a block to be lined with active uses and storefronts, instead of restricting the “back” of a block to serving buildings at the “front” of a block. Doing so also hides these functions from the public realm.

In residential neighborhoods, alleys provide a place for trash pick-up and access to garages from behind the house. When garages are located in the back of a house, instead of the front, the sidewalk is continuous, since it does not have to cross driveways. Houses can be closer together and closer to the streets. The front of the house can consist of a big front porch or garden, instead of a garage, creating a more active street where residents use their front yards and front porches and enhancing the vibrancy of the public realm.

Alleys are recommended with new townhouse development and anywhere else appropriate in the study area. They are not identified as distinct projects, but should be included in any future development where feasible and beneficial.

Circulator Shuttle

A transit circulator shuttle is not included in the plan recommendations for the next ten years. Circulator shuttles are costly and require many more potential users than Downtown Avondale Estates currently attracts and will attract in the near term future. However, if and when significant redevelopment occurs, the City may wish to consider coordinating with Decatur and MARTA to implement a circulator shuttle.



Alleys provide service and garage access to buildings from the rear, leaving the street-facing front to active uses.

RECOMMENDATIONS & DESIGN CONCEPTS

This section of the report defines policies and projects that the City of Avondale Estates may consider adopting in order to implement the Concept Plan. **Policies** are general ideas that will guide decision-makers through development, design, and investment decisions. **Projects** are specific, implementable tasks that will put the policies into place and help accomplish the Concept Plan.

Land Use / Housing

The Downtown Avondale Estates Master Plan integrates land use and housing policy to promote and support a vibrant mixed use, inclusive community where residents, employees, and visitors walk, bike, or take transit to reach their destinations. The plan recommends four key catalyst projects, which provide significant impact on the continued livability of Downtown Avondale Estates. The catalyst projects are described in the Developer Guide, which is included in Appendix E.

Land Use & Development Policies

- Market strategic redevelopment sites for higher density, mixed use development, as identified on the plan, to provide a variety of retail and office services to meet daily needs.
- Encourage a wider variety of housing types throughout the Downtown Avondale Estates study area, including high quality rentals, senior housing, attached homes, and workforce living options.
- Allow land uses in the Rail Arts District to evolve organically in order to foster a successful arts community.
- Encourage varying types of open space and/or community gathering spaces within all new development and redevelopment to facilitate an active public realm and provide needed places for socializing and programming.
- Examine parking requirements for all uses. Shared parking agreements between complementary uses can maximize the utility of a parking lot and reduce the number of spaces needed. Overall, a downtown parking management strategy will promote compact infill while providing adequate, but not excessive, parking.

Land Use & Development Projects

- D-1: Rename “Ingleside” District to “Rail Arts District” in the zoning ordinance.
- D-2: Modify zoning regulations to align with the recommendations in master plan.
- D-3: Modify comprehensive plan to align with the recommendations in master plan.
- D-4: Modify design guidelines to align with the recommendations in master plan.
- D-5: Mill District (former Fenner Dunlop site).

- D-6: Parking management program.
- D-7: Plaza behind Tudor Village.
- D-8: Redevelopment on US 278.
- D-9: Institutional building (i.e. senior housing) on Oak Street.
- D-10: Adaptive reuse of post office into classrooms, studios, or gallery space.
- D-11: Redevelopment of Western Gateway.
- D-12: Infill residential development in Rail Arts District.

Note: projects D-4 and D-6 through D-11 will be promoted by the City, but the actual development will be completed by a private entity.

Transportation

The integration of land use, transportation and urban design is important in developing a unified approach to redevelopment in the LCI study area. The Transportation Plan for the Downtown Avondale Estates LCI study identifies both short-term improvements (completed in the next five years) and the long-term vision (completed in the next ten years) for how various transportation facilities can enhance mobility within and through the core of the City. As with the entire study effort, the elements of the transportation plan stem from public participation through public meetings, a design charrette, as well as research, field observation, and technical judgment.

The transportation improvements build on previous work performed to enhance walkability in downtown Avondale Estates through construction of streetscapes and intersection improvements. They are organized here by topic; however, most projects will relate to more than one topic, and all are intended to achieve the following policies.

Transportation Policies

- Expand walkability in Downtown Avondale Estates with connections to surrounding residential neighborhoods, civic spaces, recreational sites, public transit centers, and commercial destinations.
- Address pedestrian safety downtown.
- Improve connections to regional multi-use trail routes.
- Enhance pedestrian and bicycle connections through the Downtown Avondale Estates study area.
- Provide traffic calming measures through the use of a road diet, landscaping, on-street parking, and pedestrian crossings to reduce traffic speeds at key locations, especially along US 278.
- Enhance opportunities for alternative modes of transportation by fostering connections to the two nearby MARTA stations.
- Complete the street grid network to improve vehicular and non-motorized connectivity.

Transportation Projects

Grid Network

- T-23: Parry Street Extension.
- T-24 – T-26: New Mill District Streets.
- T-27: New Western Gateway Street.
- T-28: New streets connecting Olive Street and Maple Street.
- T-42: Enhance street between North Clarendon Avenue and Ashton Place.

Roadway Enhancements

- T-6 – T-7: US 278 Road Diet.
- T-22: Parry Street Improvements.
- T-11: Laredo Drive Improvements.
- T-10: North Clarendon Avenue Improvements.
- T-8: Hillyer Avenue Improvements.
- T-12: Oak Street Improvements.
- T-13: Maple Street Improvements.
- T-9, T-14: Franklin Street Improvements.
- T-15: Washington Street Improvements.
- T-16: Olive Street Improvements.
- T-17: Pine Street Improvements.
- T-18: Locust Street Improvements.
- T-19: Center Street Improvements.
- T-20: Lake Street Improvements.
- T-21: Sidewalk and streetscape on North Avondale Plaza from North Clarendon Avenue to Ashton Place.

Intersection Improvements

- T-33: Laredo Drive and North Clarendon Avenue.
- T-34: North Clarendon Avenue and US 278.

Gateways and Signage

- T-30: Western Gateway.
- T-29: Northern Gateway.
- T-31: Intersection enhancement on Laredo Drive at MARTA rail.
- T-32: Rename East College Avenue to North Avondale Road.

The master plan concept shows how redevelopment could yield up to:

- 166,350 sq ft retail
- 55,000 sq ft office
- 812 multifamily residential units
- 101 townhomes
- 6 single family units
- 919 total dwelling units
- 1,944 - 3,377 new residents

Pedestrian Facilities

- T-35: Rectangular rapid flashing beacon at Ashton Place and US 278.
- T-36: Pedestrian safety enhancement at US 278 and Oak Street.
- T-37: Pedestrian safety enhancement at US 278 and Pine Street.
- T-38: Pedestrian safety enhancement at US 278 and Maple Street.
- T-39: Pedestrian safety enhancement at US 278 and Hillyer Avenue.

Bicycle Facilities

- T-3: Trail in City Hall driveway.
- T-6, T-7: Bike lanes on US 278.
- T-33: Bike lanes on Laredo Drive.
- T-4: Sharrow on Kensington Avenue.
- T-5: Sharrow on North Clarendon Avenue.
- T-1: Trolley Line Trail.
- T-2: Trail on west side of North Clarendon Avenue from Laredo Drive to PATH crossing.

Parking

- T-44: Close parking area at US 278 and Ashton Place, convert to plaza.
- T-40: Add angled parking to Potter Avenue.
- T-41: Add angled parking and plaza to area between Potter Avenue and Parry Street.
- T-45: Enhance parking lot behind City Hall to add parking.
- T-43: Public-private partnership parking deck in Mill District redevelopment.

Economic Development Strategies

The Market Assessment for Avondale Estates provides a detailed analysis of existing and future demand for housing, retail, and services, and recommendations for taking advantage of future market opportunities. Downtown Avondale Estates has a tremendous opportunity to capitalize on existing and potential future market demand, given the success of previous investment in the study area. With shifting consumer preferences and demographic changes underway, there will be a strong demand for mixed use development around walkable town centers with amenities like the vision for Downtown Avondale Estates. With new services and retail opportunities, residential and employment demand will be attracted to the new activities provided in Avondale Estates. These enhancements will make the study area even more vibrant, providing local services for Avondale Estates residents, helping to increase the local tax base, and making Avondale Estates more competitive regionally.

To achieve the vision for downtown Avondale Estates, a business development and marketing program that builds on the City's strengths and prior investments must be pursued. As the study area develops, its businesses will serve a variety of markets, including local residents, trade area shoppers, visitors, downtown employees, and the region. Key market segments include:

- Merchandise: apparel, shoes, home décor, kitchen and tabletop items, bed/bath/linens, home furnishings, gifts/cards/stationery, pet supplies and grooming, unique children's toys and games, lawn and garden accessories.
- Restaurants: outdoor dining/cafés, deli/sandwich shop, food trucks/carts, ice cream/yogurt/smoothies, brewpub, healthy/natural food, casual dining, ethnic cuisines.
- Convenience: neighborhood grocery, pharmacy.
- Arts and Entertainment: art galleries/studios, festivals/community events, live music venue.
- Services: consumer services (dry cleaning, alterations, hair salon), child care, fitness center, professional services (banking, insurance, real estate, legal), copy center.

The following recommendations will assist Avondale Estates to build an attractive community that serves residents and visitors in an aesthetically pleasing, historically and environmentally sensitive, and highly authentic downtown. Additional detail about the economic development strategy can be found in the Market Analysis Report in Appendix A.

Economic Development Policies

- Encourage redevelopment of vacant or bank-owned properties.
- Support public-private partnerships, including the contribution of land and/or infrastructure by the City.
- Promote storefront streets.
- Support community-wide programming initiatives, such as craft festivals, live music, food trucks, outdoor movies, art walks, and other events to spur visitors to the downtown.
- Recruit visual artists and craft workers to the Rail Arts District.
- Promote Avondale Estates throughout the region as a destination for small businesses, signature restaurants and retail, open space, and quality residential.

Economic Development Projects

- D-13: Façade grants to improve appearance of existing structures.
- D-14: Branding and marketing strategies.
- D-15: Events, such as concerts, food trucks nights, food/beverage festivals.
- D-16: Attract retail shopping and dining through a targeted marketing program.
- D-17: Small business outreach and education.
- D-18: Create available property database linked to target business.

- D-19: Market Opportunities and Vision to study area businesses and property owners.
- D-20: Create a business assistance team.
- D-21: Implement Business Recognition Program.
- D-22: Create residential and commercial property “sales package.”
- D-23: Develop a program/policy/regulations for outdoor dining and merchandising.

Urban Design and Architecture

Urban Design/Architecture Policies

- Strengthen identity and wayfinding within the study area, include branding, signage, street light banners, maps and directional signage for a more cohesive aesthetic.
- Implement safe and active streetscapes throughout the Avondale Estates study area by discouraging uses and designs that disrupt pedestrian and bicycle flow and access, such as surface lots, multiple driveways and large setbacks.
- Promote public art throughout the public realm of the study area.
- Focus initial urban design implementation in Downtown Avondale Estates.
- Revise architectural design guidelines or requirements.

Urban Design/Architecture Projects

- D-24: Update Architectural Review Board guidelines with new recommendations for architectural styles.
 - Limit the “New Tudor” style to the Tudor Village.
- D-25: Implement a public art program.
- D-26: Review the sign ordinance.

Environment and Open Space

The environment and open space are vital to Avondale Estates’ sustainability and are essential to the success of any future redevelopment proposal. The recommendations below seek to enrich the public realm of Avondale Estates by making the most of its abundant open space and building on its legacy as a green City. In addition, new environmental and open space measures will minimize the negative impacts of development on the natural landscape of the City.

Environment and Open Space Policies

- Reduce the impacts of parking lots on water quality by encouraging pervious materials. Pervious paving and other best stormwater management practices should be included in the next update of the City’s land development regulations. Until new regulations are adopted, City staff can encourage water infiltration on newly constructed parking lots.
- Require usable green space as part of large new developments with public access

easements. Open space in new residential and mixed use developments will create increased gathering spaces for residents to complement existing parks and create opportunities for playgrounds for children and dog parks. As an alternative, create a greenspace bank into which developers can contribute for the creation of public spaces within the downtown district.

Environment and Open Space Projects

- D-27: Amphitheater site.
- D-28: Skate park.
- D-29: Dog park.
- D-30: Passive park on MARTA/PATH site.
- D-31: Linear park between Franklin Street and Tudor Village.
- D-32: Town green.
 - The town green shown in the concept plan is 2 acres. Similar parks in the region include Lillian Webb Park in Norcross, which is 2.4 acres and includes an amphitheater, large water feature, playground, and passive recreation space.
- D-33: Public space: deed back required open space to the City as public open space.
- D-34: Form a greenspace committee to pursue and oversee implementation of new open space.
- D-35: Perform a Parks and Recreation Master Plan to determine amount and types of City-wide open space needs.

Infrastructure

The overall infrastructure goal for the Downtown Avondale Estates Master Plan is ensuring that infrastructure is adequately, safely, and efficiently provided for current and future populations. Through policies and regulations, staff can encourage developers to use more sustainable infrastructure methods as redevelopment occurs.

Infrastructure Policies

- Encourage developers to bury utility wires or relocate them behind buildings. Efforts should be taken by the City and developers to locate utility wires underground where feasible, especially in and around key catalyst redevelopment projects. Although expensive, this will greatly improve street aesthetics in Downtown Avondale Estates.
- Encourage the use of pervious asphalt, porous pavement, “grasscrete” or similar materials in new or rebuilt parking lots. Staff should encourage water infiltration through pervious paving blocks or other methods on all constructed parking lots (public and

private).

- Encourage the use of Best Management Practices in all projects that affect stormwater and water quality, including the use of bioswales, constructed wetlands, and riparian buffers.

Infrastructure Projects

- D-36: Pursue a low-impact development ordinance to encourage practices such as natural landscaping and rainwater harvesting.
- D-37: Street network development: perform study and explore policies for City to participate in the creation of the new street grid network with redevelopment sites.
- D-38: Create access management guidelines for the US 278 corridor.
- D-39: Continue coordination with surrounding jurisdictions on enhancements to Sams Crossing.
- D-40: Continue coordination with MARTA on the redevelopment of the Avondale MARTA station.
- D-41: Amend golf cart ordinance to permit crossing US 278.



IMPLEMENTATION

CHAPTER 6



IMPLEMENTATION

The Avondale Estates Downtown Master Plan Update integrates transportation, housing, retail and civic space to ensure a dynamic, economically thriving vibrant downtown that attracts business and residents. It utilizes a Placemaking approach as a framework—determining the appropriate community element at the right scale and in the right location—to promote a more walkable, urban environment with housing and retail options for all residents, while lessening environmental impacts and retaining affordability.

The following implementation policies and projects facilitate the realization of the downtown vision as “community designed for a lifetime, with first class neighborhoods, a vibrant downtown, and natural and designed beauty” and one “with housing and amenities that appeal to individuals and families at all stages of life.” The recommendations will guide local and elected officials in decisions throughout the next five to ten years, allowing them to reap the social, fiscal and environmental benefits of this six-month planning effort. This section culminates in a Five-Year Action Plan that provides additional detail for all recommended projects: description, timeline, cost, responsible party and funding source.

Steps to Overcome Obstacles

The implementation of the plan recommendations will require commitment and adherence to the vision and goals of this plan, as guided through an extensive community involvement process. The City of Avondale Estates’ staff and elected officials must remain committed to the plan over the next five to ten years.

Importantly, no single action will achieve the vision. Rather, many solutions are necessary at several levels to create an economically and socially successful Downtown Avondale Estates. The funding sources and regulatory changes detailed in this section were selected to advance the following strategies during the implementation of the plan recommendations:

- **Marketing Strategies:** Marketing and related promotional activities are critical to optimizing plan implementation. This includes branding and promoting the Downtown Master Plan area both internally (to Avondale Estates residents and business owners) and externally (to visitors or potential developers and investors). Avondale Estates has already established a distinct identity but is still developing its sense of place and brand identity. Marketing will focus on the downtown as a destination, where people can find events, shopping, and dining all within a walkable, safe, attractive environment. The “story” should also affirm that Avondale Estates is a place where residential choices are abundant—adding to the energy of the downtown—and where residents can find plenty of recreational options in the PATH trail and new park space. The illustrations and images provided throughout this plan should be used to produce new collateral and marketing packages to stimulate development. As projects outlined in this plan are accomplished, highlighting even the smallest successes will help to spur interest and

build momentum for all components of the plan. Appendix A includes a full marketing strategy that the City can implement to overcome these obstacles.

- **Strategies for Lifelong Living:** Cities that provide residential options for a variety of household types will appeal to the Atlanta metropolitan area's growing and aging population. Avondale Estates must continue to appeal to families, the millennials and the baby boomers to ensure the sustainability of the downtown and the support of the plan's implementation. Downtown Avondale Estates is already walkable, making it an attractive option for individuals who wish to age in place, but there must be more destinations, gathering places, and homes. Attracting neighborhood-serving retail (like a grocery, market, or drug store) and encouraging housing options will ensure that Avondale Estates grows as a Lifelong Community, a place where individuals of all ages can thrive.
- **Transportation Management Strategies:** Providing for alternative modes, rather than solely vehicular travel, in Downtown Avondale Estates will guide the success of the plan's implementation. All efforts for realizing the recommendations should promote walking, biking and alternative transportation choices and de-emphasize development patterns that are auto-centric. Importantly, initiatives and policies must support transit accessibility, connectivity and overall access to alternative transportation modes. Programs such as bike and car sharing, projects that implement sidewalks, and zoning that reduces parking minimums for off-street requirements are all examples of successful transportation management strategies.

FUNDING

Funding for implementation of a mixed use and mixed-income downtown is complex. The costs associated with the planning, financing, marketing and communication require a patchwork of sources, public and private, local and federal.

The pursuit of infrastructure and planning grants are a fundamental component of the City of Avondale Estates' ability to positively affect change in the Town Center study area. The real goal when considering funding any planning or infrastructure project is to successfully leverage limited funds. Most often the public sector needs to make targeted investments in an area first, in order to spur further private development. The City of Avondale Estates and the Downtown Development Authority will need to continue to undertake various improvements in the areas of land use, housing, economic development, infrastructure, and marketing to attract the interest of private developers, and new residents and businesses.

Locating and accessing sources of funding and financing for community improvements in Avondale Estates will be a long-term endeavor. Cooperation among the City of Avondale Estates community residents, businesses, stakeholders and local government is required to successfully fund public improvements as well as to recruit private investment.

Federal

Atlanta Regional Commission LCI Transportation Project Funding for Implementation

The Atlanta Regional Commission (ARC) has committed to making federal funding available for the implementation of transportation-related plan recommendations and to pre-qualify a limited number of transportation projects for funding. Since the program's inception in March 2000, the ARC has approved over \$650 million for project funding of transportation projects from LCI Studies. The City of Avondale Estates should work with the ARC to ensure that projects requiring transportation funds are included in future Regional Transportation Plans, which are revised every five years. Most funds administered via the ARC using federal dollars require a twenty percent local match, which would likely be from the City's general fund, from Tax Allocation District funds, or from Special Purpose Local Option Sales Tax (SPLOST) revenues. The local sponsor is to acquire the right-of-way with one-hundred percent local funds. Other sources for this match could include development impact fees and private funding opportunities.

Only two projects per LCI study area may be accepted in any given funding cycle. The projects selected from the local sponsor and submitted to ARC must originate from the Five-Year Action Plan. The minimum total project cost for LCI funding is \$500,000 and the maximum is \$4 million with a 20% local match. Eligible projects are identified in the Five-Year Action Plan and provide improved safety and accessibility for pedestrians and bicyclists. The application process involves three stages: project pre-qualification; project refinement (concept studies); and the Transportation Improvement Program (TIP) funding commitments by ARC, GDOT and local sponsors (City and/or county).

LCI Implementation funding grants are very competitive, as LCI sponsors from throughout Metro Atlanta compete for the same funding. The City may choose to fully fund any of the projects in the Five-Year Action Plan. However, when applying for LCI implementation funding, it is recommended that the City maximize the number of projects included in each application for funding. As the maximum total project cost is \$5 million (\$4 million LCI grant plus \$1 million local match), it is recommended that the following groups of projects be combined when applying for LCI implementation funding.

The projects were combined into these applications based on the project location and type. Based upon community needs and input, it is recommended that these projects be implemented in the order listed, with the exception that the Parry Street project work may occur sooner and in conjunction with development on the Mill District project site. As conditions and priorities change in the future, the City may want to adjust the projects that are included in each application to meet their current needs.

Implementation Application A, Road Diet: Total Estimated Cost \$4,554,932

The road diet has the potential to make a significant economic and physical impact on the community along with greatly enhancing the quality of life for citizens.

- T-6 and T-7: US 278 Road Diet (two segments)
- T-30: Western Gateway
- T-32: Signage for US 278 (renaming E College Ave)
- T-34: Intersection improvement at North Clarendon Avenue and US 278 (option C)
- T-35: Rectangular rapid flashing beacon at Ashton Place and US 278
- T-36: Pedestrian safety enhancement at US 278 and Oak Street
- T-37: Pedestrian safety enhancement at US 278 and Pine Street
- T-38: Pedestrian safety enhancement at US 278 and Maple Street
- T-39: Pedestrian safety enhancement at US 278 and Hillyer Avenue

Implementation Application B, Potter Avenue: Total Estimated Cost \$691,112

The City is realizing a significant amount of reinvestment and new business recruitment into the Tudor Village area, which currently has constrained parking and circulation issues. The enhancement to the existing Potter Avenue will not only enhance the public realm but add significant new parking spaces in the area to be accessed and shared by the businesses.

- T-40: Potter Ave enhancement
- T-41: Parking enhancement behind Center Street
- T-42: Enhance street between North Clarendon Avenue and Ashton Place

Implementation Application C, Laredo Drive Roundabout: Total Estimated Cost \$2,820,554

Sidewalk and landscape enhancements along North Clarendon Avenue from US 278 to Savage Pizza, the installation of a roundabout at Laredo Drive and North Clarendon Avenue, and the enhancements to Parry Street with angled parking, sidewalk zone, and landscape zones will “turn the corner” on development in the area, creating an enhanced public realm, a gateway to Parry Street, and a significant amount of new parking.

- T-10: North Clarendon Avenue enhancements
- T-22: Parry Street enhancements
- T-33: Intersection improvement (roundabout) at Laredo Drive and North Clarendon Avenue

Atlanta Regional Commission LCI Supplemental Study Grant

The LCI Supplemental Study grant provides LCI award-recipient communities with federal funds (80/20 match) for additional planning studies that help to refine or extend the original LCI study to advance continued, successful implementation. Examples of these include zoning code updates, wayfinding studies, or projects targeted to serve the aging population. Projects eligible for LCI supplemental grant funds are identified in the Five-Year Action Plan.

Freight Operations and Safety Program

The Freight Operations and Safety Program consists of a \$60 million federal set-aside plus a 20% state/local match. This is a jointly-funded ARC/GDOT program with a total of \$75 million in expected funding in the FY 2012-2017 TIP. According to the ARC, the goal of this program “is to enhance, as quickly and efficiently as possible, the regional freight transportation network that serves the regional economy.”

Multi-Family Housing Finance and Development Programs: Low-Income Housing Tax Credit (LIHTC) and HOME Investment Partnership Program (HOME)

The State of Georgia’s Department of Community Affairs (DCA) Office of Affordable Housing (OAH) administers funding to for-profit and non-profit developers for the construction and/or renovation of affordable multifamily rental housing in communities across Georgia.

DCA’s process for allocating funds is outlined in Georgia’s Qualified Allocation Plan. This document describes (1) the federal and state resources available for financing rental housing through the plan, (2) the legislative requirements for distributing these resources, (3) the State’s preference for the location and type of such housing, (4) the process used for evaluating applications and awarding these resources, and (5) program compliance requirements and procedures. Financing sources available through DCA include the Low Income Housing Tax Credit (LIHTC) and the HOME Investment Partnership Program (HOME).

The Low-Income Housing Tax Credit (LIHTC) program provides tax credits that developers can use to raise capital for the acquisition, rehabilitation or construction for affordable housing (by reserving all or a portion of their units for occupancy for low income tenants). The application process occurs in the spring annually to DCA.

Tax Credits can be used to bring high quality, well managed affordable units to the area, but the use of the credits should be integrated within a market rate project. The key to successful implementation will be selection of a highly qualified, well respected development company that has built projects that have been around for twenty years or more.

Participating jurisdictions may use HOME Investment Partnership Program (HOME) funds for a variety of housing activities, according to local housing needs. Eligible uses of funds include tenant-based rental assistance; housing rehabilitation; assistance to homebuyers; and new construction of housing. HOME funding may also be used for site acquisition, site

improvements, demolition, relocation, and other necessary and reasonable activities related to the development of non-luxury housing. All housing developed with HOME funds must serve low- and very low-income families. For rental housing, at least 90 percent of the families benefited must have incomes at or below 60 percent of the area median income; the remaining 10 percent of the families benefited must have incomes at or below 80 percent of area median income. Homeownership assistance must be to families with incomes at or below 80 percent of the area median income.

Federal Historic Preservation Tax Credits

20% Tax Credit. A 20% income tax credit is available for the rehabilitation of historic, income-producing buildings that are determined by the Secretary of the Interior, through the National Park Service, to be “certified historic structures.” The State Historic Preservation Offices and the National Park Service review the rehabilitation work to ensure that it complies with the *Secretary’s Standards for Rehabilitation*. The Internal Revenue Service defines qualified rehabilitation expenses on which the credit may be taken. Owner-occupied residential properties do not qualify for the federal rehabilitation tax credit. Each year, Technical Preservation Services approves approximately 1000 projects, leveraging nearly \$4 billion annually in private investment in the rehabilitation of historic buildings across the country.

10% Tax Credit. The 10% tax credit is available for the rehabilitation of non-historic buildings placed in service before 1936. The building must be rehabilitated for non-residential use. In order to qualify for the tax credit, the rehabilitation must meet three criteria: at least 50% of the existing external walls must remain in place as external walls, at least 75% of the existing external walls must remain in place as either external or internal walls, and at least 75% of the internal structural framework must remain in place. There is no formal review process for rehabilitations of non-historic buildings. This may be a significant source of funds to spur the redevelopment of the historic buildings in the Tudor Village as one large implementation project.

State and Local Programs

State and local budgets are increasingly constrained in this economic climate. However, the commitment by local governments can leverage additional, larger funds. Following are funding sources appropriate for the Downtown Master Plan LCI implementation.

Transportation Alternatives Program (TAP)

Administered through a competitive selection process, the Transportation Alternatives Program (TAP) is focused on providing safe routes for non-motorized travel. The program is authorized as part of MAP-21 (23 U.S.C. 213 (b)) and combines the former Transportation Enhancements (TE), Safe Routes to School (SRTS), and Recreational Trails into one comprehensive program. Total funding for FY 2013 – FT 2014 was \$14.3 million.

Avondale Estates Tax Allocation District (TAD): Infrastructure Improvements

A Tax Allocation District, also known as tax increment financing or “TIF district,” is simply a public finance tool used by local governments to attract private redevelopment to substandard, deteriorated, distressed, obsolete, defective or otherwise blighted property. Created in response to the many challenging conditions that face local governments attempting to revitalize such an area, a TAD is often the best choice among all public financing options available.

Nationally, tax increment financing is the most popular form of public finance for economic development projects, according to the Council of Development Finance Agencies. A Tax Allocation District finances public and other strategic improvements within the TAD that attract private investment. As investment occurs and property values within the TAD begin to rise, any property tax revenues that are generated above the TAD’s original certified revenue base, called the TAD increment, are used to pay for these public improvements.

Avondale Estates established its Tax Allocation District in 2007; the TAD boundary was amended in 2012 to include the Mill District. The following includes improvement costs a TAD may support: sewer expansion and repair; storm drainage; street construction and expansion; water supply; parks, paths and green spaces; bridge construction and repair; curbs and sidewalks; traffic control; street lighting; landscaping; property acquisition; building acquisition; demolition and clearance work; parking structures; environmental remediation; historic preservation and remediation.

Community (or Downtown) Improvement District

A Community Improvement District (CID) is an excellent means for a community of businesses to augment the local government services it receives. It also allows a CID entity, with its own Board of Directors and staff, to specify how the funds it generates can be used. A CID is a special self-taxing district. The only funds it raises come from a millage assessment on real property owned by CID members/participants—any amount from \$1/8 million to a State maximum of \$5.0 million, with most CIDs in Georgia assessing an additional \$1.25 to \$1.75 million.

Georgia law authorizes property owners in commercial areas to establish special tax districts to pay for infrastructure enhancement. These CIDs do not replace traditional City and county infrastructure improvement programs, yet instead supplement them. Projects which can be funded by a CID include street and road construction and maintenance, sidewalks and streetlights, parking facilities, water systems, sewage systems, terminal and dock facilities, public transportation, and parks and recreational areas.

Avondale Estates does not have a CID, but local businesses could consider founding one in order to raise funds for projects such as increased parking and streetscape improvements.

Public-Private Partnership

A public-private partnership (PPP) is a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. A PPP involves a contract between a public sector authority (example being the DDA) and a private party, in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project. In some types of PPP, the cost of using the service is borne exclusively by the users of the service and not by the taxpayer (for example, a fee-for-use parking garage). In other types (notably the private finance initiative), capital investment is made by the private sector for funding of public infrastructure projects with the government implementing the services and costs (for example, financing a centralized sewer or stormwater system for a community whereas the government implements the service and bills for the costs). Government contributions to a PPP may also be in kind (notably the transfer of existing assets, most often in the form of land). In projects that are aimed at creating public good the government may provide a capital subsidy in the form of a one-time grant, so as to make it more attractive to the private investors. In some other cases, the government may support the project by providing revenue subsidies, including tax breaks or by providing guaranteed annual revenues for a fixed period.

Downtown Development Authority

Established in 2001, the Downtown Development Authority (DDA) is dedicated to the development, growth, and preservation of historic downtown Avondale Estates. The DDA's mission is to encourage redevelopment activities and provide assistance to private and public partners for the purpose of improving downtown Avondale Estates. In accordance with Chapter 42, Section 36-42-1 of the Georgia Code, the DDA has the authority to finance projects (through the issuance of bonds) within the central business districts that will develop and promote the public good and general welfare.

Opportunity Zone

Local governments which undertake redevelopment and revitalization efforts in certain older commercial and industrial areas can now qualify those areas for the State's maximum state job tax credit of \$3,500 per job. The incentive which is available for new or existing businesses which create two or more jobs are "credits" that can be taken against the business's income tax liability and state payroll withholding. The credits are available for areas designated by DCA as "Opportunity Zones".

The City of Avondale Estates has an existing opportunity zone. Application of the zone's benefits would be appropriate for incentivizing redevelopment throughout the study area.

DCA Downtown Development Revolving Loan (DDRLF)

The purpose of the Downtown Development Revolving Loan Fund (DD RLF) is to assist cities, counties and development authorities in their efforts to revitalize and enhance downtown areas by providing below-market rate financing to fund capital projects in core historic downtown areas and adjacent historic neighborhoods where DD RLF will spur commercial redevelopment.

GA Cities Foundation Revolving Loan Fund (GCFRLF)

Applications are evaluated based on leadership, accountability, long-term sustainability, and potential for private investment. Projects should encourage spin-off development, add jobs, promote downtown housing, or add to the cultural enrichment of the community. Each application must also undergo credit underwriting. Eligible projects include real estate acquisition, building rehabilitation, new construction, green space and parks. Ineligible uses of funds are operating expenses and administration, local revolving loan funds, public infrastructure projects, streetscapes, and facade projects.

Local Revolving Loan Funds (RLF)

Local Revolving Loan Funds (RLF) are potential sources of funding for new or expanding businesses in select areas throughout Georgia. The goal of each RLF is the creation of job opportunities, primarily for low- and moderate-income persons. Funds for each RLF are capitalized with a Community Development Block Grant (CDBG) Employment Incentive Program (EIP) grant that is loaned to a private business or a Redevelopment Fund (RDF) loan(s). As loan repayments are made, the RLF is capitalized by the local government that was the recipient of the initial CDBG EIP or RDF award. RLF loan applications are received and reviewed by the local RLF committee and government that operate the RLF.

Equity Fund (One GA)

The purpose of the Equity Fund is to provide a program of financial assistance that includes grants, loans and any other forms of assistance authorized by (O.C.G.A.50-34-1 et seq.) to finance activities that will assist applicants in promoting the health, welfare, safety, and economic security of the citizens of the state through the development and retention of employment opportunities in areas of greater need as defined by the Georgia Business Expansion and Support Act of 1994, as amended (O.C.G.A.48-7-40).

GA Environmental Facilities Authority (GEFA)

GEFA is a state agency that administers a wide variety of programs that provide financial assistance and other support services to improve Georgia's environment. GEFA's program focus areas are water, wastewater, solid waste, recycling, land conservation, energy efficiency and fuel storage tanks for local governments, other state agencies and non-profit organizations. GEFA funds can be used to implement the Environment & Open Space policies and best management practices for stormwater.

Redevelopment Fund

Redevelopment projects can be the most challenging economic and community development projects a local government undertakes. The Redevelopment Fund (administered by the Georgia DCA) gives local governments access to flexible financial assistance to help them implement projects that cannot be undertaken with the usual public sector grant and loan programs. The Redevelopment Fund finances locally initiated public/private partnerships to leverage investments in commercial, downtown and industrial redevelopment and revitalization projects that wouldn't proceed otherwise.

Community Development Block Grant Loan Guarantee Program (Section 108 Program)

The CDBG Loan Guarantee Program (Section 108 Program) is an economic and community development financing tool authorized under Section 108 of Title I of the Housing and Community Development Act of 1974, as amended. The program is a method of assisting non-entitlement local governments with certain unique and large-scale economic development projects that cannot proceed without the loan guarantee. In order to be eligible, a project must meet all applicable CDBG requirements and result in significant employment and/or benefit for low and moderate income persons. Projects that are eligible for financing under existing federal, state, regional or local programs will generally not be considered for guarantee assistance unless the programs would fail to fully meet a project's need.

State Historic Preservation Tax Incentives

The Georgia State Income Tax Credit Program for Rehabilitated Historic Property allows eligible participants to apply for a state income tax credit equaling 25% of qualifying rehabilitation expenses capped at \$100,000 for personal, residential properties, and \$300,000 for income-producing properties. The credit is a dollar for dollar reduction in taxes owed to the State of Georgia and is meant to serve as an incentive to those who own historic properties and wish to complete rehabilitation. The Georgia Preferential Property Tax Assessment Program for Rehabilitated Historic Property allows eligible participants to apply for an 8-year property tax assessment freeze. This incentive program is designed to encourage rehabilitation of both residential and commercial historic buildings by freezing property tax assessments for eight and one-half years.

Community Choices Program

The ARC's Community Choices Program provides **free** technical assistance to local governments who wish to pursue implementation of quality growth practices. Several awards are made to local jurisdictions each year on a competitive basis. Examples of project types include design guidelines, updates to zoning ordinances, quality growth audits, overlay districts, and assistance with development review procedures. For more information, visit the ARC's website: <http://www.atlantaregional.com/local-government/implementation-assistance>.

Main Street Program

Avondale Estates was selected to participate in the Georgia DCA's 2013 Main Street Start Up Program. Georgia's Main Street program of the National Main Street Center, a subsidiary of the National Trust for Historic Preservation, was founded in 1980 and is now one of the largest Main Street networks in the country. As a Start-Up City, Avondale Estates' City staff will go through a two-year training and technical assistance program, which includes content in sustainable downtown development, community design, marketing, networking, and building a brand. Main Street cities also have access to design assistance from the Office of Downtown Development at a reduced rate.

CONSISTENCY WITH LCI COMPONENTS

The Atlanta Regional Commission's Livable Centers Initiative Program "encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies."

The Avondale Estates Downtown Master Plan planning process and final report documents fulfill the standards and goals set forth for the LCI Program. The summary below demonstrated how the supplemental LCI study addressed each of these 10 study requirements:

1. Efficiency/feasibility of land uses and mix appropriate for future growth including new and/or revised land use regulations needed to complete the development program.
 - Primary inputs for the Avondale Estates Downtown Master Plan land use decisions include community feedback, the economic and market analysis completed as part of the study, the existing conditions inventory and analysis, and previous studies and projects already in progress.
 - The Avondale Estates' six districts provide a diverse balance of land uses, including commercial, residential, office, mixed use, and light industrial within the Downtown study area. These character areas help create a sense of place in Downtown Avondale Estates by providing a place for these land uses at the appropriate scale and of high-quality design. A mix of land uses also encourages walkability and the use of alternative modes of transportation, so more connectivity for pedestrians is included in the plan. Increased densities over time will create the "critical mass" necessary for a dynamic retail environment and allow for housing opportunities for all residents' needs. See Chapter 5: Concept Plan for a more detailed description of each focus area.
 - The plan proposes changes to the City of Avondale Estates' zoning code and Comprehensive Plan recommended for plan implementation. See Table 16: Development Action Plan for more information.

2. Transportation demand reduction measures.
 - The Avondale Estates Downtown Master Plan includes an extensive pedestrian and bicycle network consisting of bike lanes, sharrows, multi-use trails, and sidewalks, connecting surrounding neighborhoods and destinations to downtown. These improvements will reduce motor vehicle demand by shifting some trips to pedestrian and bicycle trips, reducing trips along streets in Avondale Estates' downtown and improving pedestrian and bicyclist safety.
 - Encouraging mixed use developments that offer opportunities to live, work, shop, and play will further reduce demand for motor vehicle trips in Downtown Avondale Estates, improving traffic flow and increasing pedestrian activity.
3. Internal mobility requirements (including safety and security of pedestrians), such as traffic calming, pedestrian circulation, transit circulation, and bicycle circulation.
 - The plan recommends streetscape and intersection improvements to promote pedestrian accessibility and safety. Enhancements such as signalized pedestrian crossings, bulbouts, and wider sidewalks located throughout the study area (particularly in downtown Avondale Estates) will serve to manage traffic speeds and improve the pedestrian environment, leading to a safer walking experience.
 - An extensive bicycle and pedestrian network in the study area, including bike lanes, sharrows, multi-use trails, and sidewalks, will provide more opportunities for walking and biking through the study area, improving overall traffic flow for all modes of travel. Dedicated bike/ped facilities improve safety on high-traffic volume roads. See Chapter 5: Concept Plan, Table 14: Transportation Projects Short-Term Action Plan, and Table 15: Transportation Projects Long-Range Action Plan for more information.
4. Mixed-income housing, job/housing match and social issues.
 - The market analysis completed as a part of this study identified a demand for rental apartments, appealing to the millennial generation (that does not purchase a home until later in life) and the aging population. The Avondale Estates Downtown Master Plan identifies locations for expanded housing types that will support these demand projections within the study area at a density that is compatible with existing surrounding neighborhoods.
 - The plan proposes a variety of other residential opportunities, including townhouses, live-work, and stacked flats, to strengthen the appeal of the community to many income levels and age groups. The addition of these housing types also strengthens the jobs/housing balance. Further, sidewalks and trails will facilitate the ability to live and work in or near downtown Avondale Estates. See Chapter 5: Concept Plan.

- The Avondale Estates Downtown Master Plan proposes the development of a mixed use destination with varied retail and residential opportunities, offering diversity in residential options and retail space that will enhance and support the surrounding existing single family neighborhoods, which will continue to attract families to the community.
5. Continuity of local streets in study area and development of a network of minor roads.
 - The Avondale Estates Downtown Master Plan makes a particularly concerted effort to create new roadway connections to expand the street grid network and improve connectivity. Constructing a grid network of streets within large new development areas is also encouraged to further enhance connectivity.
 6. Need/identification of future transit circulation systems.
 - The Avondale Estates Downtown Master Plan study area is located between two MARTA stations, so it has first-rate inherent transit access. Plan recommendations include improved bicycle and pedestrian connectivity to these two stations.
 7. Connectivity of transportation system to other centers.
 - Access to jobs is an important factor as individuals choose where to live. Downtown Avondale Estates currently offers excellent connectivity to downtown Atlanta and to Hartsfield-Jackson Atlanta International Airport through its close proximity to I-285 and MARTA stations. The Downtown Master Plan includes recommendations that would improve connectivity throughout the study area and to regional connections via improved traffic flow throughout the study area and enhanced facilities for non-motorized transportation.
 8. Community organization, management, promotion, and economic restructuring to ensure implementation.
 - The Avondale Estates Downtown Master Plan identifies opportunities for numerous economic development initiatives for implementing the plan, such as strengthening the identity of downtown Avondale Estates, increasing available public gathering space, and continuing to attract high quality restaurants and retail to the study area. See Chapter 5: Concept Plan for a discussion of all proposed economic development policies and projects.
 - The City of Avondale Estates will work collaboratively with the development community and surrounding property owners to ensure that future development adheres to the land use, mobility, and urban design recommendations with the plan. Specifically, the key catalyst projects identified in the six character areas can become drivers of future development, and the City will work to seek opportunities for their implementation.

9. Stakeholder participation and support.

- The creation of this Plan was guided by feedback from the Project Management Team (comprised of the City of Avondale Estates, the consultant team, and the Atlanta Regional Commission). A design charrette/workshop was conducted with the Project Management Team and community members for the creation of alternative design ideas; stakeholder interviews allowed one-on-one conversation with the affected businesses; and an online community survey and project website facilitated awareness and communication, providing crucial feedback throughout the project at key milestones. Complementing this involvement were two additional community meetings and an open house, each with interactive exercises for improved dialogue. The Plan established a vision and set of goals in the areas of land use, circulation, and urban design and identified key placemaking elements to integrate land use and transportation recommendations throughout the study area. See Chapter 2: Study Methodology for additional information.

10. Public and private investment policy.

- Investment in the study area by public-private partnerships, especially those facilitated and/or led by the City of Avondale Estates, will guide the successful implementation of the plan concept and associated recommendations. Communication and collaboration between the City of Avondale Estates and development authorities on the focus area redevelopment projects will ensure their success as walkable, sustainable communities to residents and employers. Recommendations for future land use, zoning, and overlay district revisions to be conducted by the City of Avondale Estates (with Board of Mayor and Commissioners) will advance the goal of redevelopment that is mixed use, pedestrian-friendly, and sustainable for the long term future. See Chapter 5: Concept Plan.

CONSISTENCY WITH THE LIFELONG COMMUNITY INITIATIVE

The Lifelong Communities Initiative at the ARC strives to create places in metropolitan Atlanta where individuals can live throughout their lifetime. As the older adult population is growing, our cities need to adapt to meet their needs. The goals of the Lifelong Communities Initiative are:

- Promoting Housing and Transportation Options
- Encouraging Healthy Lifestyles
- Expanding Information and Access to Services

The Downtown Avondale Estates LCI meets the goals of the Lifelong Communities (LLC) as described below:

Promoting Housing and Transportation Options

The Downtown Avondale Estates Master Plan identifies locations for a mix of uses throughout downtown Avondale Estates to allow for residential units to develop in close proximity to services. These residential units will include a variety of housing types and densities, expanding options and allowing for a diverse mix of age and socioeconomic groups to live and work in the study area. An enhanced pedestrian and bicycle network will improve connectivity and safety for non-motorized travel. Extending the sidewalk network and improving safety at primary street crossings, as well as adding streetscaping and traffic calming measures, will contribute to an easier, more comfortable walking experience for users of all ages.

Encouraging Healthy Lifestyles

The City of Avondale Estates has numerous places for gathering and socializing within the downtown area. The Downtown plan focuses on expanding these opportunities through the creation of additional open spaces and multi-use trails downtown and enhancing programming in existing open spaces to create a lively and dynamic social environment for all residents. Additional open space throughout the study area, not just in the proposed large parks, is recommended as redevelopment occurs, especially in close proximity to future housing. A network of multi-use trails, bike lanes, sharrows, and sidewalks provide opportunities for walkers and cyclists to access downtown and to engage in physical activity.

Expand Information and Access to Services

The Downtown Avondale Estates Master Plan study area includes a variety of government services, which provide many services to the community. Enhanced programming at civic spaces will provide outreach opportunities and expand residents' knowledge of other local services. Careful consideration of the needs of older adults will be a vital element of future redevelopment efforts.

FIVE-YEAR ACTION PLAN

The Five-Year Action Plan provides the City with a checklist for plan implementation. The plan vision and goals have been translated into actionable projects, each of which is listed in the Five-Year Action Plan. In order to simplify completion, the list identifies the year the project should be pursued, estimated project costs, responsible party, and funding source. It is broken into two parts, the short-term transportation action plan (Table 14) and the other project action plan (Table 16). The Board of Mayor and Commissioners should review this Five-Year Action Plan and use it to develop its short-term work program.

Not all of the projects envisioned in the Downtown Avondale Estates master plan will be accomplished in the next five years. Some will depend on market changes and developer investment to take shape. They are included in the long-term transportation action plan (Table 15) so that the City can continue to evaluate the feasibility of these projects with plan updates and market changes.

Table 14. Transportation Short-Term Action Plan

SHORT TERM PROJECT LIST - FIRST 5 YEARS															
ID	Description	Length	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Yr	Contingency Costs	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-3	Trail in City Hall driveway from US 278 to parking lot (10' multi-use trail/wide sidewalk)	120	Trail	2017	\$3,000	n/a	\$0	2018	\$3,000	\$15,000	\$21,000	City	Local	General Fund	\$4,200
T-4	Sharrow on Kensington Rd from US 278 to Clarendon Ave	4750	Sharrow	2014	\$900	n/a	\$0	2014	\$900	\$4,500	\$6,300	City	Local	General Fund	\$6,300
T-5	Sharrow on N Clarendon Ave from US 278 to Laredo Dr	550	Sharrow	2014	\$200	n/a	\$0	2014	\$200	\$1,000	\$1,400	City	Local	General Fund	\$1,400
T-6	US 278 Road Diet, N Clarendon Ave to S Avondale Rd (Section A) <ul style="list-style-type: none"> Remove one travel lane in each direction 6' bike lane in each direction 8' landscape zone on north side of street with street trees and pedestrian lighting 8' sidewalk on north side of street Remove one travel lane in each direction Median Refuge at pedestrian crossings Textured Brick Pattern Pavement Treatment for Crosswalks 	1800	Sidewalk / Streetscape	2015	\$201,822	2017	\$0	2018	\$201,822	\$1,009,111	\$1,412,756	City	Local, TAP, LCI, GTIB	General Fund	\$282,551
T-7	US 278 Road Diet, Sams Crossing to S Avondale Rd (Section A) <ul style="list-style-type: none"> Remove one travel lane in each direction 6' bike lane in each direction 8' landscape zone on north side of street with street trees and pedestrian lighting 7' sidewalk on both sides of street 8' landscape zone on south side of street with street trees and pedestrian lighting Median Refuge at pedestrian crossings Textured Brick Pattern Pavement Treatment for Crosswalks 	1980	Sidewalk / Streetscape	2015	\$381,199	2017	\$0	2018	\$381,199	\$1,905,995	\$2,668,393	City	Local, TAP, LCI, GTIB	General Fund	\$533,679

Indicates priority implementation project

ID	Description	Length	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Yr	Contingency Costs	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-9	Franklin Street from Oak St to Center St (Section C): <ul style="list-style-type: none"> • 11' travel lanes in each direction • 8' parallel parking on both sides • 7' landscape zone on both sides with street trees and pedestrian lighting • 8' sidewalk on both sides 	685	Sidewalk / Streetscape	2017	\$153,981	n/a	\$0	2018	\$153,981	\$769,903	\$1,077,864	City	Local, TAP, LCI	General Fund	\$215,573
T-10	N Clarendon Ave from US 278 to Laredo Dr (Section D): <ul style="list-style-type: none"> • 11' travel lanes in each direction • 6' landscape zone on both sides with street trees and pedestrian lighting • 8' sidewalk on both sides 	530	Sidewalk / Streetscape	2016	\$91,632	n/a	\$0	2017	\$91,632	\$458,162	\$641,427	City	Local, TAP, LCI	General Fund	\$128,285
T-11	Laredo Dr from city limits to N Clarendon Ave (Section D): <ul style="list-style-type: none"> • 11' travel lanes in each direction • 6' landscape zone on both sides with street trees and pedestrian lighting • 8' sidewalk on both sides • 6' bike lane on both sides 	530	Sidewalk / Streetscape	2017	\$101,312	n/a	\$0	2018	\$101,312	\$506,561	\$709,185	City	Local, TAP, LCI	General Fund	\$141,837
T-19	Center Street (Section F): <ul style="list-style-type: none"> • 10' travel lanes in each direction • 8' parallel parking on east side • 2' landscape buffer on one side • 5' sidewalk on both sides 	560	Sidewalk / Streetscape	2017	\$70,882	n/a	\$0	2018	\$70,882	\$354,412	\$496,176	City	Local, TAP, LCI	General Fund	\$99,235
T-21	8' sidewalk (widen existing) with streetscape and pedestrian lighting on US 278 from N Clarendon Ave to Ashton Pl	500	Sidewalk / Streetscape	2016	\$7,423	n/a	\$0	2017	\$7,423	\$37,114	\$51,959	City	Local, TAP, LCI	General Fund	\$10,392

Indicates priority implementation project

ID	Description	Length	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Yr	Contingency Costs	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-22	Parry Street (Section B): <ul style="list-style-type: none"> • 11' travel lanes in each direction • 18' back-in angled parking on both sides • 8' landscape zone on both sides with street trees and pedestrian lighting • 8' sidewalk on both sides 	500	Sidewalk / Streetscape	2015	\$167,304	n/a	\$0	2016	\$167,304	\$836,519	\$1,171,126	City	Local, TAP, LCI	General Fund	\$234,225
T-30	Intersection enhancement on US 278 at Sams Crossing / Arcadia Ave <ul style="list-style-type: none"> • Signature landscaping and gateway signage, including kiosk/bike trail map • Convert painted island on the north side of 278 into concrete • Reconstruct curb to tighten radius and remove channelized right turn 	n/a	Gateway	2015	\$9,400	2016	\$20,000	2017	\$9,400	\$47,000	\$85,800	City	Local, TAP, LCI	General Fund	\$42,900
T-32	Signage for E College Ave to US 278 (in conjunction with Road Diet) (renaming)	n/a	Signage	2015	\$2,000	n/a	\$0	2018	\$1,600	\$8,000	\$11,600	City	Local, TAP, LCI, GTIB	General Fund	\$2,320
T-33	Intersection improvement at Laredo Dr and N Clarendon Ave (Construct 4-leg roundabout)	n/a	Intersection Improvement	2015	\$144,000	2016	\$0	2017	\$144,000	\$720,000	\$1,008,000	City	Local, TAP, LCI, GTIB	General Fund	\$201,600
T-34	Intersection improvement at N Clarendon Ave and US 278 <ul style="list-style-type: none"> • Option A: offset T intersection, connect area between hedge and plaza and between two plazas with hardscape, Textured Brick Pattern Pavement Treatment for Crosswalks 	n/a	Intersection Improvement	2017	\$162,563	n/a	\$0	2019	\$162,563	\$812,814	\$1,137,940	City	Local, TAP, LCI, GTIB, Safety	General Fund	\$227,588
	Intersection improvement at N Clarendon Ave and US 278 <ul style="list-style-type: none"> • Option B: roundabout, connect area between two plazas with hardscape, Textured Brick Pattern Pavement Treatment for Crosswalks 	n/a	Intersection Improvement	2017	\$215,340	n/a	\$0	2019	\$215,340	\$1,076,698	\$1,507,377	City	Local	General Fund	\$1,507,377

Indicates priority implementation project

ID	Description	Length	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Yr	Contingency Costs	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-34	Intersection improvement at N Clarendon Ave and US 278 • Option C: intersection improvements, prohibit left turn from northbound Clarendon Ave to N Avondale Rd (install median section), connect area between two plazas with hardscape, Textured Brick Pattern Pavement Treatment for Crosswalks	n/a	Intersection Improvement	2017	\$22,912	n/a	\$0	2019	\$22,912	\$114,560	\$160,384	City	Local, TAP, LCI, GTIB, Safety	General Fund	\$32,077
	Intersection improvement at N Clarendon Ave and US 278 • Option D: add crosswalk to east side of intersection, improve function of pedestrian crossing buttons/lights, connect area between hedge and plaza and between two plazas with hardscape, Textured Brick Pattern Pavement Treatment for Crosswalks	n/a	Intersection Improvement	2017	\$21,112	n/a	\$0	2019	\$21,112	\$105,560	\$147,784	City	Local, TAP, LCI, GTIB, Safety	General Fund	\$29,557
T-35	Pedestrian safety enhancement at US 278 at Ashton Place (Rectangular rapid flashing beacon)	n/a	Pedestrian Enhancement	2016	\$6,000	n/a	\$0	2017	\$3,000	\$15,000	\$24,000	City	Local, TAP, LCI, GTIB, Safety	General Fund	\$4,800
T-36	Pedestrian safety enhancement at US 278 and Oak St (install crosswalk treatment and pedestrian signals heads with countdown timers)	n/a	Pedestrian Enhancement	2016	\$8,000	n/a	\$0	2017	\$8,000	\$40,000	\$56,000	City	Local, TAP, LCI, GTIB, Safety	General Fund	\$11,200
T-37	Pedestrian safety enhancement at US 278 and Pine St (install crosswalk treatment and pedestrian signals heads with countdown timers)	n/a	Pedestrian Enhancement	2016	\$8,000	n/a	\$0	2017	\$8,000	\$40,000	\$56,000	City	Local, TAP, LCI, GTIB, Safety	General Fund	\$11,200
T-38	Pedestrian safety enhancement at US 278 and Maple St (install crosswalk treatment and pedestrian signals heads with countdown timers)	n/a	Pedestrian Enhancement	2016	\$8,000	n/a	\$0	2017	\$8,000	\$40,000	\$56,000	City	Local, TAP, LCI, GTIB, Safety	General Fund	\$11,200

Indicates priority implementation project

ID	Description	Length	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Yr	Contingency Costs	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-39	Pedestrian safety enhancement at US 278 and Hillier Ave (Rectangular rapid flashing beacon)	n/a	Pedestrian Enhancement	2016	\$6,000	n/a	\$0	2017	\$3,000	\$15,000	\$24,000	City	Local, TAP, LCI, GTIB, Safety	General Fund	\$4,800
T-40	Add angled parking and hardscape pavers, sidewalk on Potter Ave	360	Parking	2014	\$1,500	n/a	\$0	2014	\$800	\$4,000	\$6,300	City	Local	General Fund	\$6,300
T-41	Add angled parking and hardscape plaza/pavers between North Clarendon Ave and Center St, Potter Ave and Parry St	25,000 sq ft pavers	Parking	2016	\$44,616	n/a	\$0	2016	\$44,616	\$223,080	\$312,312	City	Local	General Fund	\$312,312
T-42	Enhance street and add angled parking between North Clarendon Ave and Ashton Place <ul style="list-style-type: none"> • 10' travel lanes in each direction • angle parking on both sides • 2' landscape buffer on one side • 5' sidewalk on south side 	500	New Street	2015	\$45,000	2017	\$57,500	2018	\$45,000	\$225,000	\$372,500	City	Local, TAP, LCI	General Fund	\$74,500
T-44	Close parking area at US 278 and Ashton Pl, convert to hardscape plaza	1400 sq ft pavers	Parking	2016	\$2,498	n/a	\$0	2016	\$2,498	\$12,492	\$17,489	City	Local, TAP, LCI	General Fund	\$3,498
T-45	Create New Parking Lot north of connecting street between North Clarendon Ave and Ashton Place on existing City Lot	30,000 sq ft footprint	Parking	2017	\$7,053	n/a	\$0	2018	\$7,053	\$35,266	\$49,372	City	Local	General Fund	\$49,372
	Indicates priority implementation project														
	Total Short Term Project Costs Subtotal \$1,687,062 \$77,500 \$1,679,962 \$8,399,812 \$11,844,337 \$3,901,056														

* Cost shown above includes Option C from the T-34 project options, not Options A, B, or D.

Table 15. Transportation Long-Range Action Plan

ID	Description	Length	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Yr	Contingency Costs	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
LONG TERM PROJECT LIST - YEARS 6-10															
T-1	Trail from N Clarendon Ave through park to Ashton Pl (10' multi-use trail)	950	Trail	2020	\$28,788	2022	\$103,306	2023	\$28,788	\$143,940	\$304,822	City	Local	General Fund	\$304,822
T-2	Trail on west side of N Clarendon Ave from Laredo Dr to PATH crossing (10' multi-use trail)	600	Trail	2019	\$8,160	n/a	\$0	2020	\$8,160	\$40,800	\$57,120	City	Local, TAP, LCI	General Fund	\$11,424
T-8	Hillyer Avenue (Section C): <ul style="list-style-type: none"> • 11' travel lanes in each direction • 8' parallel parking on both sides • 7' landscape zone on both sides with street trees and pedestrian lighting • 8' sidewalk on both sides 	380	Sidewalk / Streetscape	2020	\$105,955	n/a	\$0	2021	\$105,955	\$529,777	\$741,688	City	Local, TAP, LCI	General Fund	\$148,338
T-12	Oak Street (Section E): <ul style="list-style-type: none"> • 10' travel lanes in each direction • 8' parallel parking on east side • 6' landscape zone on both sides with street trees and pedestrian lighting • 5' sidewalk on both sides 	915	Sidewalk / Streetscape	2022	\$147,645	n/a	\$0	2023	\$147,645	\$738,224	\$1,033,514	City	Local, TAP, LCI	General Fund	\$206,703
T-13	Maple Street (Section E): <ul style="list-style-type: none"> • 10' travel lanes in each direction • 8' parallel parking on east side • 6' landscape zone on both sides with street trees • 5' sidewalk on both sides 	580	Sidewalk / Streetscape	2022	\$98,910	n/a	\$0	2023	\$98,910	\$494,552	\$692,373	City	Local, TAP, LCI	General Fund	\$138,475
T-14	Franklin Street (Section F): <ul style="list-style-type: none"> • 10' travel lanes in each direction • 8' parallel parking on east side • 2' landscape buffer on one side • 5' sidewalk on both sides 	1100	Sidewalk / Streetscape	2021	\$123,609	n/a	\$0	2022	\$123,609	\$618,046	\$865,264	City	Local, TAP, LCI	General Fund	\$173,053

* Costs may be shared with redevelopment. Timeframe may be adjusted depending on timing of redevelopment.

ID	Description	Length	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Yr	Contingency Costs	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-15	Washington Street west of Oak Street (Section F): <ul style="list-style-type: none"> • 10' travel lanes in each direction • 8' parallel parking on east side • 2' landscape buffer on one side • 5' sidewalk on both sides 	1365	Sidewalk / Streetscape	2021	\$145,429	n/a	\$0	2022	\$145,429	\$727,145	\$1,018,002	City	Local, TAP, LCI	General Fund	\$203,600
T-16	Olive Street (Section F): <ul style="list-style-type: none"> • 10' travel lanes in each direction • 8' parallel parking on east side • 2' landscape buffer on one side • 5' sidewalk on both sides 	415	Sidewalk / Streetscape	2020	\$46,265	n/a	\$0	2021	\$46,265	\$231,324	\$323,854	City	Local, TAP, LCI	General Fund	\$64,771
T-17	Pine Street (Section F): <ul style="list-style-type: none"> • 10' travel lanes in each direction • 8' parallel parking on east side • 2' landscape buffer on one side • 5' sidewalk on both sides 	900	Sidewalk / Streetscape	2020	\$95,704	n/a	\$0	2021	\$95,704	\$478,522	\$669,930	City	Local, TAP, LCI	General Fund	\$133,986
T-18	Locust Street (Section F): <ul style="list-style-type: none"> • 10' travel lanes in each direction • 8' parallel parking on east side • 2' landscape buffer on one side • 5' sidewalk on both sides 	910	Sidewalk / Streetscape	2020	\$101,445	n/a	\$0	2021	\$101,445	\$507,226	\$710,116	City	Local, TAP, LCI	General Fund	\$142,023
T-20	Lake Street (Section F): <ul style="list-style-type: none"> • 10' travel lanes in each direction • 8' parallel parking on east side • 2' landscape buffer on one side • 5' sidewalk on both sides 	330	Sidewalk / Streetscape	2021	\$41,784	n/a	\$0	2022	\$41,784	\$208,920	\$292,488	City	Local, TAP, LCI	General Fund	\$58,498

* Costs may be shared with redevelopment. Timeframe may be adjusted depending on timing of redevelopment.

ID	Description	Length	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Yr	Contingency Costs	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-23*	Parry St/Washington St Connection (Section C): <ul style="list-style-type: none"> • 11' travel lanes in each direction • 8' parallel parking on both sides • 7' landscape zone on both sides with street trees and pedestrian lighting • 8' sidewalk on both sides 	620	New Street	2016	\$148,885	n/a	\$0	2017	\$148,885	\$744,427	\$1,042,198	City, Private	Local, Private	General Fund	\$1,042,198
T-24*	New Street 2 (Section C): <ul style="list-style-type: none"> • 11' travel lanes in each direction • 8' parallel parking on both sides • 7' landscape zone on both sides with street trees and pedestrian lighting • 8' sidewalk on both sides 	975	New Street	2020	\$207,564	2022	\$0	2023	\$207,564	\$1,037,818	\$1,452,945	City, Private	Local, Private	General Fund	\$1,452,945
T-25*	New Street 3 (Section C): <ul style="list-style-type: none"> • 11' travel lanes in each direction • 8' parallel parking on both sides • 7' landscape zone on both sides with street trees and pedestrian lighting • 8' sidewalk on both sides 	1015	New Street	2020	\$216,079	2022	\$0	2023	\$216,079	\$1,080,395	\$1,512,553	City, Private	Local, Private	General Fund	\$1,512,553
T-26*	New Street 4 (Section C): <ul style="list-style-type: none"> • 11' travel lanes in each direction • 8' parallel parking on both sides • 7' landscape zone on both sides with street trees and pedestrian lighting • 8' sidewalk on both sides 	560	New Street	2020	\$119,216	2022	\$0	2023	\$119,216	\$596,080	\$834,512	City, Private	Local, Private	General Fund	\$834,512

* Costs may be shared with redevelopment. Timeframe may be adjusted depending on timing of redevelopment.

ID	Description	Length	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Yr	Contingency Costs	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-27*	New Western Gateway Street/New Street 1 (Section C): <ul style="list-style-type: none"> • 11' travel lanes in each direction • 8' parallel parking on both sides • 7' landscape zone on both sides with street trees and pedestrian lighting • 8' sidewalk on both sides 	600	New Street	2020	\$127,731	2022	\$0	2023	\$127,731	\$638,657	\$894,120	City, Private	Local, Private	General Fund	\$894,120
T-28*	New Streets 5 & 6 (former Franklin Street): <ul style="list-style-type: none"> • 10' travel lanes in each direction • 8' parallel parking on north side • 2' landscape buffer on one side • 5' sidewalk on both sides 		New Street	2019	\$264,005	2021	\$0	2022	\$264,005	\$1,320,027	\$1,848,038	City, Private	Local, Private	General Fund	\$1,848,038
T-29	Intersection enhancement on North Clarendon Ave on MARTA bridge: <ul style="list-style-type: none"> • Signature landscaping • Relocate existing PATH crossing 100' closer to bridge (close trail, add new road crossing, install 100' of 12' multi-use trail on the other side of the street) • Add new trail crossing south of tracks • Speed table between trail crossings 	n/a	Gateway	2019	\$5,363	n/a	\$0	2021	\$5,363	\$26,816	\$37,542	City	Local, TAP, LCI	General Fund	\$18,771
T-31*	Intersection enhancement on Laredo Drive at MARTA rail <ul style="list-style-type: none"> • Signature landscaping and signage, including kiosk/bike trail map 	n/a	Gateway	2019	\$7,000	n/a	\$0	2021	\$7,000	\$35,000	\$49,000	City	Local, TAP, LCI	General Fund	\$24,500
T-43*	Parking deck (5 stories) in Mill District redevelopment (price is for one story of public use)	30,000 sq ft footprint	Parking	2020	\$240,000	2021		2022	\$240,000	\$1,200,000	\$1,680,000	City	Local, Private	General Fund	\$1,680,000
		Subtotal w/out Developer Projects			\$1,189,058		\$103,306		\$1,189,058	\$5,945,291	\$8,426,714				\$3,284,463
		Subtotal of Developer Projects			1,090,481		0		1,090,481	5,452,404	7,633,366				7,608,866
		Total Long Term Project Costs Subtotal			\$2,279,539		\$103,306		\$2,279,539	\$11,397,695	\$16,060,079				\$10,893,329
		Total Project Costs: Short and Long Term			\$3,966,602		\$180,806		\$3,959,502	\$19,797,508	\$27,904,417				\$14,794,385

Note: Project applications must include a minimum of \$500,000 in order to receive federal funds.
 * Costs may be shared with redevelopment. Timeframe may be adjusted depending on timing of redevelopment.

Table 16. Development Action Plan

ID	Project Name/Description	Start Date	Responsible Party	Estimated Cost	Potential Funding Source
Land Use & Development					
D-1	Rename "Ingleside" District to "Rail Arts District."	2014	Community Development	Staff Time	n/a
D-2	Modify zoning regulations to align with the recommendations in the master plan (see p. 72-73, 82-93, 112, and 114-115).	2014	Community Development	Staff Time	n/a
D-3	Modify comprehensive plan to align with the recommendations in the master plan (see p. 72-73 and 82-93).	2014	Community Development	Staff Time	n/a
D-4	Modify design guidelines to align with the recommendations in the master plan (see Appendix F).	2014	Community Development	Staff Time	n/a
D-5	Mill District (former Fenner Dunlop site)*	2014	Community Development	Staff Time	n/a
D-6	Parking Management Program	2015	Community Development/ Business Community	Staff Time	n/a
D-7	Plaza behind Tudor Village*	2014	Community Development	Staff Time	n/a
D-8	Redevelopment along North Avondale Road and E. College Ave.*	2014	Community Development	Staff Time	n/a
D-9	Institutional building (i.e. senior housing) on Oak Street*	2014	Community Development	Staff Time	n/a
D-10	Adaptive reuse of post office into classrooms, studios, or gallery space*	2016	Community Development	Staff Time	n/a
D-11	Redevelopment of Western Gateway*	2014	Community Development	Staff Time	n/a
D-12	Infill residential development in Rail Arts District*	2014	Community Development	Staff Time	n/a
Economic Development & Programs					
D-13	Facade grants to improve appearance of existing structures	2016	DDA	\$50,000	General Fund
D-14	Branding and marketing strategies	2015	DDA	Staff Time	n/a
D-15	Events, such as concerts, food truck nights, food/beverage festivals	2015	DDA/ Community Development	Staff Time	n/a
D-16	Attract retail shopping and dining businesses through a targeted marketing program.	2016	DDA/ Community Development	Staff Time	n/a
D-17	Small business outreach and education especially to Rail Arts businesses	2016	DDA/ Community Development/ DCA	Staff Time	n/a
D-18	Create available property database linked to target business	2014	Community Development	Staff Time	n/a
D-19	Market Opportunities and Vision to study area businesses and property owners	2014	DDA/ Community Development	Staff Time	n/a
D-20	Create a business assistance team	2015	DDA/ Community Development	Staff Time	n/a

* City to recruit/promote, actual development done by private entity

ID	Project Name/Description	Start Date	Responsible Party	Estimated Cost	Potential Funding Source
D-21	Implement Business Recognition Program	2016	DDA/ Community Development	Staff Time	n/a
D-22	Create residential and commercial property "sales package"	2016	DDA/ Community Development	Staff Time	n/a
D-23	Develop a program/policy/regulations for outdoor dining and merchandising.	2016	DDA/ Community Development	Staff Time	n/a
Urban Design					
D-24	Update Architectural Review Board guidelines	2014	Community Development	Staff Time	n/a
D-25	Implement public art program	2015	DDA/ Community Development	Staff Time	n/a
D-26	Review sign ordinance	2015	Community Development	Staff Time	n/a
Environment & Open Space					
D-27	Amphitheater site	2020	Community Development	TBD	General Fund/TAD
D-28	Skate park	2018	Community Development	TBD	General Fund/TAD
D-29	Dog park	2015	Community Development	TBD	General Fund
D-30	Passive park on MARTA/PATH site	2015	Community Development	TBD	General Fund
D-31	Linear park between Franklin Street and Tudor Village	2015	Community Development	TBD	General Fund/TAD
D-32	Town green	2014	Community Development	TBD	General Fund/TAD
D-33	Public space: deed back required open space to the City as part of the Town green	2014	Community Development	Staff Time	n/a
D-34	Form a greenspace committee to pursue and oversee implementation of new open space	2015	Community Development	Staff Time	n/a
D-35	Perform a Parks and Recreation Master Plan to determine amount and types of city-wide open space needs	2015	Community Development	\$75,000	ARC
Infrastructure					
D-36	Pursue a low-impact development ordinance to encourage practices such as natural landscaping and rainwater harvesting.	2016	Community Development	\$20,000	ARC
D-37	Street network development: perform study and explore policies for city to participate in the creation of the new street grid network with redevelopment sites.	2015	Community Development	Staff Time	n/a
D-38	Create access management guidelines for the North Avondale Road corridor.	2014	Community Development	Staff Time	n/a
D-39	Continue coordination with surrounding jurisdictions on enhancements to Sams Crossing	2014	Community Development	Staff Time	n/a
D-40	Continue coordination with MARTA on the redevelopment of the Avondale MARTA station	2014	Community Development	Staff Time	n/a
D-41	Amend golf cart ordinance to permit crossing US 278	2015	Community Development	Staff Time	n/a

* City to recruit/promote, actual development done by private entity