



City of Avondale Estates
Comprehensive Plan
Community Agenda 2007-2027



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 **Responsive People. Real Partners.**

COMMUNITY AGENDA

INTRODUCTION

The Comprehensive Plan of Avondale Estates serves as a guide for making decisions and setting policies for city officials and staff concerning the future development of the city. This ten year update provides policy for the 2007-2027 planning period, and is undertaken per the Rules of the Georgia Department of Community Affairs (DCA), O.C.G.A. Chapter 110-12-1, effective May 1, 2005.

DCA rules structure the format of the Comprehensive Planning process such that three interlocking components comprise the final plan:

- **Community Assessment:** Summary of existing conditions with supporting data
- **Community Participation:** Program for providing public input opportunities
- **Community Agenda:** Policy goals and strategies for plan implementation

This **Community Agenda** is the heart of the Comprehensive Plan; it articulates the community vision for a 20 year planning period and provides the policy that guides land-use decision making. It also specifies the strategies by which the community intends to pursue its vision. The Community Agenda is based largely on input derived from the community during the process of citizen involvement as outlined in the **Community Participation Program**.

The Community Agenda also relies upon data and information compiled in the **Community Assessment** as a base-line resource from to draw during the development of the Community Agenda.

ORGANIZATION OF COMMUNITY AGENDA



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Comprehensive Plan 2007-2027

This document contains three (3) substantive sections, which include required and optional components of the DCA planning standards.

Section I. Community Vision

General Vision Statement

Future Development Map

Supporting Narrative for Development Areas

Future Development Areas Implementation Measures

Future Development Areas Quality Community Objectives

Section II. Issues and Opportunities

Final list of Issues and Opportunities

Section III. Implementation Program

Short Term Work program

Policies

Long Term and Ongoing Activities

Appendix I. List of Accomplishments to the Short Term Work Program 1998-2003

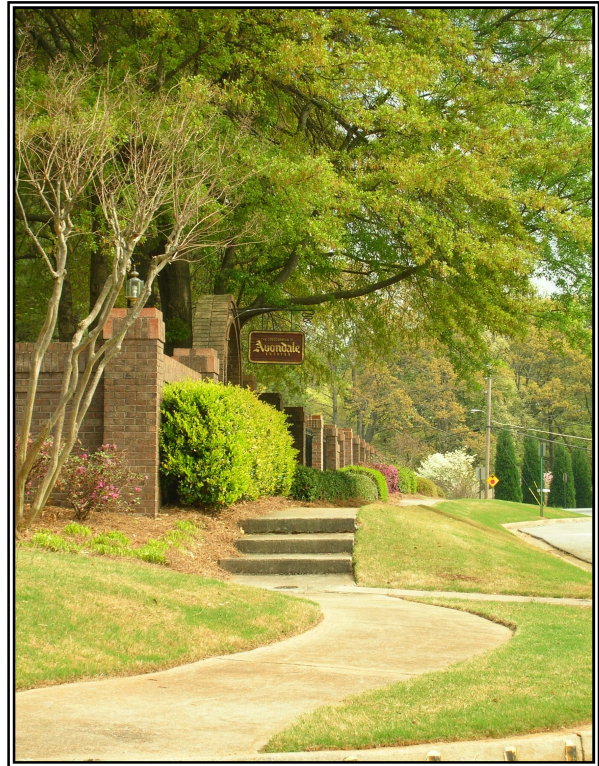
Appendix II. Summary of Community Participation

SECTION I. COMMUNITY VISION

The community vision paints a picture of what Avondale Estates desires to become during the 20 year planning period from 2007 to 2027. It provides descriptive representations of the development patterns to be encouraged within the City. The vision statement below was created by the citizens during the Community Participation Program for this Comprehensive Plan Update and is presented below.

A. Vision Statement

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.



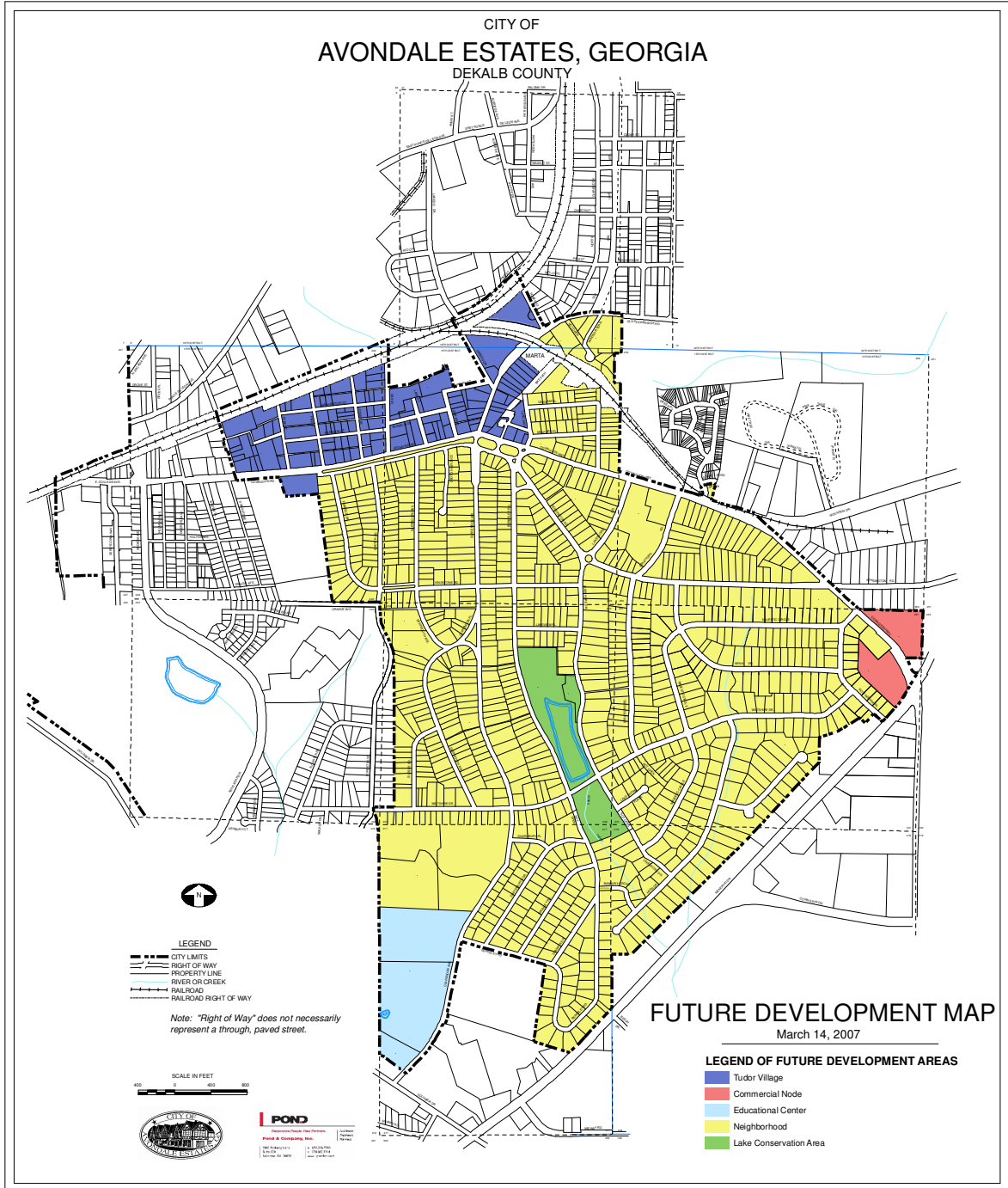
B. Future Development Map

The Future Development Map is the end result of the city's consideration of the character area map developed for the Community Assessment. The character areas designated on the future development map are reinterpretations of the locally devised character areas (based on existing neighborhood characteristics) shown on the character area map in the Community Assessment. The character area map was refined during the community participation process. Citizens and other stakeholders were given the opportunity to show and tell planners the type of development desired or considered appropriate for each of the character areas. This input was discussed with the city's Comprehensive Plan Steering Committee and further refined into the Future Development Map presented herein.

The Future Development Map (FDM) delineates the boundaries of the city's major character areas. It is a visual representation of the city's future development policy. Interpretation of the map is provided in the Supporting Narrative and should be contemplated in a manner that takes the city's zoning, the Quality Community Objectives and other local policies into consideration. The Supporting Narrative included later in this document provides a written and graphic description of the types, forms, styles and patterns of development, which the city will encourage in each area delineated on the FDM. The Supporting Narrative also includes a description of the specific land uses, based on land use categories used on the Existing Land Use Map included in the Community Assessment. It is understood that the city has recently revised and is currently revising portions of its zoning ordinance and may undertake further revisions in the near future. Due to the dynamic nature of the zoning ordinance at this time, zoning categories appropriate for each development area have not been listed in the narrative for each future development area; however, as the city completes further significant zoning revisions, the zoning categories appropriate for each future development area should be subsequently established so that the Comprehensive Plan policy supports those changes.

City of Avondale Estates:
Comprehensive Plan 2007-2027

Future Development Map



C. Future Development Supporting Narrative

The following narratives support the future development areas as established and represented on the Future Development Map.

TUDOR VILLAGE

The Tudor Village area of Avondale Estates is comprised of its Central Business District, its historic core, which includes a mixture of industrial and auto-oriented uses. This combination of businesses has evolved over time; in the future the City envisions a mixed-use downtown featuring restored historic buildings and a range of retail, employment and open space options tied together by new streets, greenways, and pedestrian facilities. There is a great desire for the downtown to be redeveloped in the immediate to very near future; development proposals and work by private developers may

commence as soon as the fall of 2007 or Spring of 2008 as the City works with the developer to initiate the land development process. Most likely any redevelopment in the Tudor Village area will occur in phases over a period of several years. As it redevelops, the Tudor Village will become an Activity Center, a place where the citizens of Avondale Estates will



gather, shop, eat and enjoy the unique environment that blends new and old, bringing modern amenities in line with historic surroundings and peaceful small town environment. Appropriate development types are summarized below, but also detailed in the City's adopted Downtown Master Plan completed and adopted in 2004.

City of Avondale Estates:
Comprehensive Plan 2007-2027

Appropriate Future Development Types

- Commercial
 - Pedestrian oriented
 - Small business
- Government services
- Restaurants
- Services
 - Business
 - Personal
- Housing options
 - Townhouses
 - Residential above retail
- Amenities
 - Open Space
 - Parks
 - Paths
 - Streetscape
 - Community Center



A rendering of future development in the Tudor Village
(From the 2004 Downtown Master Plan)



A rendering of future activity in the Tudor Village from the
2004 Downtown Master Plan

City of Avondale Estates: Comprehensive Plan 2007-2027

COMMERCIAL NODE

Currently, government offices occupy commercial space within an office building on the east side of Covington Highway, making this area a combination of public and institutional uses rather than pure commercial use. There are also neighborhood scale commercial uses such as an Eckerd drugstore. These current uses are not likely to change significantly in the immediate future. The office building is well kept and the highway commercial uses serve a wider population than just that of the City of Avondale Estates. The character of this area is anticipated and desired to remain largely unchanged in the next 10 to 20 years as this is the most appropriate part of the city for highway scale commercial uses.



Commercial office building located in the Commercial Node

Appropriate Future Development Types

- Commercial
 - Larger scale than downtown
 - Offices

City of Avondale Estates:
Comprehensive Plan 2007-2027

EDUCATIONAL CENTER

This area is comprised of recreational fields associated with adjacent institutions, both public and private schools. These facilities are not open to the public and are anticipated to remain under control of the current owners/users for the foreseeable future. This area is designated as an educational center because of the concentration of facilities in a small area as well as its location, which is separate from the Neighborhood area and extends to the edge of the City limits.

Appropriate Future Development Types

- Institutional/ Educational
 - Public
 - Private
- Education
- Recreation



The Paideia School Sports Facilities



Avondale High School Sports Facilities

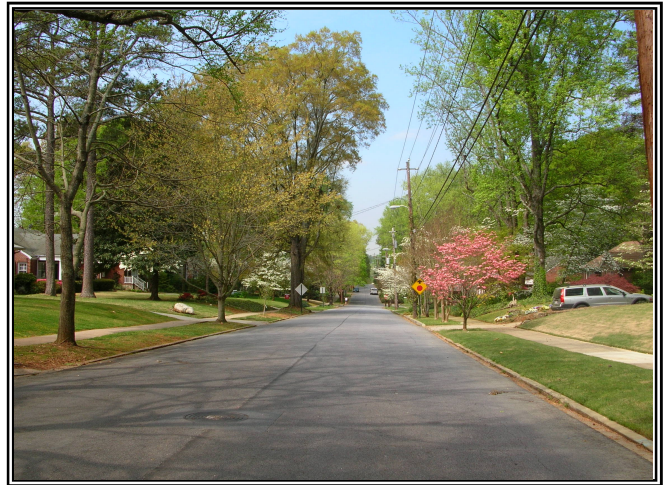
City of Avondale Estates: Comprehensive Plan 2007-2027

NEIGHBORHOOD

The residential areas of Avondale Estates are considered one Neighborhood based on its character and the appropriateness for future development. There are many homes with historic value nestled within the neighborhood; these were designed and built in the style and tradition of notable American architectural periods such as Tudor Revival and Colonial Revival. The core of the neighborhood is representative of the City's history as an early 20th century planned new town. Neighborhood homes are largely well-maintained, there has been recent investment in many home renovations; the

underlying street network and neighborhood fabric is sustainable.

Recent diversity in housing types has emerged in small pockets of the Neighborhood. Residents desire this diversity so that residents of many ages are able to continue living in Avondale Estates even as their housing needs change. The residential neighborhoods make up the majority of the land within the city and serve to connect other areas of



Tree-lined Neighborhood Street

the city. Thus, the neighborhoods are a well integrated and well-connected part of the City. There is not anticipated to be a significant amount of change within the Neighborhood Area during the 10-20 year planning period. Because the Neighborhood is stable, continued maintenance and upkeep of the homes, infrastructure, and the amenities is required in order to preserve it into the future. Continued home renovations, of an appropriate style and scale will likely be commonplace; however, there will be a need to control the proliferation of large, out of scale new homes that are replacing existing, traditionally smaller homes.

City of Avondale Estates:
Comprehensive Plan 2007-2027

Appropriate Future Development Types

- Housing
 - Single family
 - Detached
 - Attached
- Institutional
 - Existing church
 - Existing Elementary school
- Community Facilities
 - Parks



Well maintained Neighborhood homes

LAKE CONSERVATION AREA

The natural areas along Lake Avondale and the lake itself create a valuable natural resource and undeveloped area in the center of the City. The lake is an area that serves as both active and passive greenspace. It is highly valued for the natural habitat and environment it provides in the midst of the Neighborhood. The future development goal for the Lake Conservation area is that it will remain undeveloped. Though surrounded by residential development, the Lake Area itself should be protected and maintained as a natural area not intended for future development. There



Lake Avondale- A valuable resource to be preserved as the Lake Conservation Area

are, however, reported issues in the Lake Avondale environment, such as erosion and maintenance issues. Due to the identification of these issues, the Lake and Lake area were designated as an Area Requiring Special Attention in the Community Assessment of this Comprehensive Plan. These issues will be addressed as part of the Lake Avondale Master Plan, currently underway in 2007. The Master Plan will recommend solutions to the ongoing issues as well as changes to the landscape in the area, but maintain focus on the natural elements of the Lake Conservation Area. The implementation of the Master Plan is supported by the Implementation Plan contained in this Community Agenda.

Appropriate Future Development Types

- Undeveloped
- Preservation of natural environment

D. Future Development Character Area Quality Community Objectives

DCA has established a number of Quality Community Objectives that provide targets for local governments in developing and implementing their comprehensive plans. The Quality Community Objectives to be pursued in each Character Area are listed in the table below.

Quality Community Objective	Character Area				
	Tudor Village	Commercial Node	Educational Center	Neighborhood	Lake Conservation
1. Development Patterns: <i>Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of on each other, and facilitating pedestrian activity.</i>	✓			✓	✓
2. Infill Development Communities: <i>should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.</i>	✓			✓	
3. Sense of Place: <i>Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.</i>	✓				

City of Avondale Estates:
Comprehensive Plan 2007-2027

Quality Community Objective	Character Area				
	Tudor Village	Commercial Node	Educational Center	Neighborhood	Lake Conservation
<p>4. Transportation Alternatives: <i>Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.</i></p>	✓			✓	
<p>5. Regional Identity: <i>Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.</i></p>	✓				
<p>6. Heritage Preservation <i>The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.</i></p>	✓			✓	✓
<p>7. Open Space Preservation <i>New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.</i></p>	✓		✓	✓	✓

City of Avondale Estates:
Comprehensive Plan 2007-2027

Quality Community Objective	Character Area				
	Tudor Village	Commercial Node	Educational Center	Neighborhood	Lake Conservation
<p>8. Environmental Protection: <i>Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.</i></p>					✓
<p>9. Social and Economic Development: Growth Preparedness <i>Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.</i></p>	✓				
<p>10. Social and Economic Development: Business Appropriateness <i>The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.</i></p>	✓	✓	✓		

City of Avondale Estates:
Comprehensive Plan 2007-2027

Quality Community Objective	Character Area				
	Tudor Village	Commercial Node	Educational Center	Neighborhood	Lake Conservation
<p>11. Social and Economic Development: Employment Options <i>A range of job types should be provided in each community to meet the diverse needs of the local workforce.</i></p>	✓	✓	✓		
<p>12. Social and Economic Development: Education Opportunities <i>Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.</i></p>		✓	✓		
<p>13. Social and Economic Development: Housing Choice <i>A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.</i></p>	✓			✓	
<p>14. Governmental Relations: Regional Solutions. <i>Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.</i></p>	✓	✓	✓	✓	✓

City of Avondale Estates:
Comprehensive Plan 2007-2027

Quality Community Objective	Character Area				
	Tudor Village	Commercial Node	Educational Center	Neighborhood	Lake Conservation
<p>15. Governmental Relations: Regional Cooperation. <i>Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.</i></p>	✓		✓		✓

E. Future Development Character Area Implementation Measures

The implementation measures in the table below may be used to ensure that the above Character Areas planned for future development will develop with the desired development patterns.

Character Area	Implementation Measure	Description
Tudor Village	Land Assembly for Redevelopment	Encourage the Acquisition of key land parcels, where redevelopment is desired, by private developers.
Tudor Village	Shared Parking	By encouraging property owners to share their parking facilities, the amount of land needed to develop parking lots is greatly reduced. Shared parking works best in mixed use areas where adjacent buildings are used for different purposes and use parking spaces at different times of day.
Tudor Village	Flexible Street Design Standards	Revising street design requirements in local development regulations to adjust streets to the scale of the neighborhood and types of traffic they serve. Revisions may include reducing required street widths, requiring bicycle lanes, or adding on-street parking.
Tudor Village	Niche Marketing	Marketing the community as a regional center for a particular purpose or attraction, such as the Tudor Village
Commercial Node	Rural/Suburban Arterial Corridor Overlay	Establishing an amenity zone adjacent to arterial corridors to provide for sidewalks and other enhancements, and to manage development patterns.
Educational Center	Adaptive Reuse	Modified use of property and structures should use or ownership change
Neighborhood	Historic Resources Design Standards	Design standards for infill and material changes to historic properties or districts to maintain historic integrity and significance.
Neighborhood	Residential Infill Development	Ensuring that new residential infill development is compatible with its neighborhood.

City of Avondale Estates:
Comprehensive Plan 2007-2027

Character Area	Implementation Measure	Description
Lake Conservation Area	Low Impact Development (LID)	Using various land planning and design practices and technologies to conserve and protect natural resource systems and reduce infrastructure costs.
All	Assessing Impact of Annexation	Annexation provides a method to assure the orderly provision of urban services to densely populated or developed areas located on the fringe of a municipality.
All	Sign Regulations	Controlling the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertising signs. Billboards a concern in Avondale Estates
All	Design Standards or Guidelines	Community design standards or guidelines can ensure that the physical appearance of new development (or improvements to existing properties) is compatible with the character of a community, is built to a high standard, and has a pleasant appearance.
All	Sidewalk and Pedestrian Network Design	An effective sidewalk and pedestrian network creates healthy neighborhoods and commercial areas. Proper design provides for more pedestrian-friendly street environments, affords appropriate access for bicyclists, and facilitates implementation of the community's multi-modal transportation element of its comprehensive plan.
All	Traffic Calming	Physical improvements designed to decrease traffic speed and increase the pedestrian-friendliness of roadways. Typical traffic calming improvements include bump-outs, pedestrian refuges, landscaped medians, raised crosswalks, narrower traffic lanes, and creation of on-street parking.
All	Traffic Impact Studies	Enables local governments to determine the transportation demands of development proposals and provide for reduction of adverse impacts on the transportation system.

City of Avondale Estates:
Comprehensive Plan 2007-2027

Character Area	Implementation Measure	Description
All	Trails and Greenway Networks	Trails and greenways positively impact individuals and improve communities by providing not only recreation and transportation opportunities, but also by influencing economic and community development.
All	Walkability	Neighborhood design for walkability is concerned with the extent and size of the sidewalk network, its internal and external connectivity, and the attractiveness and security of the sidewalks and street crossings.
All (as applicable)	Tax Allocation District (TAD)	Establishing a redevelopment district (area with vacant commercial or residential properties, blighted conditions, and/or need for environmental remediation) to provide public financing for redevelopment activities through the pledge of future incremental increase in property taxes generated by the resulting new development.
All	Analyze Financial Impacts of Growth	Using the financial and fiscal impacts of development patterns on the local economy and on local budgets to help determine types of development patterns desired and needed.
All	Financing Infrastructure Improvements	Evaluating various financing methods for creating new infrastructure.
All	Landscaping Guidelines/Ordinance	May include requirements for protection of existing trees, planting of trees that will create a certain amount of shade over time, establishment of landscaped strips as buffers between developments, etc. Benefits include creation of safe shaded areas for pedestrians and bicyclists, preservation and restoration of natural resources.
All	Establish Processes for Joint Decision-Making About Facilities and Infrastructure	Create and maintain processes for joint decision-making, and strategies for collaborative planning, about facilities and infrastructure:
All	Coordinated Development Review Process	Coordinating development review, with all parties involved, to streamline process and decrease overall review time.

City of Avondale Estates:
Comprehensive Plan 2007-2027

Character Area	Implementation Measure	Description
All	Intergovernmental Service Agreement	Provisions for cities and counties to share resources in the areas of planning, land use regulation, building inspection, and code enforcement.
All	Service Delivery Strategy	Establishing a service delivery strategy, for the current and future provision of local services, that promotes effectiveness, cost efficiency, and funding equity.



SECTION II. ISSUES AND OPPORTUNITIES

This section represents the list of final, locally agreed upon *Issues* and *Opportunities* that the community will address during the 20 year planning period; the final list was pared down from the list presented in the Community Assessment by utilizing citizen and Steering Committee input. They are based on the *Issues* and *Opportunities* in the Community Assessment and have been refined and prioritized through the Community Participation Process. Each *Issue* and *Opportunity* is addressed in the implementation program presented in the following Section.

1. **Downtown/ CBD redevelopment.** This area has been named the Tudor Village Character Area for future development and plan implementation purposes. A Master Plan for the downtown was adopted in 2004 and there is support for that plan. However, there is also concern about some of the recommendations in the plan. Despite the difference in opinion over the details of the Master Plan, it is clear that the overwhelming majority of citizens, elected officials, and city staff fully support the revitalization of downtown Avondale Estates. The comments provided on the need to revitalize downtown include concerns that the aged and decayed business district does not serve the community; it needs to be developed in a unified manner, be made attractive and viable for long-term business and retail, and more pedestrian friendly. Some other concerns about the redevelopment include that it should keep the historical characteristics, strengthen the tax base, and provide important amenities such as a grocery store and more living space such as lofts. The downtown redevelopment will require a major private investment in addition to the efforts of the City in working toward addressing this *issue* and capitalizing on a prominent *opportunity*. The downtown was the primary *Area Requiring Special Attention* as established in the Community Agenda.

2. **Educational Improvements.** There is a widespread concern for the quality of the public schools that are currently accessible to the residents of Avondale Estates. While the Education Association works with the DeKalb County Board of Education to the extent possible, there is a need to maintain awareness of other solutions. The residents would like viable public schools to which the majority of Avondale Estates residents are willing to send their children. There may be *opportunities* in the future for residents to take action such as the creation of a Charter School if allowed via new legislation, or the connection to an adjoining school district if the city were to annex in such a way to make that feasible. Maintaining communication with the Board of Education on the performance and status of schools serving Avondale Estates is important *issue* for the City.

3. **Parks and Recreation Improvements.** There is concern about the provision and maintenance of parks and recreational facilities within the City. Some of the concern is centered on the absence of a recreational center for all ages. There is an *opportunity* to work community facilities such as a community center into the downtown redevelopment. The lack of available land in other parts of the City is an issue that prevents the active exploration of placing a community center in the neighborhood. There is another *opportunity* for the creation of new and enhanced green or otherwise landscaped open space within the Tudor Village area as it redevelops. This will take coordination among the City and development groups responsible for the layout of individual projects or the area as a whole. Another *opportunity* related to improving parks and recreation is the impending completion of the Lake Avondale and Lake Park Master Plan, the implementation of which over the next few years will provide new resources for the community. One *issue* related to recreation was the desire by many to have the pool open more of the year; however, the pool is a private entity and its operations are not controlled by the City. Thus, this is not an issue to be addressed during the 20 year planning period.

4. **Vehicular and pedestrian traffic- fixing the “highway problems”.** The traffic flow on North Avondale and Clarendon Avenue is often restricted due to high volume especially during peak hours. An additional issue is related to reported excessive speed on these primary routes through the City. Because Avondale is a cut-through neighborhood between Columbia and Memorial Drives, there are many people using these streets to access destinations outside of Avondale Estates. There is an *opportunity* to further study these conditions or to investigate recommendations proposed in the Bypass Study which was completed in 2004. There is also a desire to ensure that new development in the town center does not compromise the downtown street network; existing narrow streets and small blocks serve as traffic calming measures and provide multiple routes. The *opportunity* for sidewalk improvements is also ongoing, as the downtown street system offers only around 30% of its full sidewalk potential, though some streetscape improvement has occurred in recent years.

5. **Infrastructure improvements.** There is recognition of the *issue* that the City’s infrastructure has become aged and will need upgrading through investment as redevelopment occurs. Specific items of concern are Stormwater, streets and roads, water and sewer capacity. The recently created Stormwater Enterprise fund needs monitoring to ensure reserves meet the targeted levels by the 2009 time frame. Due diligence and planning for a \$2-\$3 million expenditure will be required to move forward on redevelopment; this is an opportunity for a joint public/private partnership between the City and developers as well as between the City and funding agencies. The roads and streets are an ongoing issue which link general maintenance with larger projects such as Stormwater concerns. The City contracts with the County for road maintenance and a reported *issue* is that the County does not mill roads prior to resurfacing, which leads to loss of curb and eventual stormwater flow problems. The City should work with the County to address this as well as any larger transportation projects that are programmed for the City during the planning period.

6. **Infill housing.** There is a significant concern about the *issue* of infill housing. The current regulations in the City are not appropriately controlling the placement of large out-of-scale homes, sometimes called “McMansions”, and pop-up additions on existing homes that create out-of-scale features.

7. **Annexation and awareness of surrounding land use activities.** Though the City has not considered much annexation in the recent past, there are opportunities for future annexation that may benefit the City. Avondale Estates is not currently pursuing any action related to annexation but feels there is an *opportunity* to stay aware and closely monitor changing land use conditions in the areas immediately surrounding the City.

8. **Updated Land Use Regulations.** The City has recently completed a commercial zoning update and is currently undergoing a residential Zoning update. There will be a need to focus efforts on the successful implementation of these policies in order to capitalize on other opportunities, such as the redevelopment of the Tudor Village. The city will also recognize the need to enhance enforcement capacities as new ordinances are created, and possibly revisit the functionality of the Design Review Board and enhance its capacities. With new development may come *issues* related to historic appropriateness; the city intends to continue to modify its design guidelines in order to maintain its historic preservation efforts. Lastly, there have been *issues* with permit coordination between the City and County. There is an *opportunity* to promote better intergovernmental cooperation with DeKalb County regarding site development permits via establishing mechanisms for greater participation.

SECTION III. IMPLEMENTATION PROGRAM

The implementation program is the overall strategy for achieving the Community Vision and for addressing each of the Community Issues and Opportunities listed in the previous section. It identifies specific measures to be undertaken by the community to implement the plan. The Implementation Program includes Policies and the Short Term Work Program for the next five years.

A. Policies

The following policies are designed to help Avondale Estates in the decision-making process to achieve the City's Vision and address community issues. They are based on the DCA's State Planning Recommendations, community input, and the Downtown Master Plan.

Economic Development

- Encourage the development of the Tudor Village as a vibrant activity center as established in the 2004 Downtown Master Plan.
- Implement plans and regulations that assist in accommodating new development while enhancing existing local assets.
- Seek and adopt alternative financing that will allow quick implementation of the vision.

Natural and Cultural Resources

- We will manage the completion of and implement the Lake Avondale Master Plan.
- Land and transportation networks will be developed and managed to ensure the quality of our air and water.
- We will incorporate the connection, maintenance and enhancement of greenspace in all new development.

Facilities and Services

- Increase investment in community amenities.
- Create priority program of work for addressing stormwater issues in Avondale Estates.
- We will make efficient use of existing infrastructure as well as future investments and expenditures for capital improvements and long-term operation and maintenance costs.
- We will ensure that new development does not cause a decline in locally adopted level of service and that capital improvements or other strategies to accommodate the impacts of development are made or provided for concurrent with new development.

City of Avondale Estates: Comprehensive Plan 2007-2027

Housing

- Complete and implement a residential zoning update.
- Enhance residential preservation through updated historic design guidelines.
- Our neighborhood will be an interactive community where people have easy access to schools, parks, residences and businesses through sidewalks, bike accessible paths, roads and public transportation.

Land Use

- Continue to promote holistic planning for redevelopment of the Tudor Village.
- Update historic design guidelines to address more infill housing and other recent concerns related to blending old and new development.
- Create sign standards for the City, focusing on the Tudor Village and major through town routes such as North Avondale Road and Clarendon Avenue.

Transportation

- Continue to work to ensure that vehicular traffic will harm neither the residential nature of our neighborhood nor the character of the Tudor Village through the use of appropriate design features, maintenance and traffic calming measures.
- New and reconstructed roadways will reflect community standards of aesthetics, environmental stewardship and urban design.
- We will prioritize traffic studies such that recommendations are made prior to or in conjunction with redevelopment.
- We will address the location, vehicular/pedestrian/open space design, landscaping, and furnishing of residential and non-residential streets as one of the community's most important components contributing to the character, structure and development pattern of the community.
- We will ensure connectivity between road network, and pedestrian/bike paths via programs for sidewalk and streetscape improvements.

Intergovernmental Coordination

- Maintain a close working relationship with DeKalb County regarding county services to Avondale Estates.
- Maintain required Service Delivery Strategy document outlining the service agreements between jurisdictions.
- Ensure coordination of future development reviews with DeKalb County and surrounding cities when necessary.
- Coordinate local transportation planning with regional plans for Road Improvements, corridor studies, MARTA, and other applicable agencies/entities.

City of Avondale Estates:
Comprehensive Plan 2007-2027

B. Short Term Work Program

The Short Term Work Program identifies specific implementation actions the City intends to take during the first five-year time frame of the twenty year planning period. This includes any ordinances, administrative systems, community improvements or investments, financing arrangements, and other programs or initiatives to be put in place for the purposes of plan implementation.

Each item in the Short Term Work Program includes a target date, a responsible party, a cost estimate, and funding source. The Short Term Work Program for Avondale Estates is presented in the following table. The List of Accomplishments for the 1998-2003 Comprehensive Plan is included in the Appendix of this Community Agenda.

City of Avondale Estates Implementation Plan - Short Term Work Program 2007-2011								
	2007	2008	2009	2010	2011	Responsibility	Estimated Cost	Potential Funding Sources
Economic Development								
Master Plan Implementation (focus on downtown redevelopment)	X	X	X	X	X	City, Private Developers		public/private funds
Tudor Village Renovation	X	X	X	X		City, Private Developers		private
Natural and Cultural Resources								
Complete Master Plan for Lake Avondale	X					City		City
Implement Lake Avondale Master Plan		X	X			City		City, grants
Additional work on Historic Design Guidelines	X	X	X	X	X	Historic Preservation Commission		City
Implement City Tree Protection & Planning Program	X	X				City		City, TreeUSA grants

City of Avondale Estates:
Comprehensive Plan 2007-2027

	2007	2008	2009	2010	2011	Responsibility	Estimated Cost	Potential Funding Sources
Community Facilities and Services								
Stormwater Management (including priority program of work, i.e. Lake Avondale Dam, Bird Sanctuary)		X	X	X		City/County Enterprise fund	\$50,000 (2008) \$75,000 (2009) \$75,000 (2010)	City
Continue implementing Streetscape Improvement Program		X	X	X		City		City, grants, private funds
Continue implementing local Sidewalk Improvement Program	X	X	X	X	X	City		City
Expand Public Works Facility				X		City	\$100K	City
Housing								
Continue active program of code enforcement	X	X	X	X	X	City		City
Establish Plan/Regulations to address infill housing	X	X				City		City

City of Avondale Estates:
Comprehensive Plan 2007-2027

	2007	2008	2009	2010	2011	Responsibility	Estimated Cost	Potential Funding Sources
Land Use								
Prepare Annexation Study (include Fiscal Impact Analysis)		X				City	\$10K	City
Complete Zoning updates - Residential	X					City		City
Retain City Planner for development reviews	X	X	X	X	X	City		City
Transportation								
Continue ISTEAs Streetscape Improvements	X	X				City		City, ISTEAs funds
New Streets and Improvements Programmed in Master Plan	X	X	X	X	X	City, Private Developers		Private, LCI funds
Priority Pedestrian Projects on existing streets (from Master Plan)	X	X	X	X	X	City, Private Developers		City, Private, LCI funds
Intergovernmental Coordination								
Update Short-Term Work Program on an annual basis	X	X	X	X	X	City	\$1K/yr.	City
Service Delivery Strategy	X					City		City
Fire Station Redevelopment (coordinate with State/County)	X	X	X			County/ State Legislature		State/County

APPENDIX I: ACCOMPLISHMENTS TO THE 1998-2003 SHORT TERM WORK PROGRAM

List of Accomplishments to the 1998-2003 Comprehensive Plan Short Term Work Program				
Project or Activity from Previous Short-Term Work Program (STWP)	Responsible Party	Year (from previous STWP)	Status	Explanation for Postponed or Not Accomplished Project or Activity
Evaluate options re: Tudor Village	City	1999	Completed - Master Plan surveyed/listed properties	
Implement Tudor Village Renovation Program	City	2000-2003	Not Completed	The properties were surveyed; no further action was taken due to funding constraints
Amend Zoning Ordinance to create Tudor Village specialty retail district	City, Consultant	1999-2000	Completed	
Prepare Economic Development Plan	City, Consultant	1999-2000	Completed	
Continue ISTEAscape Improvements	City	1999-2001	Currently Underway - One of two phases completed	Will revisit continuing this program in 2008-2009
Prepare, adopt, and implement a groundwater recharge area protection ordinance and wetlands protection ordinance	City, Consultant	1999	Completed	

City of Avondale Estates:
Comprehensive Plan 2007-2027

Project or Activity from Previous Short-Term Work Program (STWP)	Responsible Party	Year (from previous STWP)	Status	Explanation for Postponed or Not Accomplished Project or Activity
Undertake improvements to Lake Avondale (drainage, streambank stabilization, landscaping)	City, Consultant	1999-2000	Completed	
Review and amend Historic Design Guidelines	City, Consultant	2000	Completed	
Implement City Tree Protection Program	City	2000	Completed	
Prepare Recreation Master Plan	City	2001	Not Completed	This was not completed; there is little physical space for recreational facilities growth
Construct Police Department Evidence Room	City	1999	Completed	
Renovate tennis courts at City Park	City	1999	Completed	
Continue implementing Streetscape Improvement Program	City	1999-2001	Completed	
Prepare Digital Water and Wastewater System Maps	City	1999	Not Completed	City does not own the system

City of Avondale Estates:
Comprehensive Plan 2007-2027

Project or Activity from Previous Short-Term Work Program (STWP)	Responsible Party	Year (from previous STWP)	Status	Explanation for Postponed or Not Accomplished Project or Activity
Continue Sidewalk Improvement Program	City	1999-2001	On-going	
Expand Public Works Facility	City	2000-2001	Not Completed	Not a priority but may come on line in future
Continue active program of code enforcement	City	1999-2003	Completed	
Conduct comprehensive update of Zoning Ordinance	City, Consultant	1999-2000	Currently Underway	Commercial zoning overhaul in 2006, residential in 2007
Evaluate Design Review Standards for commercial and industrial districts (non-historic)	City	1999	Completed - part of Master Plan	
Prepare Annexation Study	City, Consultant	1999	Not Completed	Postponed- Annexation and fiscal impact analysis likely in 2007-2008
Prepare digital land use maps	City, Consultant	1999	Completed	New Future Land Use Map 2004
Update Short-Term Work Program on an annual basis	City	1999-2003	On-going	An update (other than capital budgeting) was not done between 2003 and 2007
Retain consulting City Planner	City	1999	Complete and ongoing	Ongoing Zoning updates currently in 2007

APPENDIX II: SUMMARY OF COMMUNITY PARTICIPATION

The results of the community participation efforts from the 2004 Downtown Master Plan, The Avondale Mall Annexation Request and TAD, the Downtown Redevelopment Proposal, and the Lake Master Plan are presented in the Community Participation Program. The results below are from subsequent meetings designed to update and supplement the results from the previous plans.

Informational Kick-off with the City

This event was held December 20, 2006 and convened by the Mayor and Steering Committee. During the Kick-off, the roles of the parties involved in the Comprehensive Plan update were defined and the Community Meeting schedule was determined.

Public Hearing

As required under the State minimum standards, an initial public meeting took place on January 17, 2007. At the hearing, the community was briefed on the Comprehensive Plan process and presented with the Schedule of Activities and State Approval Timeframe. Additionally, proposed changes to the Community Assessment and Public Participation Plan were presented. Lastly, the public was informed of available resources. After the presentation, public comments were received and recorded.

Steering Committee

A Steering Committee, comprised of four appointees and the Mayor, was established by the Board of the Mayor and Commissioners (BoMC) to work with the Consultants, coordinate and attend community meetings, and make recommendations to the BoMC. The initial meeting of the Steering Committee took place during the Informational Kick-off on December 20, 2006. The Consultants defined and explained the planning process and the responsible parties. Background information was reviewed, as was a suggested timeline and the public meeting schedule.

A second meeting of the Steering Committee took place January 10, 2007. At the meeting, preparations were made for the January 17, 2007 Public Hearing. The Steering Committee then identified a list of stakeholder groups in the community and adopted a meeting schedule. The meeting concluded with a discussion of community assessment issues and inventory. Follow-up actions were assigned to individual parties.

A third meeting of the Steering Committee took place February 7, 2007. The January Public Hearing was reviewed, as were edits to the community assessment per the Steering Committee's previous discussion and commentary at the January 10, 2007 meeting. Additional comments were received and the Steering Committee prepared for the February 19, 2007 Community Meeting.

The fourth meeting of the Steering Committee took place on March 7, 2007. The February 19, 2007 Community Meeting was reviewed and clarification made to issues raised at that Meeting. The Community Vision Statement was refined and Character Areas for the Future Development Map were edited. Additional Issues and Opportunities were discussed, including priority policies and goals. Lastly, preparations were made for the March 14, 2007 Community Meeting.

Public Community Meetings

Two Community Meetings have been held in addition to the Public Hearing on January 17, 2007. The first Public Community Meeting was held on February 19, 2007 and began with an overview of the planning process. The Community Vision was reviewed and a discussion of Community Character followed. The adopted Future Land Use Map was reviewed, along with recommended new Character Areas. A discussion of Issues and Opportunities followed.

The second Public Community Meeting was held on March 14, 2007 for the purpose of continuing to develop the Community Agenda. The meeting began with a review of the planning process and the prior public meeting. The draft of the Future Development Map was presented and opened up for discussion and comment. A discussion of implementation, with regard to short-term actions and long-term goals, followed the Map discussion. The following pages include the Agendas and comment cards presented at the two community meetings. The results from these comment cards were used to formulate the final list of issues and opportunities and policies.

Public Meeting Agendas and Comment Cards

**CITY OF AVONDALE ESTATES
COMPREHENSIVE PLAN
PUBLIC MEETING: FEBRUARY 19, 2007**

- I. 7:00 PM. Welcome and Introductions – Mayor McCumber, Chair
Comprehensive Plan Steering Committee
- II. 7:05 PM. Purpose of Meeting – Dan Cohen, Pond & Company
- III. 7:10 PM. Overview: Project Schedule and Planning Process – Dan Cohen
- IV. 7:25 PM. **Community Input:** Re-affirm Vision – Michelle Beesten, Pond & Company
- V. 7:40 PM. Discussion of Community Character – Michelle Beesten
 - Review Adopted Future Land Use Map (existing adopted)
 - Review Recommended Character Areas (new)
 - Comments on Map
- VI. 7:55 PM. **Community Input:** Issues and Opportunities – Michelle Beesten
Receive community comments on each topic
 - Population
 - Economic Development
 - Natural and Cultural Resources
 - Housing
 - Land Use
 - Transportation, Public Facilities, Services
 - Intergovernmental Coordination
- VII. 8:55 PM. Next Steps – Dan Cohen
- VIII. 9:00 PM. Adjourn – Mayor McCumber

Thank You!

COMMENT CARD

CITY OF AVONDALE ESTATES
COMPREHENSIVE PLAN
PUBLIC MEETING: FEBRUARY 19, 2007

What are the top three issues you most want addressed for Avondale Estates?

What is it about Avondale Estates that you are most proud of and want to see cultivated?

What things are the top three goals you want Avondale Estates to pursue over the next 10 years?

Other Comments:

Your name and email address (optional):

**CITY OF AVONDALE ESTATES
COMPREHENSIVE PLAN
PUBLIC MEETING: MARCH 14, 2007
AGENDA**

- I. 7:00 PM. Welcome and Introductions – Mayor McCumber, Chair
Comprehensive Plan Steering Committee
- II. 7:05 PM. The Comprehensive Plan Process and Purpose of Meeting-
Michelle Beesten, Pond & Company
- III. 7:25 PM. Overview: Previous Public Meeting – Dan Cohen, Pond & Company
- IV. 7:40 PM. Draft Vision Statement – Michelle Beesten
Comment cards provided for written responses
- V. 8:00 PM. Draft Future Development Map – Holly Shiver, Pond & Company
 - i. Process of creation
 - ii. What each area represents
 - o Character
 - o Appropriate development types
 - iii. Does this reflect the desired future?
 - iv. Comments on appropriate development types for each area
- VI. 8:30 PM. Implementation- Holly Shiver
 - i. Short-term actions
 - ii. Long term goals
- VII. 8:45 PM. Next Steps – Dan Cohen
 - i. Draft Community Agenda
 - ii. Steering Committee Meeting to review draft
- VII. 9:00 PM. Adjourn – Mayor McCumber

Thank You!

COMMENT CARD

**CITY OF AVONDALE ESTATES
COMPREHENSIVE PLAN
PUBLIC MEETING: MARCH 14, 2007**

Does the Community Vision presented tonight represent your thoughts on what Avondale Estates should be in 2027?

Does the Future Development Map presented tonight represent accurately what Avondale Estates should be in 2027?

Other Comments:

Your name and email address (optional):



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