

# Request for Qualifications

For Phase I of the Redevelopment of Thomasville Heights



CREATED BY:



ATLANTA  
URBAN DEVELOPMENT





# FOREWORD

AUD is a specialized nonprofit tasked with turning public land assets into attractive, amenity-rich, mixed-income housing developments that offer quality, affordable, stable homes for all Atlantans. AUD is positioned to work flexibly with both private-sector developers and public land-owning agencies to realize new developments that will have a positive impact on residents, neighborhoods, and the city as a whole. The AUD model prioritizes long-term affordability and public control of assets via a new approach to public land development. By offering a unique toolkit of financial resources, AUD can achieve its affordability goals without relying on scarce, over-tapped resources such as the Low-Income Housing Tax Credit. AUD is pleased to announce the first phase of redevelopment in Thomasville Heights and the beginning of a new chapter in the neighborhood. We cordially invite you to be a part of this historic endeavor.

**John Majors**

CEO

Atlanta Urban Development Corp

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# 01

## INTRODUCTION TO OPPORTUNITY

The Atlanta Urban Development Corporation (d/b/a Atlanta Urban Development, or “AUD”) cordially invites your firm to participate in this Request for Qualifications (“RFQ”) aimed at identifying a partner for Phase I of the redevelopment of Atlanta Housing-owned land located on the north side of McDonough Boulevard between Welch Street and Moreland Avenue in the Thomasville Heights neighborhood of Atlanta (“The Property”).

Phase I of the Thomasville Height redevelopment initiative aims to plant the first seeds of new development in the Thomasville Heights neighborhood, reaffirming Thomasville Heights as a strong, inclusive community, and providing opportunities for former residents of nearby Forest Cove Apartments and Thomasville Heights to return to the neighborhood. Phase I prioritizes the creation of 80 to 120 units of medium-density housing on the portion of the Property northwest of the existing Henry Thomas Dr SE, at a healthy mix of tenures, affordability levels, and typologies. Future phases of the redevelopment initiative for the remainder of the Property, with a higher mix of densities and uses, will be procured separately (see Development Strategy section below).

The Property, owned by Atlanta Housing, was the former home to the Thomasville Heights public housing development and has stood vacant since the project’s demolition in 2010. Due to its size and prominent location, the Property represents an anchor of the Thomasville Heights community, and a key component of the successful revitalization of the neighborhood. Between 2022 and 2023, neighborhood advocates brought together planning professionals, local nonprofits, and local philanthropic leaders to create a blueprint for the revitalization of the community – the Thomasville Heights Neighborhood Plan. The Neighborhood Plan envisions over 2,000 units of new housing and 100,000 square feet of commercial space in the neighborhood over the next decade. Of these, 800 units of affordable and mixed-income housing are expected to be built at the Property, as well as community, commercial and recreational facilities and new connections between Thomasville Heights and amenities to the north and south, all to be completed by 2030. Building off this blueprint, AUD has partnered with the City of Atlanta, Atlanta Housing, and a coalition of local advocates to kick-off the first phase (“Phase I”) of the redevelopment initiative through this RFQ.

Phase I is a component part of a grander community revitalization vision. AUD, as a development partner in this redevelopment, is prepared to coordinate across stakeholders and offer multiple proprietary financial tools and resources to make Phase I a success. The Thomasville Heights redevelopment initiative marks a strong collaboration between AUD, the City of Atlanta, Atlanta Housing, the Community Foundation for Greater Atlanta (CFGA), local nonprofit Focused Community Strategies (FCS), and myriad other neighborhood groups. These groups not only provide a deep familiarity with the Thomasville Heights community and residents, but also financial resources to ensure that the redevelopment remains affordable and available to residents of all walks of life. This work is emblematic of Mayor Andre Dickens’s refrain that Atlanta is a group project, and AUD is proud to represent and work with this strong coalition. AUD requests submissions from qualified Respondents demonstrating the technical, community, and financial capacity required to launch redevelopment through a dynamic public-private partnership model. After evaluation, the selected Respondent will be given the opportunity to collaborate with AUD to finalize a development concept and plan. AUD does not intend to issue a Request for Proposal at any stage of the Phase I procurement or development.

# Site Background

Phase I of the redevelopment initiative is planned for a portion of the parcel at 0 Moreland Dr SE (Parcel ID 14 0008 LL0152). The remainder of the parcel, as well as the adjacent parcel, 0 McDonough Boulevard SE (Parcel ID 14 0008 LL0160), will be the subject of future phases, but is not included in Phase I.

The 36-acre Thomasville Heights site was formerly a 350-unit Atlanta Housing public housing development built in 1967 as a part of the Thomasville urban renewal project. The site today retains evidence of the former housing in the terracing and the mature trees marking some courtyard areas, including in the Phase I area.

The property includes a small creek that runs through the northwest corner of the site before channeling underground across the interior of the Property. AUD does not intend for the Phase I development to include major investments in water management, although AUD will work with the selected partner to ensure that Phase I development aligns seamlessly with future planning and infrastructure needs on the site. The site is served by existing utilities in the public right-of-way. The exceptional location is one of the site's greatest assets. Located in Southeast Atlanta, the site abuts the revitalizing Moreland Avenue corridor and is a short distance from regional destinations such as the Atlanta Beltline, South River Forest, the Lake Charlotte Nature Preserve, and Hartsfield-Jackson International Airport. It offers future residents proximity to desirable parks and trails, neighborhood retail, nightlife and services.

Atlanta Housing will be required to receive approval from the Department of Housing and Urban Development's ("HUD") Special Applications Center ("SAC") to dispose of the land to the development entity for Phase I and subsequent phases of redevelopment. This disposition process will include a HUD Environmental Assessment. Securing approval for HUD disposition takes approximately 180 days. Atlanta Housing will work closely with the development team when coordinating with HUD.



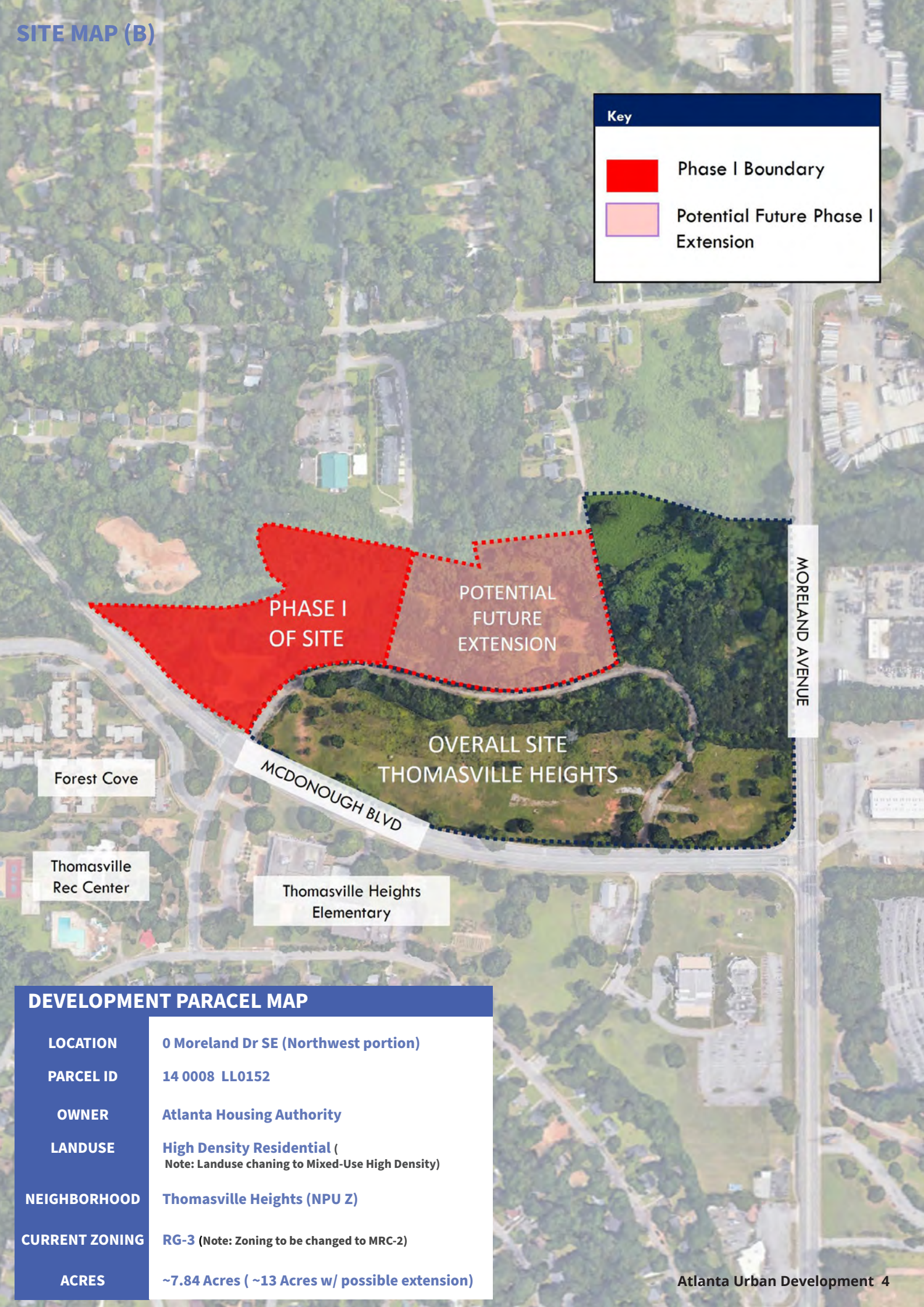
**SITE MAP (A)**



# SITE MAP (B)

**Key**

- Phase I Boundary
- Potential Future Phase I Extension



PHASE I  
OF SITE

POTENTIAL  
FUTURE  
EXTENSION

OVERALL SITE  
THOMASVILLE HEIGHTS

Forest Cove

Thomasville  
Rec Center

Thomasville Heights  
Elementary

MCDONOUGH BLVD

MORELAND AVENUE

## DEVELOPMENT PARCEL MAP

<b>LOCATION</b>	0 Moreland Dr SE (Northwest portion)
<b>PARCEL ID</b>	14 0008 LL0152
<b>OWNER</b>	Atlanta Housing Authority
<b>LANDUSE</b>	High Density Residential ( Note: Landuse changing to Mixed-Use High Density)
<b>NEIGHBORHOOD</b>	Thomasville Heights (NPU Z)
<b>CURRENT ZONING</b>	RG-3 (Note: Zoning to be changed to MRC-2)
<b>ACRES</b>	~7.84 Acres ( ~13 Acres w/ possible extension)

# 02

## AUD DEVELOPMENT PRIORITIES

### AUD'S GOALS FOR REDEVELOPING THOMASVILLE HEIGHTS

AUD, together with the City of Atlanta, Atlanta Housing, and other partners, is implementing a multiphase, multiyear comprehensive redevelopment initiative in the Thomasville Heights neighborhood that includes the former Thomasville Heights public housing site, as well as other nearby publicly-owned properties. The long-term redevelopment vision for Thomasville Heights to retain the historic affordability of the Thomasville Heights community, ensure that past and current community members can continue to call Thomasville home, and bring new housing investment for residents of all income levels to the community. A mix of committed public infrastructure investment, long-term land ownership by public entities, and holistic planning are part of AUD's roadmap for the future of an amenity-rich, equitable, and thriving Thomasville Heights.

This Request for Qualifications seeks a qualified partner for Phase I of the redevelopment initiative. Phase I represents an opportunity to break ground and develop the first new homes at the former Thomasville Heights location. AUD has outlined a set of goals to both guide the Phase I development and to kick off the long-term vision of the Thomasville Heights revitalization initiative.

### SITE PHOTO - THOMASVILLE HEIGHTS



# Priorities for AUD: Goals

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## HOUSING AFFORDABILITY

The Thomasville Heights Site has been an historically affordable neighborhood since it was first established as a relocation destination for poor, predominantly black families displaced by downtown Urban Renewal projects in the 1950s and 60s. Decades of chronic underinvestment, policy decisions, and property neglect had deleterious effects on the neighborhood's health and resident wellbeing, ultimately resulting in the demolition of multifamily and public housing assets and the stark reduction of the neighborhood's population. Where once stood occupied public housing projects and apartment buildings are now vacant lots and empty complexes. Former residents of the Thomasville Heights neighborhood have long anticipated returning to the neighborhood once new housing was built. The return of former residents is a key priority for AUD and is expected to occupy a central role throughout all redevelopment phases, including Phase I.

AUD intends for Thomasville Heights Phase I to include a mix of market rate and affordable units, offered at both homeownership and rental tenures. A significant portion of 2-, 3- and 4- bedroom homes should be included in the development plan. AUD is committed to evenly distributing affordability across housing size, typology, and tenure where possible. Proposals should not include Low Income Housing Tax Credits as a part of their capital stack, instead relying on other resources available from AUD and partners to achieve affordability goals. AUD recognizes the constraint that tenant income may pose for rent levels, especially for many former residents of Forest Cove and Thomasville Heights. AUD's standard minimum affordability requirements for rental properties – 20% of units at 50% AMI and 10% of units at 80% AMI – and equivalent levels of affordability in ownership properties may need to be deepened in Phase I.

AUD is aware that deeper affordability may require additional subsidy in the project and will work closely with committed philanthropic and foundation partners to ensure that funds are available.

## NEIGHBORHOOD REVITALIZATION

The Thomasville Heights redevelopment strategy is a centerpiece to supporting a whole, healthy Thomasville Heights neighborhood. Phase I should set a high standard for housing quality and urban design and provide a strong starting point to establish the housing market for both owner-occupied and rental homes in the redevelopment area. This initial phase should appeal to low-, middle-, and upper-income families. The large concentration of public ownership in the neighborhood ensures that market value spurred by the redevelopment will be captured and directed towards future AUD investments in affordability, neighborhood health, and community development.

# Priorities for AUD: Goals

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## DESIGN

Thomasville Heights Phase I should provide mid-scale density through a mix of small lot single-family detached, townhome, and small-scale multifamily development. The building and landscape design for Phase I should establish high design standards around which future redevelopment work will orient. Although future phases of the redevelopment initiative will be procured separately, AUD will work with the selected partner to ensure that first phase developments are slated to seamlessly integrate into future design work and planned infrastructure investment. The Phase I design should prioritize walkability and pedestrian accessibility that creates a safe environment for residents with and without children.

## DIVERSITY

AUD in partnership with the City of Atlanta values diversity, inclusion, and hiring local talent. AUD and the City encourage but do not require, all Respondents to promote opportunities for diverse types of businesses, including but not limited to Minority Business Enterprises (“MBE”), Female Business Enterprises (“FBE”), and Small Business Enterprises (“SBE”) to compete for business as subcontractors and/or suppliers. AUD is an equal-opportunity employer.

## COMMUNITY

Contributing to the quality of the Thomasville Heights community is an integral part of AUD’s mission. AUD will prioritize developers that demonstrate a familiarity with and commitment to community building within their developments. Thomasville Heights has seen a high level of community engagement activities in recent years, especially during and after the relocation of tenants from the nearby Forest Cove Apartments in 2022. AUD anticipates the ongoing collaboration with existing partners, including Focused Community Strategies (FCS), Community Foundation for Greater Atlanta (CFGGA), the local Neighborhood Planning Unit (NPU), and neighborhood associations. Applicants should be comfortable working with similar coalitions. Thomasville Heights is a center of community activity, including high levels of participation by public, nonprofit, grassroots, and civic leaders. Development partners are expected to work together within this fabric of community involvement in Phase I, enhancing Phase I’s overall integration and value within the neighborhood.

## SUSTAINABILITY

AUD is committed to sustainable development and clean energy practices. Respondents are encouraged to highlight relevant experience with sustainable development practices, potentially including but not exclusive to LEED and WELL Building Standards and experience with sustainable landscape planning. Respondents should describe their approach to incorporating environmental sustainability into the project.

## FINANCIAL

Projects should demonstrate long-term economic viability from predevelopment to a successful lease-up or home sale, incorporating AUD’s long-term affordability objectives for rental units and affordable home purchasing opportunities. Respondents should demonstrate an understanding of AUD’s desired partnership structure and financing tools.

# Priorities for AUD: Development Strategy

AUD is seeking a partner to help develop the first phase of the Thomasville Heights property, which is part of the comprehensive Thomasville Heights Neighborhood Plan. AUD's long-term development goal is to create a vibrant, healthy, inclusive neighborhood with significant multifamily and commercial components. The overarching redevelopment timeline for the Thomasville Heights property is intended to be completed by 2030 and includes over 800 homes at a balanced mix of incomes, tenures, residential typologies and household sizes, as well as public recreational infrastructure, commercial uses, and new transportation infrastructure. The total redevelopment is expected to span the 36 acre site. Beyond the Thomasville Heights site, the AUD is working with public and private stakeholders to include development of many of the surrounding, adjacent properties beyond the 2030 timeline.

AUD has identified the West and Northwest portions of the property as the preferred location of the Phase I development, although a finalized location has not yet been determined. The final siting of Phase I will be decided collaboratively by AUD and the chosen development partner. Final siting will take into consideration the development feasibility of Phase I, as well as the compatibility of the selected site with comprehensive development goals. During the siting finalization, infrastructure needs will be assessed to determine their impact of the final geography of the development area.

AUD's goal for Phase I is to begin to establish the Thomasville Heights housing market and provide homes for the first former residents to return to the neighborhood. The Phase I developer should be prepared to deliver on a rapid timeframe so that AUD can meet its broader development timeline and demonstrate strong activity to neighbors and residents. The Phase I developer is neither responsible for master planning the entire site nor programming subsequent phases – AUD will work with a separately identified design team to work through comprehensive site planning. AUD will work with the selected developer from this RFQ to ensure that final Phase I designs align with future development plans.



# 03

## WHY THOMASVILLE?



## CITY OF ATLANTA PRIORITY NEIGHBORHOOD

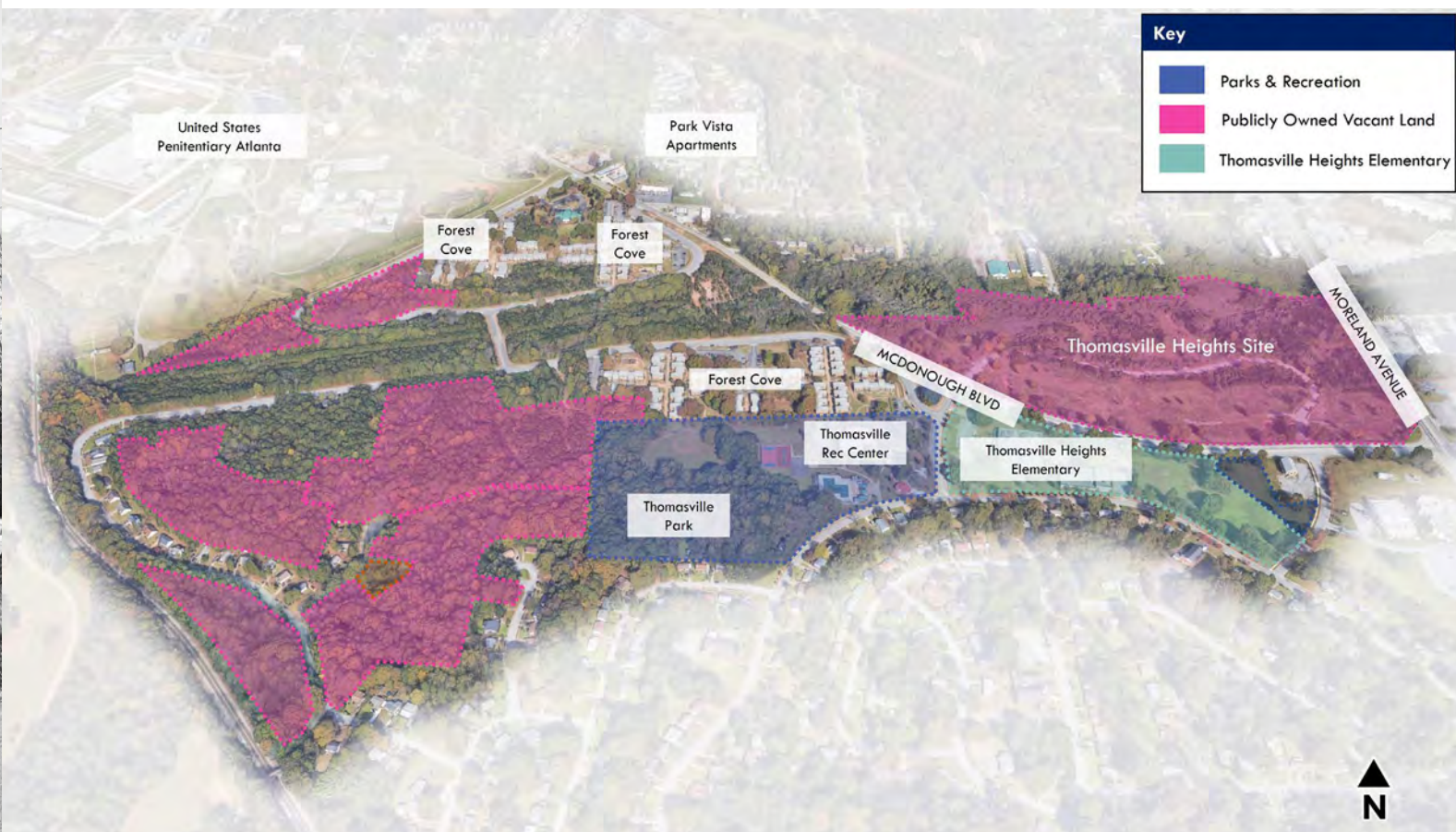
The redevelopment of Thomasville Heights is a central priority for the City of Atlanta and the Dickens administration, with the City and its partners committed to fulfilling core components of the Thomasville Heights redevelopment initiative by 2030.

The relocation of over 200 families from Forest Cove in October 2023 was a result of decades of compounded poor decisions and disinvestment by public and private actors who neglected their responsibility to serve these families. Upon entering office, Mayor Dickens assumed responsibility for the status and future condition of Forest Cove, its residents, and the larger Thomasville Heights neighborhood.

Within the first month of taking office, a broad coalition of stakeholders across the public, private, and nonprofit sectors convened to commit to a transformational neighborhood development strategy for Thomasville Heights. The stakeholders include the Community Foundation for Greater Atlanta (CFGa), Atlanta Housing, MARTA, Invest Atlanta, Atlanta Public Schools, Focused Community Strategies (FCS), United Way, Park Pride, PATH Foundation, and Career Rise, among others. Stakeholders have committed significant resources to this initiative, starting with the City of Atlanta and CFGa allocating \$9.1 million dollars to enable the relocation of residents from the Forest Cove apartments.

Forest Cove's demolition is anticipated to have a significant impact on the neighborhood, as the abject conditions of this property have historically contributed to the broad perception of Thomasville Heights as a distressed and disinvested neighborhood. The redevelopment of the Thomasville Heights property marks a new leaf for the neighborhood and will cement future affordability while introducing new amenities and resources for all residents.

### THOMASVILLE HEIGHTS OVERVIEW MAP



# Thomasville Heights Neighborhood Plan

The redevelopment of the Thomasville Heights community is built on holistic development and support for the neighborhood’s existing and legacy residents, codified in the adopted Thomasville Heights Neighborhood Plan in 2023. This plan has established a blueprint for the future of Thomasville Heights and recommends implementation strategies for the broad coalition of stakeholders many of which are currently underway. These strategies and community development progress are detailed below.

The Thomasville Heights Neighborhood Plan can be found at:  
<https://www.atlantaga.gov/home/showpublisheddocument/60889/63839201369097000>

## FOREST COVE

Located in one of the poorest Census tracts in the state, Forest Cove suffered from decades of public and private neglect, culminating in conditions of generational poverty and a humanitarian crisis for the families living there. Partnering closely with the Community Foundation for Greater Atlanta, the City of Atlanta, under Mayor Dickens’s leadership, worked to relocate Forest Cove families to new temporary homes beginning in 2022. A court-ordered demolition is scheduled to be performed in March 2024.

## LAND USE & ZONING REFORM

Future land use and zoning goals outlined in the Thomasville Heights Neighborhood Plan are considered part of the larger initiative to promote equitable redevelopment of Thomasville Heights. The plan’s proposed recommendations are in the process of being formalized through proactive rezoning and land use changes, with direct support for the administration and local council representatives. Zoning and Land Use changes for a large part of the neighborhood, shown will be voted on at the NPU Z and Zoning Committee meetings on March 25 and be available for full approval by City Council on April 15, 2024. These entitlement updates are the result of an extensive community engagement effort conducted as part of the Thomasville Heights Neighborhood Plan’s outreach.

## LAND USE CHANGE RECOMMENDATIONS









PROPOSED ZONING CHANGE	
	R-4 to MRC-2-C
	RG-2 to MRC-2-C
	MR-3-C/PD H/R-4 to MRC-2-C
	I-2/C-2 to MR-3-C
	R-4 to MS-2-C
	MRC-1-C to MRC-2-C
	PD H to MR-3-C
	I-2/C-2 to MRC-2-C



Image Source: APD Urban Planning and Management

## EDUCATION

The relocation of Forest Cove residents led the Thomasville Heights Elementary School to temporarily close its doors in February 2022. The Mayor's Office has been working closely with Atlanta Public Schools to plan for a new K-5 elementary school in the area which would be managed by Purpose Built Schools. The school is planned to return to the existing Thomasville Heights Elementary School site as Forest Cove residents return to the neighborhood.

In the interim, the Mayor's Office partnered with FCS, Purpose Built Schools, and Park Pride to support educational opportunities throughout the Thomasville Heights community. In October 2023, the city launched its first and eSports lab at the Thomasville Recreation Center, located directly adjacent to the former Forest Cove site. Public investments and a partnership with Gaming Community Co. aim to support neighborhood children's and teenagers' early tech education. An ongoing partnership with Park Pride continues to make further improvements to the Thomasville Recreation Center.

## WORKFORCE DEVELOPMENT

The City of Atlanta, Purpose Built Schools, and FCS have begun a collaboration to establish workforce training programs for returning Thomasville Heights residents. These initiatives range from an early learning center and youth summer jobs and training programs to adult learning and job placement efforts.

Workforce and job placement efforts will be rolled out in tandem with significant economic development work led by the City of Atlanta and Invest Atlanta. The current development planning envisions affordable commercial retail space, entrepreneurship support, "Main Street" programming, business attraction, and the introduction of a high-quality grocer in Thomasville Heights.

## CONNECTIVITY

To support public infrastructure development across Thomasville Heights, MARTA and the Atlanta Department of Transportation (ADOT) committed to infrastructure investments including street and sidewalk upgrades at key neighborhood nodes, enhanced bus frequency and improved circulation routes, streetscapes along McDonough to support street level retail, and lighting and intersection designs to enhance bike and pedestrian safety. Enhanced connectivity between Thomasville Heights and the surrounding amenities is a key goal of the stakeholder coalition. The PATH Foundation is currently undergoing planning to connect the neighborhood to the proposed South River Forest trail, providing connectivity and access to the surrounding park and nature amenities.



# RESIDENTIAL DEVELOPMENT

There are over 2,400 housing units currently under construction or in predevelopment in Thomasville Heights and the surrounding neighborhoods. The units under construction include the 1015 Boulevard, Englewood Manor, and Empire Communities developments, concentrated in the adjacent Chosewood Heights neighborhood. 20% of the current pipeline is for sale, with the remaining 80% dedicated to rental units.

## RECENTLY COMPLETED & UPCOMING PROJECTS (2023 THOMASVILLE HEIGHTS NEIGHBORHOOD PLAN)

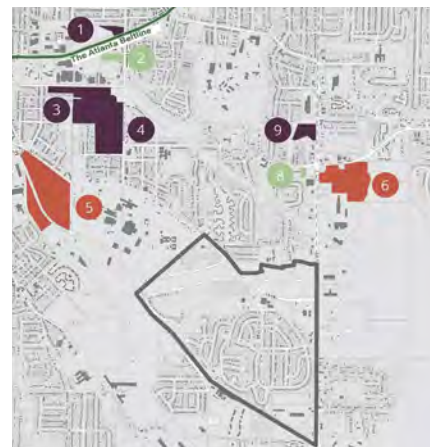
### EXISTING PROJECTS

- 2 **The Skylark**
  - Year Opened: 2020
  - Rental Units: 319
  - Average Rent: \$1,760
- 8 **Moreland Avenue Walk**
  - Year Opened: 2021
  - For Sale Units: 30
  - Average Price: \$200,000

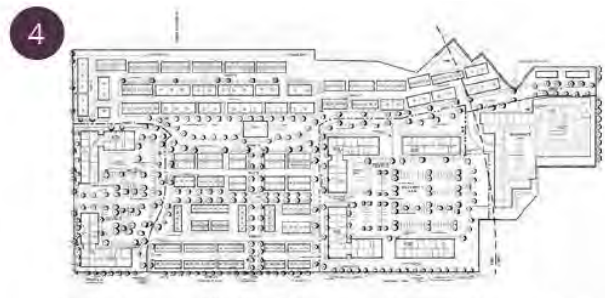
### IN PROCESS

- 1 **1015 Boulevard**
  - Expected Completion: 2025
  - Rental Units: 323 (50 units affordable to 80% AMI)
  - Commercial/Retail Space: 5,000 SF
- 3 **Englewood Manor**
  - Expected Completion: 2025
  - Rental Units: 828 (50% affordable to 80% AMI)
  - For Sale Units: 80 (20% set aside)
- 4 **Empire Communities**
  - Expected Completion: 2023
  - Rental Units: 782 (15% affordable to 80% AMI)
  - For Sale Units: 398
  - Commercial: 20,000 SF

### RECENTLY COMPLETED



1015 Boulevard. Image Source: Urbanize Atlanta



Empire Communities Site Plan. Image Source: Urbanize Atlanta



The Skylark. Image Source: Clarion Partners



Moreland Avenue Walk. Image Source: BEX

# 04

## PROJECT BACKGROUND

### RELOCATION OF FOREST COVE RESIDENTS

Respondents are invited to submit their qualification to participate as development partners for Phase I of the Thomasville Heights redevelopment initiative. Submissions will be reviewed by a committee consisting of policy and industry experts (the Project Management Committee” or “PMC”). The PMC will evaluate responses and narrow the list to those deemed most qualified. Respondents deemed most qualified will be invited to participate in a round of interviews with AUD to determine a potential partnership framework and a general approach to redevelopment of the property.

AUD is not anticipating asking qualified developers to respond to a Request for Proposal during the procurement process. Instead, the contemplated RFQ process will prioritize selecting the most qualified development partner able to demonstrate a like-minded understanding of the project’s goals. Many project details will be discussed and finalized after a partner has been selected through the RFQ. AUD and the development partner will work together to ensure that the resources and capacity are in place for the Phase I redevelopment to meet its stated goals and development needs.

#### Thomasville Heights Master Plan

Resource: APD Urban Planning



## TENANT RETURN

The Thomasville Heights public housing project included 350 units of public housing in low-rise multifamily buildings across the site's 36 acres. Disinvestment in the project and neighborhood led to quickly deteriorating and unsafe living conditions and resulted in the project's demolition in 2010 at which point the existing residents were relocated from the site in compliance with HUD requirements.

Atlanta Housing will work closely with former Thomasville Heights residents to assist those that wish to exercise their Right of Return once Phase I units are put online. Returning former Thomasville Heights residents will be provided "first priority" preference for occupancy before new housing developments are made available to other eligible households. Atlanta Housing has extensive experience with Right of Return and will lead all coordination with former Thomasville Heights residents.

Central to the 2022 relocation plan for Forest Cove residents was a promise to provide clear pathways for Forest Cove residents to return to the neighborhood once new development occurred. AUD, together with Atlanta Housing, the City of Atlanta and the Community Foundation for Greater Atlanta, is committed to providing access and resources for former residents to relocate into new homes at all phases of the Redevelopment Initiative, including Phase I, in line with this promise.

### Thomasville Heights Public Housing circa 1950's



Source: Atlanta Housing

### Teacher leading children to their pre-school, Thomasville Heights public housing, January 16, 1990.

Resource: AJCP143-028I, Atlanta Journal Constitution Photographic Archives. Special Collections and Archives, Georgia State University Library.



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## PHASING

Throughout the Thomasville Heights neighborhood, public entities own over 56 acres of developable land, presenting a unique opportunity for a comprehensive, holistic, neighborhood-oriented redevelopment initiative. The introduction of AUD and its model of public land development removes the redevelopment initiative's reliance on state and federal subsidies, such as the Low-Income Housing Tax Credit. This in turn allows the redevelopment to occur on an expedited timeline. Phase I is intended to reintroduce the first families – old and new – into the neighborhood. The mix of tenure structure and larger unit sizes is meant to encourage residents with a desire to remain in the neighborhood long-term, restitching neighborhood ties and anchoring future phases. The next phases of the Neighborhood Plan expand this vision to higher-density multifamily, commercial, and public recreational uses for the remainder of the site and adjacent public land sites.

Existing planning work envisions the development of at least 800 housing units, with at least 30% affordable to households earning 80% of AMI or below. The community plan calls for more than 100,000 SF of commercial space to attract community-serving retail, including a high-quality grocer. Additionally, future phases foresee the build out of the South River Forest spur trail and the re-activation of Thomasville Park, as well as new programming at Thomasville Height Recreation Center.

## ZONING AND ENTITLEMENTS

The City of Atlanta and AUD are working closely with local advocates, nonprofits, community members, and the local NPU to identify land use, zoning, and entitlements changes required to realize the shared redevelopment vision. AUD anticipates these regulatory changes to be finalized during initial partner negotiations. The current land use is High-Density Residential (HDR) with a proposed change to High Density Mixed-Use. The property is currently zoned as RG-3 with a proposed change to MRC-2.

Atlanta Housing and AUD will lead all compliance activities required by the Department of Housing and Urban Development's Special Applications Center to approve disposition of the land to the development entity, including the HUD-required environmental assessment.

## IMPACT PARTNERSHIPS

The redevelopment planning of Thomasville Heights has brought together a strong coalition of community-focused partners whose ongoing involvement in future redevelopment is anticipated.

Focused Community Strategies (FCS) is a place-based Community Development Corporation that serves as the Community Quarterback and member of the Thomasville Heights redevelopment coalition. FCS is seen as the key Nonprofit Community Organization supporting Thomasville.

Community Foundation for Greater Atlanta (CFGa) is committed to leveraging its resources to support community stability and sustainability in Thomasville. Working with the community and partners, the Community Foundation seeks equitable economic growth and development, creating and preserving housing affordability with a particular focus on existing homeowners and former community residents, and providing resources that encourage the activation of civic voice.

Atlanta Housing plays a unique partnership role in the rich ecosystem of leaders and organizations by providing development financing, rental subsidy, and overall thought leadership for affordable housing in Atlanta. Atlanta Housing also provides programmatic support to increase access to quality education, jobs, services, health care and neighborhood amenities. AH has been an active participant and community builder as part of the Thomasville Heights neighborhood redevelopment planning and will continue throughout the transformation process, supporting affordable housing development and programming as well as working with the eligible residents of the former Thomasville Heights public housing site who may wish to return the new community.

# 05



# ATLANTA URBAN DEVELOPMENT

## KEY INFORMATION ABOUT ATLANTA URBAN DEVELOPMENT

Atlanta Urban Development (AUD) has been chosen by the City of Atlanta and Atlanta Housing to lead the Property's redevelopment and to serve as the primary public contact for this project.

AUD intends to work closely with the selected development partner during procurement, pre-development, construction, lease-up, stabilization and beyond. AUD was created in the Summer of 2023 by Atlanta Housing in partnership with the City of Atlanta to enhance the public's capacity to deliver new mixed-income housing on public land. The organization has been designed from the ground up to realize a new model of mixed-income housing development through a unique toolkit of local funding and financing sources. Additionally, AUD was structured to create new efficiencies in procurement, long-term phased development, and partnerships with development teams, as well as other public and nonprofit stakeholders.

The following sections were drafted to provide an overview of AUD's goals, the tools at its disposal and the envisioned development model and partnership structure for the redevelopment of this property.

# ABOUT AUD

Atlanta Urban Development is a specialized nonprofit tasked with turning public land assets into marketable, mixed-income housing developments that offer quality, affordable, stable homes for all Atlantans. AUD is equipped with a unique toolkit to achieve affordability goals and facilitate project development. AUD will actively partner with developers and stakeholders to create inclusive communities where residents can thrive. AUD is governed by an independent board appointed by Atlanta Housing and the City of Atlanta, is directed by its CEO John Majors, and employs a dedicated staff.

## MISSION

A key goal of the Dickens administration is to create or preserve 20,000 units of affordable housing by the beginning of 2030. AUD was founded to relieve pressure from the Low-Income Housing Tax Credit (LIHTC) program as the primary financial vehicle for affordable housing development, while still allowing the City to achieve its housing production goals. AUD is designed to increase the affordable housing production capacity of the City by overseeing developments across multiple public land assemblages, utilizing untapped sources of local funding, and providing an affordable housing financing model that can operate parallel to but outside of the LIHTC program.

AUD is assigned to serve as a first mover in many submarkets that have experience slow or no redevelopment activity, using public land as a means of catalyzing broader redevelopment activities.



# Partnership Structure & Development Model

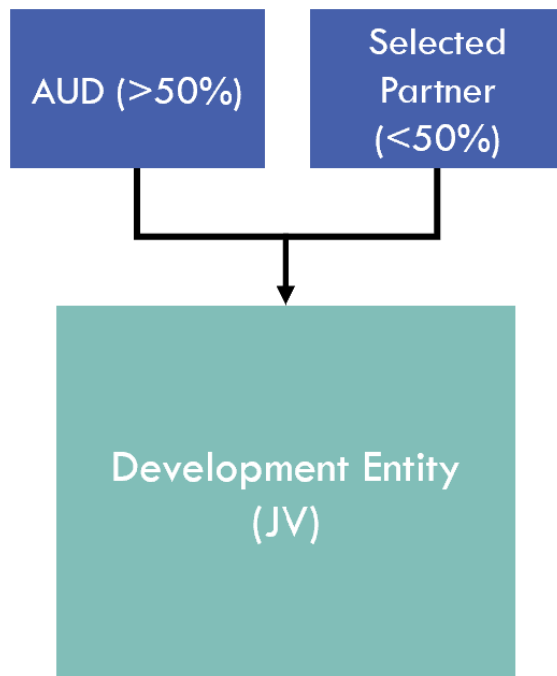
In line with the scale of its contributions to the deal, AUD will retain a majority interest (>50%) in the Thomasville Heights development both during construction and after stabilization. The AUD model is centered around strong development partnerships with private sector experts, solidified in a joint venture structure. The JV will be structured to ensure that risk and project upside are appropriately scaled and aligned across development partners. Risk and profit sharing will be negotiated between AUD and the development partner and will be commensurate with ownership interest, activities, and contributions of the parties involved. Net project cash flow will go to the development entity and be divided between AUD and the selected development partner based on negotiated partnership terms and ownership stake.

Because of the importance of AUD projects to the City's future planning goals, AUD anticipates a close working relationship with development partners from initial project planning to asset stabilization. Partnerships may be structured to continue into operations or may convert to AUD ownership after stabilization. The AUD model is designed to allow project appreciation and value growth, representing a unique opportunity to enjoy a limited-risk upside through AUD partnership.

AUD's participation in the deal unlocks sources of subsidy to maintain financial viability of the project, including low-cost construction and permanent financing, property tax exemption, and low-cost public land. The reduced land, construction, operating, and capital costs allow projects to achieve AUD's affordability targets of 20% of units affordable at 50% AMI and 10% of units affordable at 80% AMI. Private Enterprise Agreements (PEAs) allow property tax exemption to further extend to any unit with stabilized rents affordable to households earning below 140% AMI, ensuring the creation of truly stable, mixed-income communities.

The AUD model provides affordability through innovations in financing without compromising on construction or architectural quality, ensuring that AUD projects are market-competitive with healthy finances while still meeting the organization's affordability mission.

Additionally, AUD will help coordinate relationships with public authorities and governing entities to secure access to public resources throughout the development process on behalf of the development partnership, including Invest Atlanta and the Urban Residential Finance Authority, the Tax Assessor of Fulton County, Atlanta Housing, The Community Foundation, and the City of Atlanta.



Chapter: Atlanta Urban Development  
Section: About AUDC – Partnership Structure and Development Model

# Financial Toolkit

AUD intends to unlock the following subsidy resources as its contribution to the Property's capital stack. These tools are designed to reduce costs, reduce risk, and improve efficiency during pre-development, construction, and after stabilization. Many of AUD's tools are exclusive for development of rental housing. AUD will work with the selected partner to identify necessary funding for other tenures, such as homeownership.

The tools are:

## Tool

01

### Public Land

AUD intends to discount the value of the land at Thomasville Heights as a source of public support for the project. The property is currently zoned as RG-3 with a proposed change to MRC-2. The Phase I site is a portion of the broader Thomasville Heights property, which will be the subject of future procurement processes.

## Tool

02

### Private Enterprise Agreements

AUD is authorized to grant up to 100% property tax exemptions on all affordable and workforce housing units up to 140% AMI in which AUD has an ownership stake, a tool known in Georgia as a Private Enterprise Agreement (PEA). PEAs are a power granted to housing authorities and their subsidiaries by Georgia State Code §8-3-1 ff., which provides up to a 100% tax exemption without expiration. The terms of the PEA are determined by a designated contract with AUD and must be approved by the AUD board. Terms of the PEA will be determined as a part of the deal-closing process, which will stipulate the length and amount of the tax exemption, as well as a possible payment in lieu of taxes (PILOT). PEAs will only be offered if AUD's affordability targets are met.

Existing state law allows property tax exemption only on property in which AUD has an ownership stake, usually in the form of a ground lease. Property tax exemption cannot extend to homes held in fee simple ownership.

## DIAGRAM (2) 2023 AMI LEVELS IN ATLANTA

	Studio	1-Bed	2-Bed	3-Bed	4-Bed
50% AMI	\$893	\$957	\$1148	\$1327	\$1481
80% AMI	\$1430	\$1532	\$1838	\$2124	\$2370
140% AMI	\$2501	\$2681	\$3215	\$3717	\$4146

# Financial Toolkit



Resource: <https://www.homes.com/school/atlanta-ga/thomasville-heights-elementary-school/7ge2be8s6qzy/>

## Tool 03

### Housing Production Fund

The Housing Production Fund is a dedicated \$38M appropriation from the City of Atlanta, financed by the 2023 Housing Opportunity Bond, to provide mezzanine-level, low-interest construction loans to developments that commit to long-term affordability through AUD ownership. The HPF is allocated according to AUD needs and is administered by Invest Atlanta. HPF loans are designed to provide a three- to five-year equity-like position for up to 20% of the capital stack.

The HPF program is designed to provide below-market interest-only financing to be taken out at stabilization and recapitalization. The fund provides first-draw capital for construction projects on publicly-owned land, helping to finance and de-risk pre-development, site preparation, site improvements, horizontal development, and early vertical development. The fund ensures a lower blended cost of flexible capital that reduces risk, shortens construction timelines, and translates into more affordable rents downstream.

### DIAGRAM (3) HOUSING PRODUCTION FUND

#### EXAMPLE CAPITAL STACK CONSTRUCTION



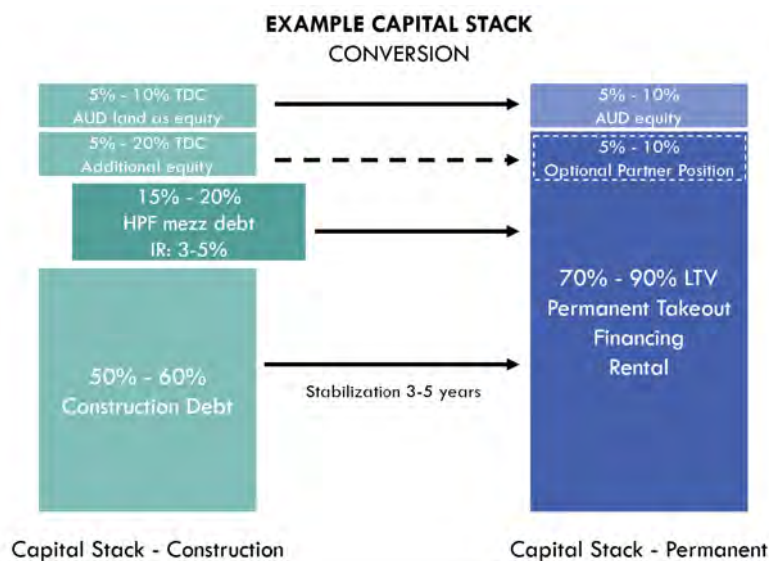
**Tool  
04**

**Low-Cost Permanent Finance**

AUD, as a subsidiary of the housing authority, has the power under state law to issue debt through the municipal bond markets. The City and AUD are committed to using bonding authority flexibly to secure permanent takeout finance sourced from the municipal bond market, preferably as a tax-exempt government bond issuance. This permanent debt will recapitalize the residential and commercial uses of the property upon project stabilization and will reimburse both the HPF and construction debt. The City and AUD will provide resources necessary to ensure that the permanent finance is priced competitively.

Debt terms are expected to include a 30-50 year amortization and ~1.2 DCR. First-issue, LIHTC-eligible private activity bonds (“volume cap”) will not be considered as a viable source of permanent finance due to resource constraints. At stabilization, the development partner and AUD may negotiate optional ongoing partner participation in the form of an equity stake or mezzanine position. AUD and the development partner may also negotiate that the partner exits the project upon stabilization and the conversion capitalization event.

**DIAGRAM (4) CAPITAL CONVERSION**



**Tool  
05**

**Partner Subsidy for Deeper Affordability**

AUD is working closely with Atlanta Housing, the Community Foundation for Greater Atlanta, and other public and nonprofit partners to secure additional funding to ensure that affordability targets can be met through the lifetime of the project. Thomasville Heights has been identified as one of three priority neighborhoods for the Community Foundation for Greater Atlanta. Both CFGA’s TogetherATL and GoATL funds provide financial resources, including low-cost debt and equity, for eligible affordable housing development projects. Many of CFGA’s funding resources are available to or provide preferential terms to nonprofit development teams where there is meaningful participation from a nonprofit developer.

For more information, please visit:

[https://cfgreateratlanta.org/wp-content/uploads/2024/01/HousingFunds\\_20240118.pdf](https://cfgreateratlanta.org/wp-content/uploads/2024/01/HousingFunds_20240118.pdf)

For rental units, partner subsidy may include below-market construction gap financing, below-market permanent financing, and use of Section VIII vouchers. For for-sale units, additional subsidies such as Downpayment Assistance through Invest Atlanta and Atlanta Housing and grant dollars through Community Foundation programs to support access for residents for whom homeownership may be out of reach.

06

# CONTRACTING AUTHORITY & ANTICIPATED TIMELINE

## CONTRACTING AUTHORITY

The Atlanta Urban Development Corporation seeks a qualified partner for the redevelopment of the Property. AUD is leading this initiative directly and is seeking proposals from interested parties for this project.

## ANTICIPATED TIMELINE

Publish / Release RFQ	3/13/2024
Q&A and Property Tour	Week of 4/15/2024
Question & Response Period	4/19/2024
AUD Responses to Questions to be Posted	4/26/2024
Qualification Package Due	5/01/2024
1st Round Interviews	5/20/2024
2nd Round of Interviews (as needed)	6/03/2024
Announcement / Publish	6/12/2024

## CONTACT:

For all correspondence related to this procurement concerning the Thomasville Heights RFQ, please direct your communications to the designated points of contact listed below:

**John Majors**

**Chief Executive Officer, AUDC**

**[admin@atlurbdevco.com](mailto:admin@atlurbdevco.com)**

Neither respondents nor their representatives should engage in any form of communication about the RFQ with individuals from the City of Atlanta, Atlanta Urban Development Corporation, or Atlanta Housing, starting from the issuance of the RFQ until closure, initially designated as May 1, 2024 at 11:59 PM ET.

Unauthorized contact of this nature may result in the rejection of a submission for the RFQ. To submit questions about the project and those to be answered through the RFQ Q&A process, send an email to [admin@atlurbdevco.com](mailto:admin@atlurbdevco.com).

Project information, including all due diligence documents, updates to the RFQ, submission timeline or requirements will be posted to the AUD website at <https://www.atlurbdevco.com>. Interested parties can also sign-up for AUD's distribution list to receive updates by email.

# 07

## SUBMISSION REQUIREMENTS & SCORING



Image Source: APD Urban Planning & Management

The Atlanta Urban Development Corporation seeks a qualified partner for the Phase I (1) development of the former Thomasville Heights community. AUD is leading this initiative directly and is seeking Qualification Packages from those interested in partnering with AUD to develop this Project.

### **DEADLINE FOR SUBMISSION**

The Deadline for submission of responses is 11:59pm Eastern Time on May 1

Responses received after 11:59pm Eastern Time on the submission date will be considered late and will not be opened.

The Qualifications Package must be e-mailed to [admin@atlurbdevco.com](mailto:admin@atlurbdevco.com). Only responses submitted in electronic format will be considered.

## **SUBMISSION OUTLINE**

Respondents must include all information outlined below in the Qualifications Package. To ensure a uniform review process, the Qualifications Package shall be organized as follows:

### **1. Cover Letter**

### **2. Table of Contents**

### **3. Executive Summary**

The Respondent shall provide a brief written narrative of their proposed development approach and team structure for the project. The purpose of the Executive Summary is to provide AUD with a summary of key elements of the submission and how such elements will be integrated, managed, and implemented to achieve a successful outcome.

### **4. Project Vision**

Respondent shall provide a high-level description of the vision and program for the Thomasville Heights project. AUD seeks a forward-thinking development partner prepared to execute a catalytic public-private project that will establish a standard of housing quality and design that will permeate future phases of this Thomasville Heights project and future projects beyond this one. Plans should be intentional about creating space for residents across an array of income levels and tenancy types.

Respondent shall provide a well-articulated vision for the project that is not only economically viable but also advances the goals stipulated in the AUD Development Priorities section of this RFQ. Your vision should establish the Project as a beneficial addition to the community. Although the scope of this RFQ is limited to Phase I, respondents should consider factors relevant to the success of a mixed-income, mixed-use, multi-phase development in the Thomasville Heights community, a neighborhood that has experienced disinvestment for a prolonged period.

Provision of family housing is a priority of the Thomasville Heights project. Phase I is currently expected to include a mix of detached single-family residential and townhomes, with some mix of rental and homeownership units, and affordable and market-rate housing. The respondent must include descriptions of the desired mix of uses, including the targeted mix of affordable units (including affordability levels), the mix of incomes, and the integration of each.

As referenced in the Why Thomasville section of this document, this community has endured years of disinvestment, promises and disappointments, from both private and public actors. In partnership with Community Foundation for GA (CFGa), the community has devised a neighborhood revitalization plan. There is excitement about the revitalization plans, but the respondent should be prepared to address residents' skepticism and frustrations throughout the process.

Components of community engagement, lease-up and property management will be impacted by the Right to Return for former residents of Forest Cove Apartments and Thomasville Heights communities and will involve a relocation of interested residents. The respondent shall demonstrate that they are adept at managing these processes.

# Submission Requirements & Scoring

## SUBMISSION OUTLINE

### 5. Plan for Execution

The Plan for Execution shall include:

- How the Respondent intends to work with AUD to achieve this project's priorities, goals, and objectives.
- A narrative that describes how the Respondent would structure a general partnership with AUD and potential considerations to how it would function.
- A description of the steps necessary to evaluate due diligence, financing, pre-development, design approach, construction, community engagement, lease-up, and property management
- A timeline for execution that includes proposed start date of construction and completion.

### 6. Respondent Team Organization

An overview of the Respondent's team organization should include:

- A description of the Respondent firm(s), including each member(s) role on the Respondent team. Respondents shall be evaluated based on the collective breadth and depth of experience among their team, and how each team member will contribute to the success of the Project.
- A list of team members, including, but not limited to, architecture and engineering firms, legal counsel, financial partners, tenants, investors, shareholders, and other contractors, service providers, or partners as applicable.
- The identification of the Team's Lead Member, responsible for overall Project engagement and execution.
- Identification of a single point of contact for all future communications relating to this procurement. Please identify the contact person's name, title, organization, address, telephone number, and email address.
- Explanation of the intended entity type and structure (e.g. LLC) the members of that entity, and their roles (e.g. general partner, limited partner, contractor, etc.).
- An optional description of how the Respondent demonstrates a commitment to diversity and inclusion, including through promoting MBEs, FBEs, and SBEs. An MBE, FBE or SBE may also apply and be selected independently, and MBEs, FBEs, and SBEs that meet the qualifications of this RFQ are encouraged to submit their qualifications for consideration. For an MBE, FBE or SBE that plans participate on a contract, AUD encourages but does not require certification as an MBE, FBE, or SBE and registration with The City of Atlanta's Office of Contract Compliance M/FBE Register . SBEs are also encouraged but not required to be registered with the City of Atlanta. AUD defines SBEs as businesses whose gross sales do not exceed \$2.5 million in the recent calendar or fiscal year. Firms interested in obtaining applications for certification should contact these organization:

City of Atlanta – Office of Contract Compliance (MBE/FBE):

Jason Ingram, Deputy Chief Operations Officer, 55 Trinity Avenue, Atlanta, Georgia 30303, Tel: 404-330-6010, email: [jingram@AtlantaGa.Gov](mailto:jingram@AtlantaGa.Gov)

Small Disadvantaged Business (SDB) certification by the U.S. Small Business Administration provided they reflect certification because of minority or women-owned status.

# Submission Requirements & Scoring

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## 7. Key Personnel Experience

Provide a list of key personnel who will be responsible for ensuring Project success. Personnel from each Respondent team member must be included. This list should include executives who will oversee the Project and project management personnel responsible for daily execution of Project components.

For all personnel listed, provide an overview of qualifications that support the success of the Project. This overview must include years of experience, education, employment history, and experience with at least five similar projects for project executive, and three similar projects for project managers, with a proven track record of successful financing, construction, and tenancy.

## 8. Experience with Similar Projects

Respondents shall provide demonstrable expertise with projects similar to this project in terms of scope, size and complexity. Project examples from the lead member of the team are encouraged, though experience from any team member will be accepted and evaluated. Projects must demonstrate experience with at least one of the following, and ideally project examples collectively cover all the below criteria:

- Engagement and long-term coordination with institutions like AUD;
- Engagement with community stakeholders;
- Markets like Thomasville Heights;
- Projects with a mix of public and private uses;
- Projects with creative ownership and financing structures involving public and private partners;
- Projects that mixed market rate and affordable units; and
- Projects in similar size and scale to that envisioned by AUD for this property.

For each project example, Respondents should include, at a minimum:

- Name and location of project;
- Statement summarizing the project's relevance to the Thomasville Heights development, including which of
  - The items in Section A the project examples satisfies;
  - Site plans, massings, renderings, and/or photographs;
  - Development team members;
  - Scope (land area, gross square footage by program/product type, etc.);
  - Total cost (excluding land);
  - Timeline and
  - Details of the project financing, including Respondent's role in securing the financing.

# Submission Requirements & Scoring

## SUBMISSION OUTLINE

### 9. Financial Qualifications and Capacity

Respondents must provide evidence of their financial capacity, financial success over time, and demonstrate their credit worthiness to undertake the Project. For Respondents that are not publicly traded, audited financial statements in U.S. dollars for the three most recent years must be provided. If the Respondent is a joint venture or partnership, financial statements for each partner are required. In addition to financial statements, additional evidence shall include two financial references, a letter from a financial institution with whom the Respondent has a relationship, and the identification of sources of equity or debt capital that may or will be used for the Project.

Additionally, Respondents should disclose any potential or actual conflicts of interest.

## SCORING

Team Organization	10 Points
Project Concept & Narrative	15 Points
Key Personnel Experience	20 Points
Experience with Similar Projects	30 Points
Financial Qualifications & Capacity	25 Points