The City of Kennesaw Comprehensive Plan

2017 Update
A New Direction, A New Destiny

This document was prepared by the Atlanta Regional Commission using funds provided by the State of Georgia

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Introduction

Introduction

This is an exciting time for the City of Kennesaw. We're a highly desirable place to be in the Atlanta region - our residents love living here, with public surveys showing excellent community ratings. At the same time, we look forward to a future of continued growth and change.

Broadly speaking, a comprehensive plan is a way to guide investment, development and the allocation of services within a jurisdiction. But cities, towns and counties are complicated places, and they make decisions about the future every day in response to new opportunities or unexpected problems. A Comprehensive Plan like The City of Kennesaw's Comprehensive Plan is one tool for helping to guide these decisions, with three distinctive features:

- It is long-range, looking ahead 5, 10, or 25 years
- It is comprehensive, looking across many different facets of what a City does
- It is deliberative, looking within to understand the needs and desires of the City

The City of Kennesaw last updated it's Comprehensive Plan in 2007. This document is an update to that plan with updated policies, data and a new work program. This document affirms the city's big picture vision, defines goals and lays out a task list for city leaders, staff and citizens to address issues and to position the City of Kennesaw to be a leader within metro Atlanta.

In Georgia, cities, towns and counties, are required to update their Comprehensive Plans every five years as required by the Minimum Standards of Local Comprehensive Planning. The development of a Comprehensive Plan helps a community to:

- Develop a vision for what it wants
- Establish priorities
- Encourage dialogue and actions
- Guide decision making
- Determine how to best allocate limited resources

Most of the work of shaping the City of Kennesaw's future will be done by the residents, businesses, and nonprofits. The City of Kennesaw's government has a key role to play through these implementation tools:

- Regulations
- Capital spending
- Programs and staffing

The success of the goals of the City of Kennesaw depends on their being able to tap into the many voices of the City and weave their ideas, viewpoints, and thoughts into a common vision. Outreach and engagement were critical to reach a broad consensus of the diverse citizens who live and work in the City.

To meet the goal of an inclusive process meant creating multiple opportunities to get involved. The planning team developed several communication tools and forums to ensure meaningful community involvement that would form the backbone of the plan.

A Steering Committee was convened to oversee the process and act as an instrument to guide the development of the plan. Steering Committee Members were appointed from the business community, residents, city staff, Cobb County, and City Council and Board members.

Two open houses were held to allow people to drop in to learn about the planning process. The open houses were located within the Ben Robertson Community Center which allowed for visitors to make a short visit to give valuable feedback to the planning team and steering committee.
Data analysis and the community's ideas for the future were combined and turned into action areas.

The plan focuses on elements to improve the City of Kennesaw with targeted policies to enhance the assets and address the issues of the City of Kennesaw. The plan is divided into 5 interrelated sections:

- Kennesaw Today
- What We Heard
- Moving Toward the Future
- Our Future Growth
- Plan Implementation

The City of Kennesaw is a diverse and forward looking community engaged in shaping its own future. The people of Kennesaw are working to capitalize on the qualities and values that have made it a successful community.

Through data analysis and public engagement, the following challenges and assets were identified for the City of Kennesaw:

Challenges
- Perception of Downtown
- Transportation and Transit
- Community Boundaries

Assets
- Kennesaw State University
- Downtown Kennesaw

As the City of Kennesaw moves forward in implementing the Comprehensive Plan. These challenges and asset should be monitored to ensure that they are still relevant to the city.

Kennesaw Today

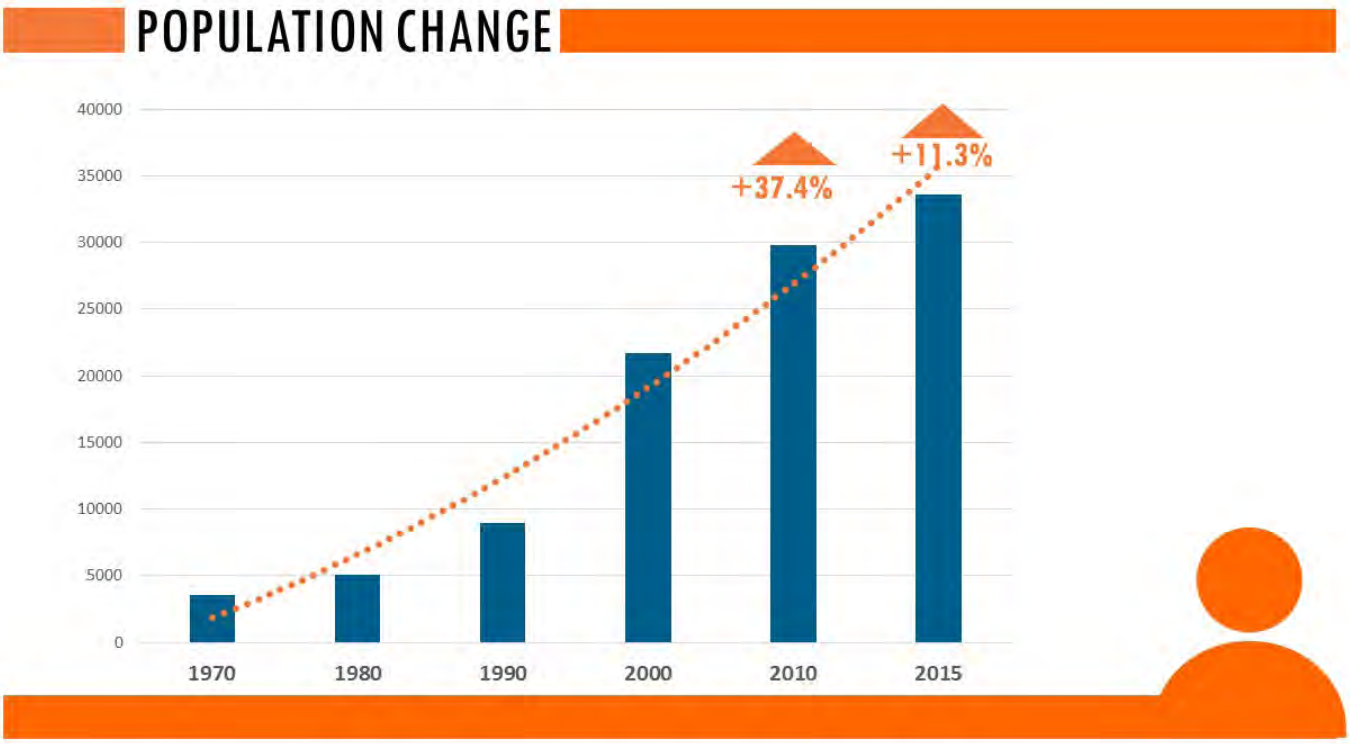
Who We Are

As the third largest city in Cobb County, the City of Kennesaw has grown from a small city of less than 5,000 people in 1970 to over 33,000 people in 2015. Growth will slow as the city transitions to a mature city with more redevelopment than greenfield growth.

The population is largely middle age with a high proportion of children. While Kennesaw State University is adjacent to the city, there is not a large population of college age adults.

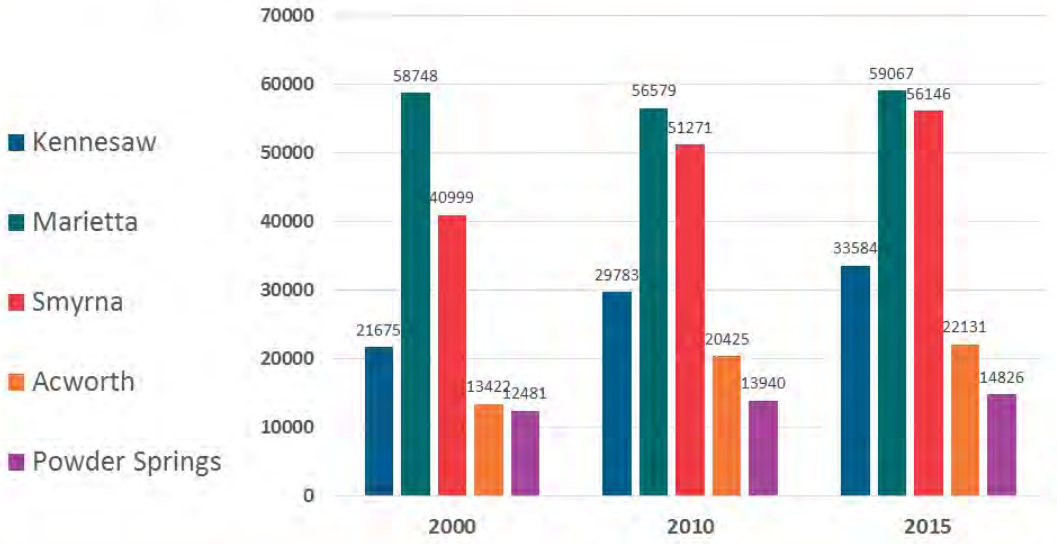
Between the years of 2000 and 2014, the City of Kennesaw became more diverse. The proportion of Black residents, Asian residents, and residents who identified as two or more or another race increased, while the proportion of white residents decreased. 6.2% of residents of any race identified as Latino in 2000, and this percentage increased to 13.2% by 2014.

The City of Kennesaw has a larger proportion of people making between $25,000 and $100,000 than the Metro Atlanta Region indicating a larger middle class than the region. These numbers may be impacted by students attending Kennesaw State University. The impacts of the Great Recession are still being felt in the City of Kennesaw with a lower Area Median Income than in 2000. This could also be related to the increased growth at Kennesaw State University.



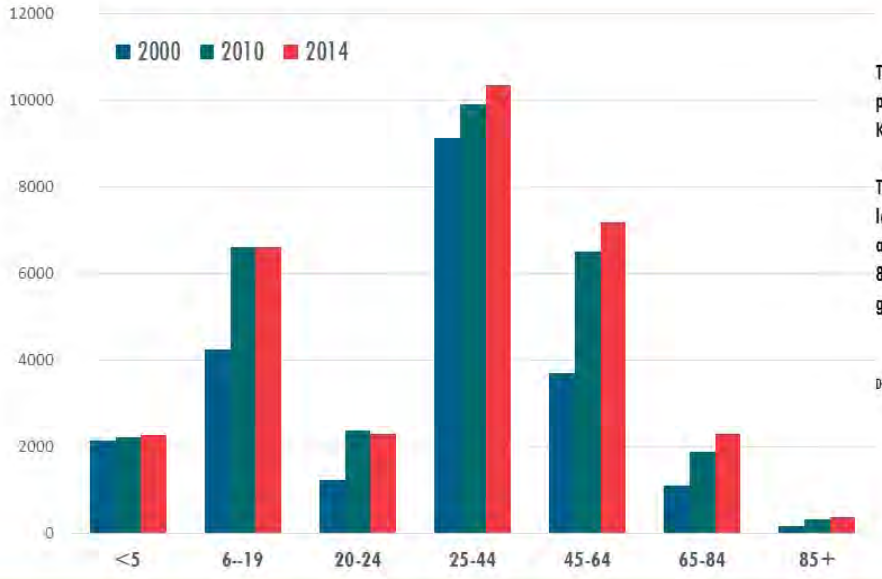
Data Source: UC Census

POPULATION COMPARISON



Data Source: UC Census American Fact Finder

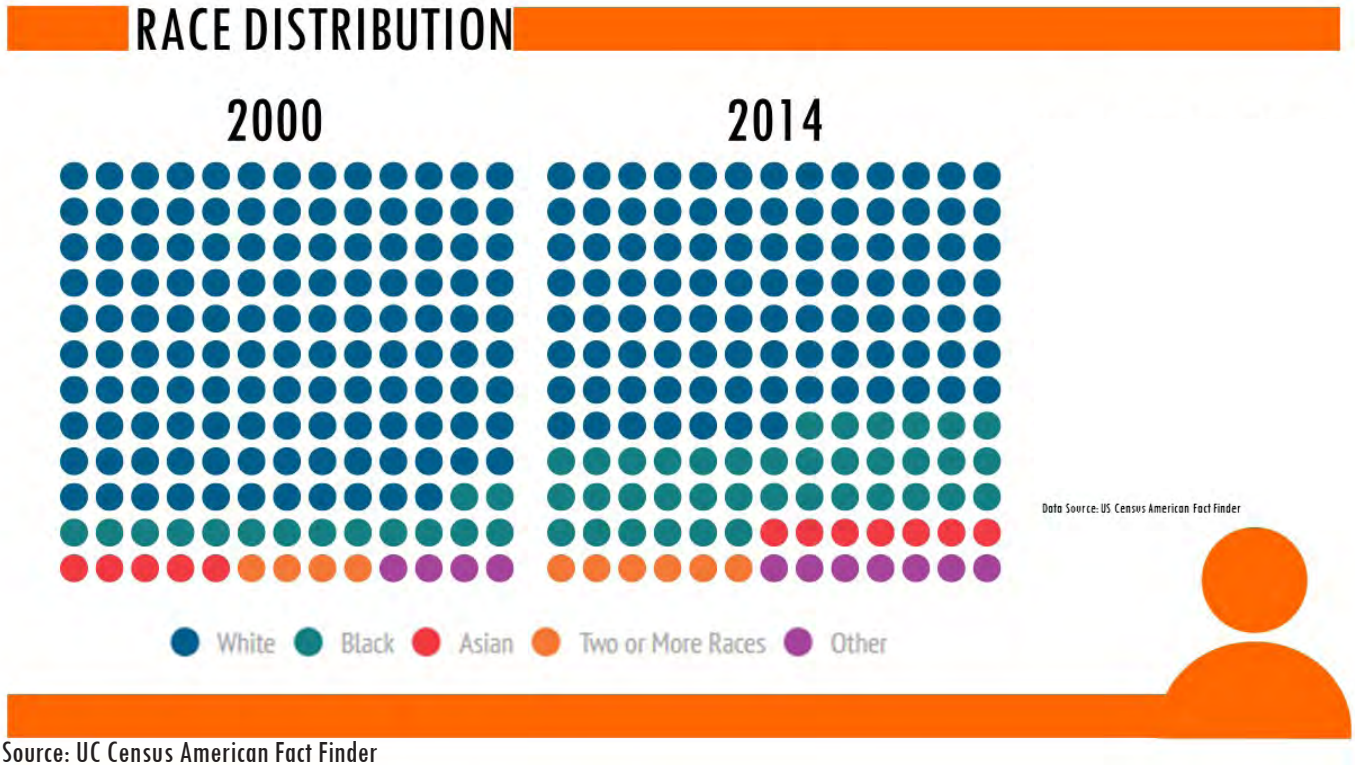
AGE DISTRIBUTION



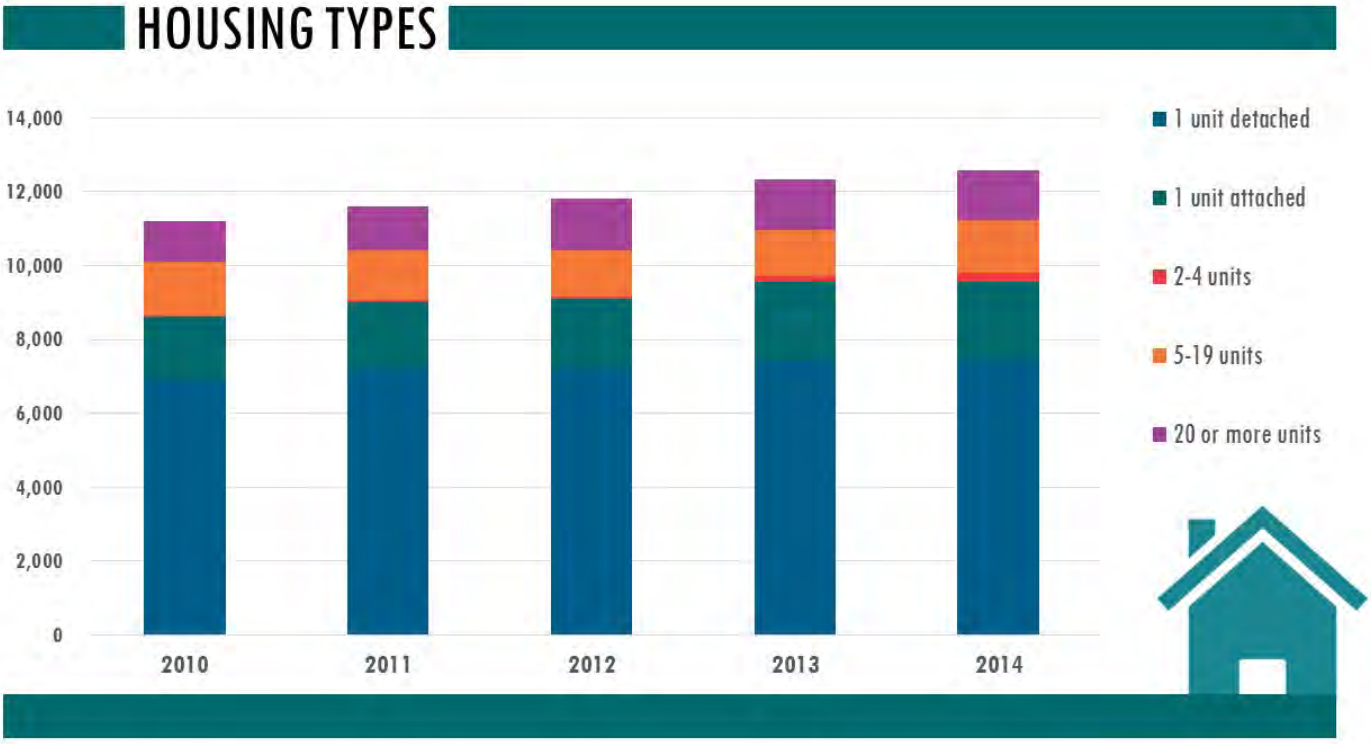
This chart demonstrates the changes in proportions of various age groups in Kennesaw between 2000 and 2014.

The proportion of most age groups remained largely the same between the years of 2000 and 2014. The proportion of people aged 25-84 appears to be growing faster than other groups.

Data Source: US Census American Fact Finder



Data Source: UC Census American Fact Finder

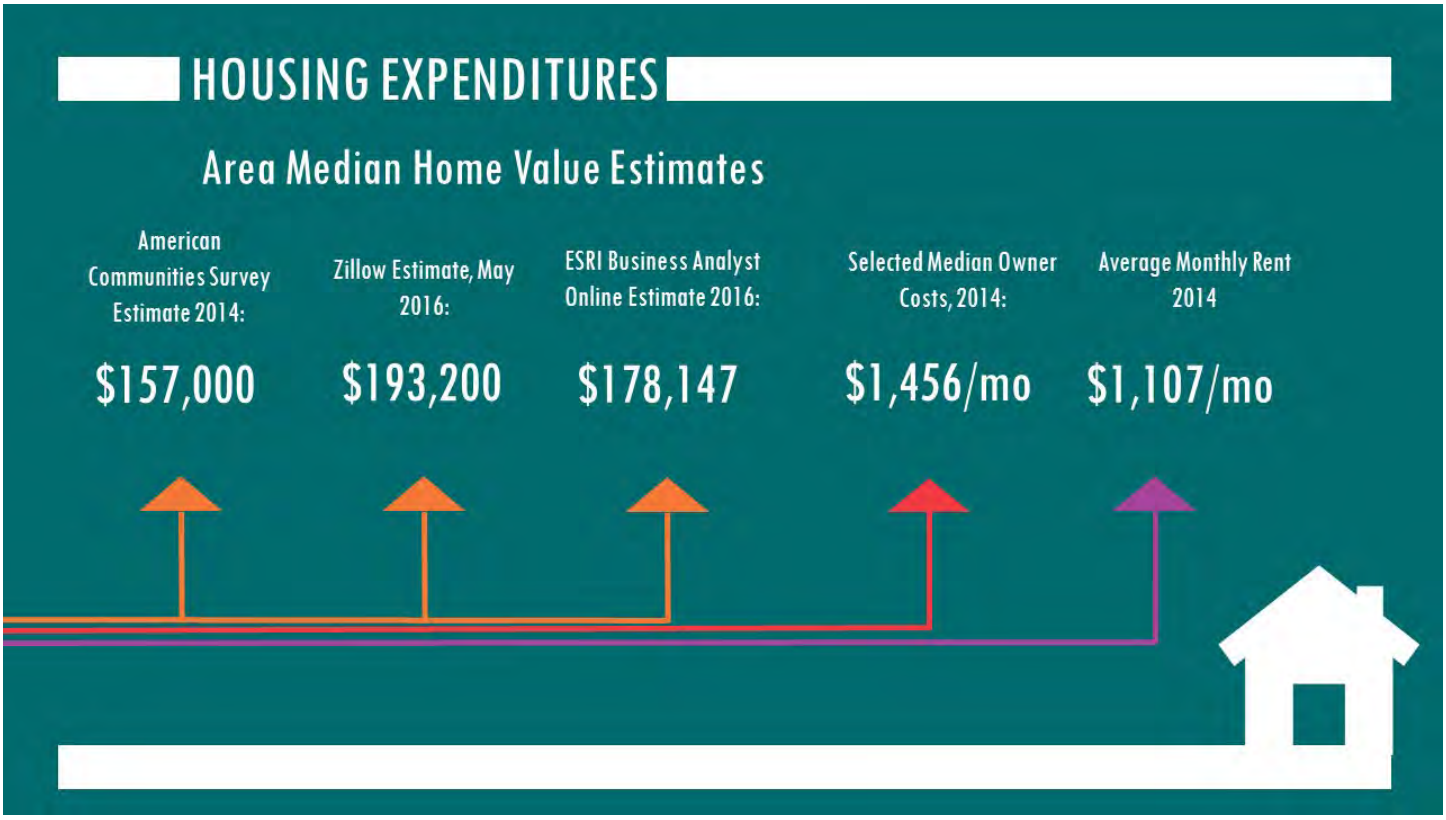


Data Source: UC Census American Fact Finder

Home Sweet Home

With the population growth, the City of Kennesaw has also seen corresponding increases in housing, growing from just over 9,000 homes in 2000 to over 13,000 homes in 2014. The vacancy rate within the city, has been steady at 7% which is lower than the Atlanta region average.

The housing market is changing in the City of Kennesaw with the share of attached homes increasing along with detached homes. This trend will likely continue as the city experiences redevelopment. Housing values differ within the City of Kennesaw depending on the data source but most agree that the homes costs within $175,000 to $200,000. What is unique is that a clear majority of renters spend between $1,500 and $1,999 on housing costs each month, while housing costs for homeowners are more evenly distributed. The largest percentage of homeowners spend between $1,000 and $1,499 on housing costs monthly.



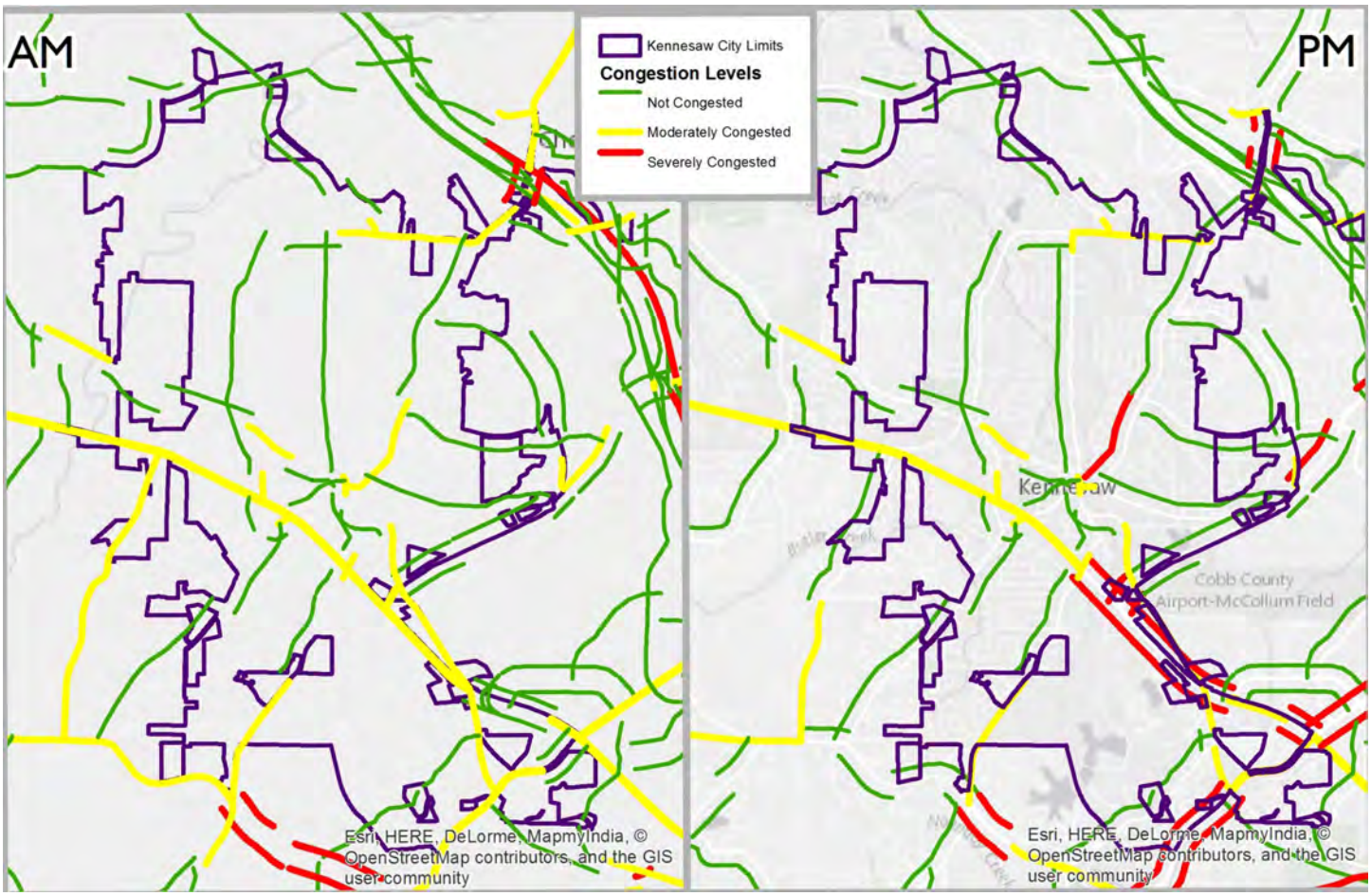
How We Move

The City of Kennesaw is located in north Cobb County along I-75 and US 41 (Cobb Parkway) corridors. These major transportation routes provide connections for residents and business in the City of Kennesaw to connect to the interstate system and, Hartsfield-Jackson Atlanta International Airport, which allows for connections across the United States and the world. However, transportation is a concern among residents.

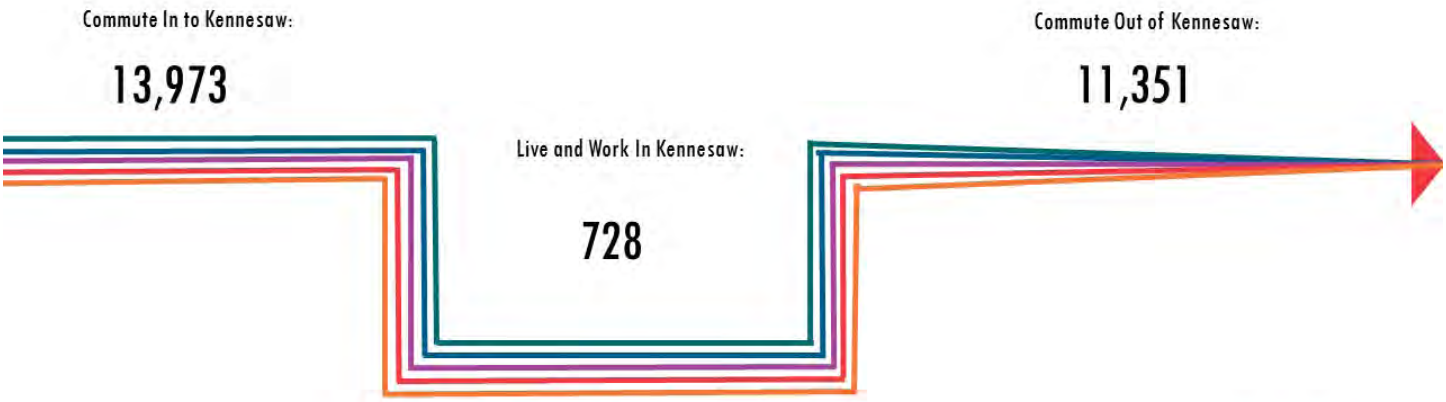
From the U.S. Census, 13,973 people commute into the City of Kennesaw for work each day. 728 people live and work in Kennesaw while 11,351 people commute out of Kennesaw to work. Most residents work along the I-75 corridor south to Downtown, or in other metro Atlanta employment centers such as Buckhead, Perimeter or the 400 Corridor.

Of those 11,351 Kennesaw residents, 92% use a car to get to work each day: 82% of those who drive, drive alone; while 10% carpool; 2% of residents use public transportation; 4% work from home; and another 2% use alternative modes of transportation such as walking or biking to get to work.

Transportation and traffic were brought up as issues by residents. The maps below illustrate the congestion patterns within the city using data provided by INRIX.

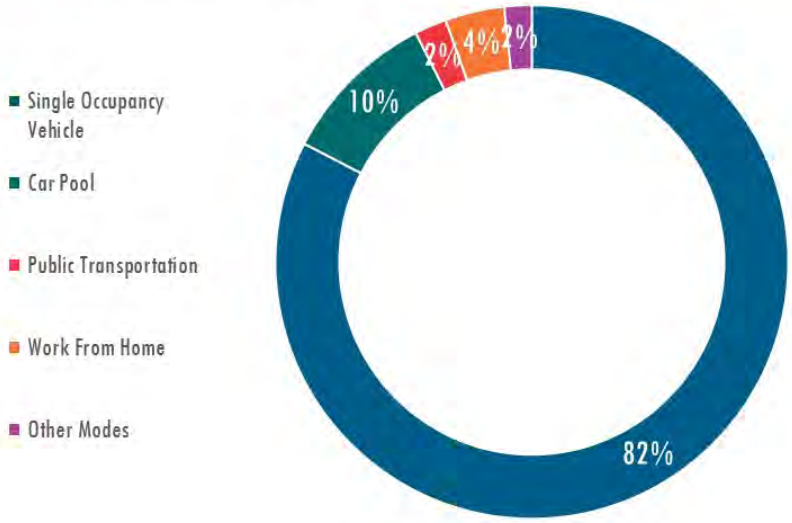


WORK COMMUTES



Data Source: US Census On the Map

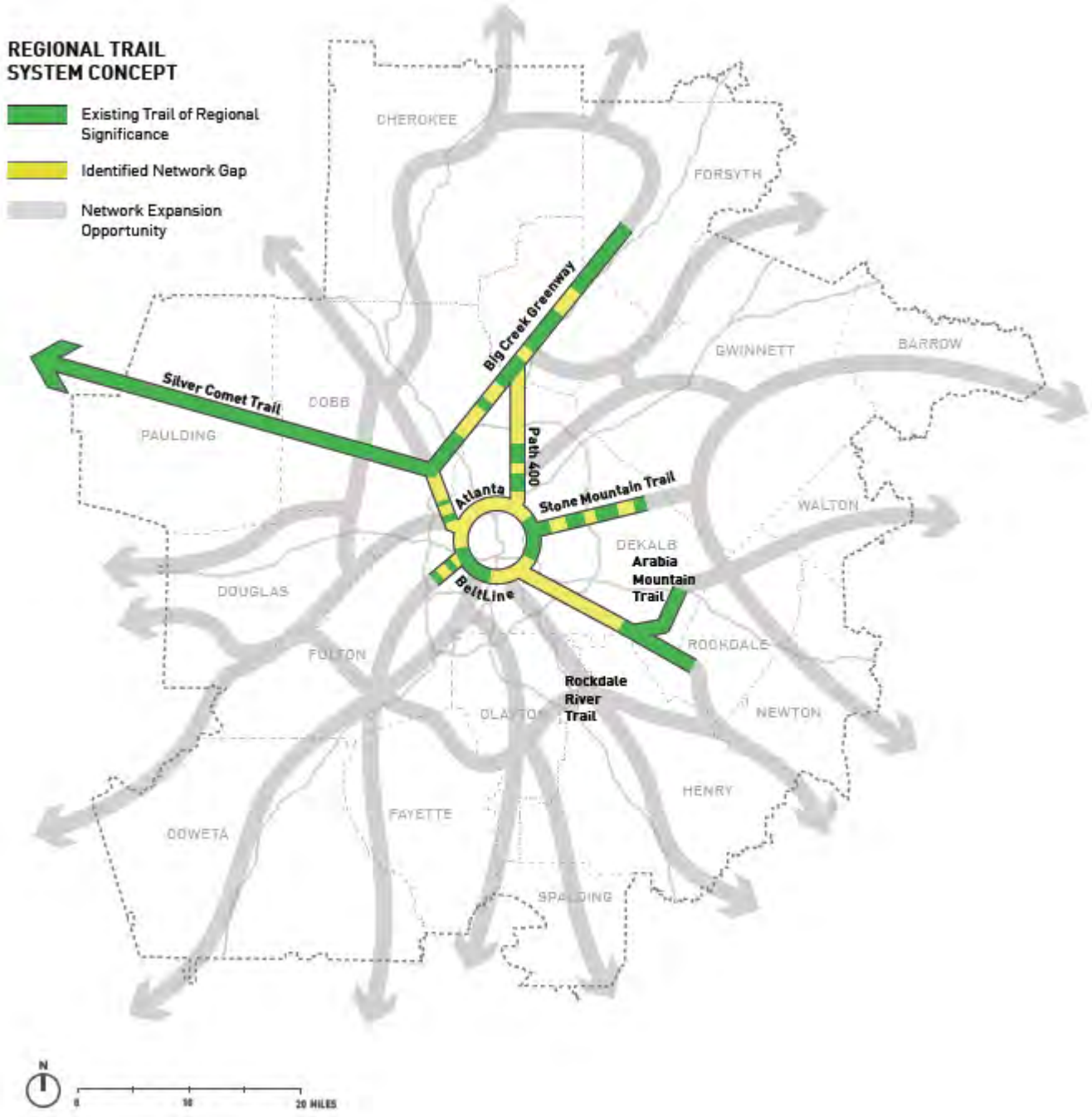
MODE OF TRANSPORTATION

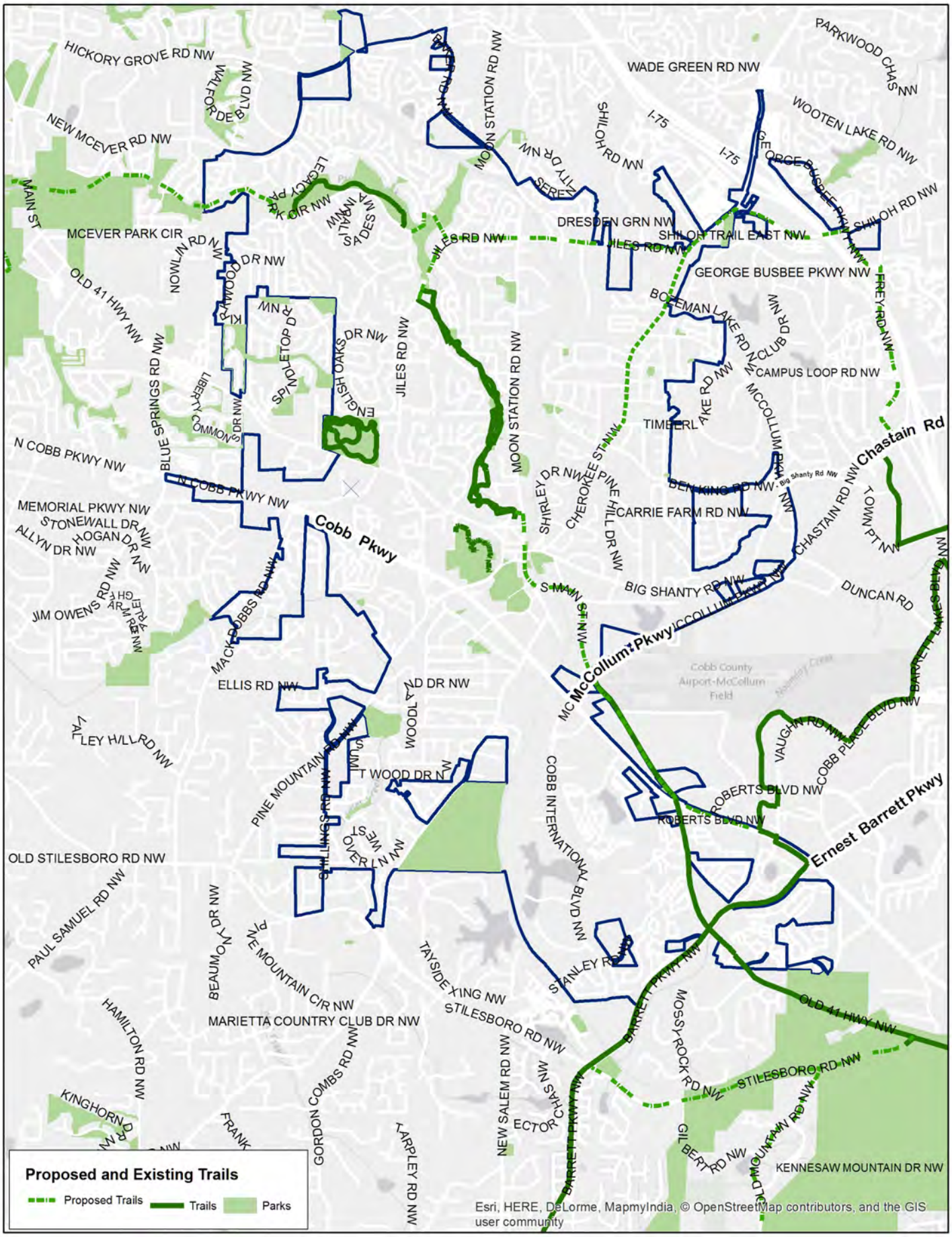


92% of Kennesaw residents use a car to get to work each day. 82% of those drive alone, while 10% carpool. 2% of residents use public transportation, 4% work from home, and another 2% use alternative modes of transportation such as walking or biking to get to work.

Data Source: US Census American Fact Finder Economic Characteristics

At the Open Houses, residents expressed a desire for more trail connections to key destinations within the city such as downtown and Kennesaw State University to encourage pedestrian traffic between those areas. There are proposed trails that are currently building that connection. At the regional level, the Atlanta Regional Commission has identified the need for a Northwest trail connection that would go through the City of Kennesaw. This connection would connect Kennesaw to the Silver Comet Trail and the Atlanta Beltline and be part of a larger regional trail network. This concept will need further study but it will have an impact on the city. The Cobb County Department of Transportation has initiated a Greenways and Trails Master Plan process, to help determine priorities for future trails throughout the county.

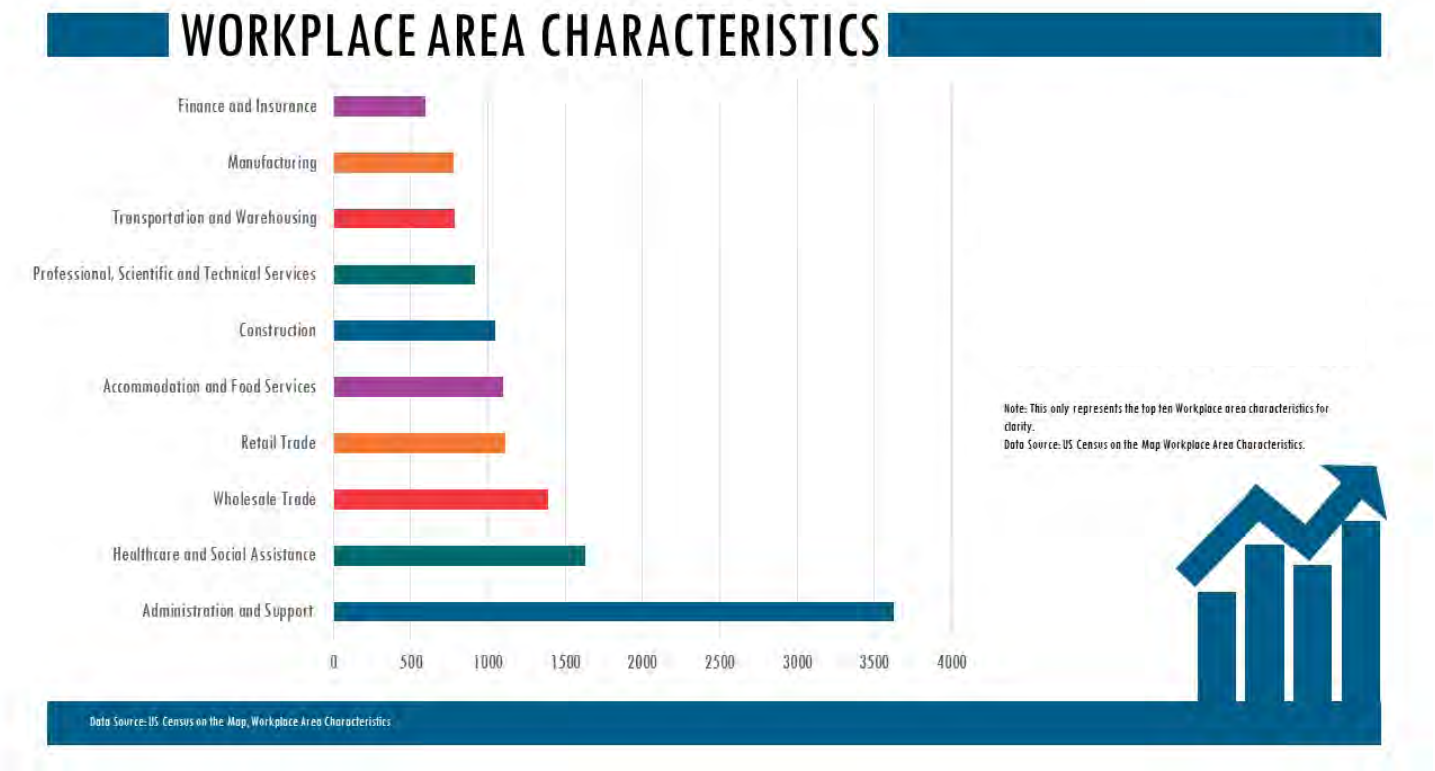


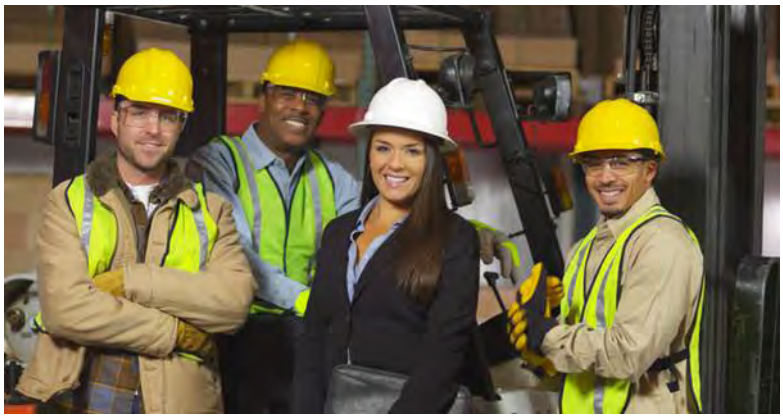

Proposed and Existing Trails
Proposed Trails
Trails
Parks
Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community
Cobb Pkwy
McCollum Pkwy
Chastain Rd
Ernest Barrett Pkwy
HICKORY GROVE RD NW
NEW MCEVER RD NW
MCEVER PARK CIR
MAIN ST
OLD 41 HWY NW
BLUE SPRINGS RD NW
N COBB PKWY NW
MEMORIAL PKWY NW
STONEWALL DR NW
HOGAN DR NW
ALLYN DR NW
JIM OWENS RD NW
ELLIS RD NW
VALLEY HILL RD NW
OLD STILESBORO RD NW
PAUL SAMUEL RD NW
HAMILTON RD NW
KINGHORN DR NW
MARIETTA COUNTRY CLUB DR NW
BEAUMONT DR NW
PINE MOUNTAIN CIR NW
PINE MOUNTAIN RD NW
WALFORD BLVD NW
NOWLIN RD NW
KIRKWOOD DR NW
SPLITLOG DR NW
ENGLISH OAKS DR NW
JILES RD NW
MOON STATION RD NW
WADE GREEN RD NW
SHILOH RD NW
I-75
DRESDEN GRN NW
SHILOH TRAIL EAST NW
GEORGE BUSBEE PKWY NW
BOGEMAN LAKE RD NW
CAMPUS LOOP RD NW
MCCOLLUM PKWY NW
TIMBERLAKE RD NW
BENKING RD NW
CARRIE FARM RD NW
CHASTAIN RD NW
TOWN PT NW
DUNCAN RD
BIG SHANTY RD NW
S MAIN ST NW
SHIRLEY DR NW
CHEROKEE ST NW
PINE HILL DR NW
COBB INTERNATIONAL BLVD NW
ROBERTS BLVD NW
VAUGHN RD NW
COBB PLACE BLVD NW
BARRETT LAKES BLVD NW
STANLEY RD NW
BARRETT PKWY NW
MOSSY ROCK RD NW
OLD 41 HWY NW
STILESBORO RD NW
TAYSIDE XING NW
NEW SALEM RD NW
ECTOR CT NW
GORDON COMBS RD NW
LARPLEY RD NW
GILBERT RD NW
KENNESAW MOUNTAIN DR NW
PARKWOOD CHAS NW
WOOTEN LAKE RD NW
FREY RD NW
Cobb County Airport-McCollum Field

What We Do

Currently, there are 1,571 business within the City of Kennesaw employing over 14,552 people. With an unemployment rate of 5.2% the city has an unemployment rate less than the state average of 5.6% (Dec 2016).

With Kennesaw State University, nearby, the Administration and Support category is the largest employment sector followed by Healthcare and Social Assistance. The City of Kennesaw's location near major transportation facilities drives growth in wholesale trade and transportation and warehousing.





Our Partners

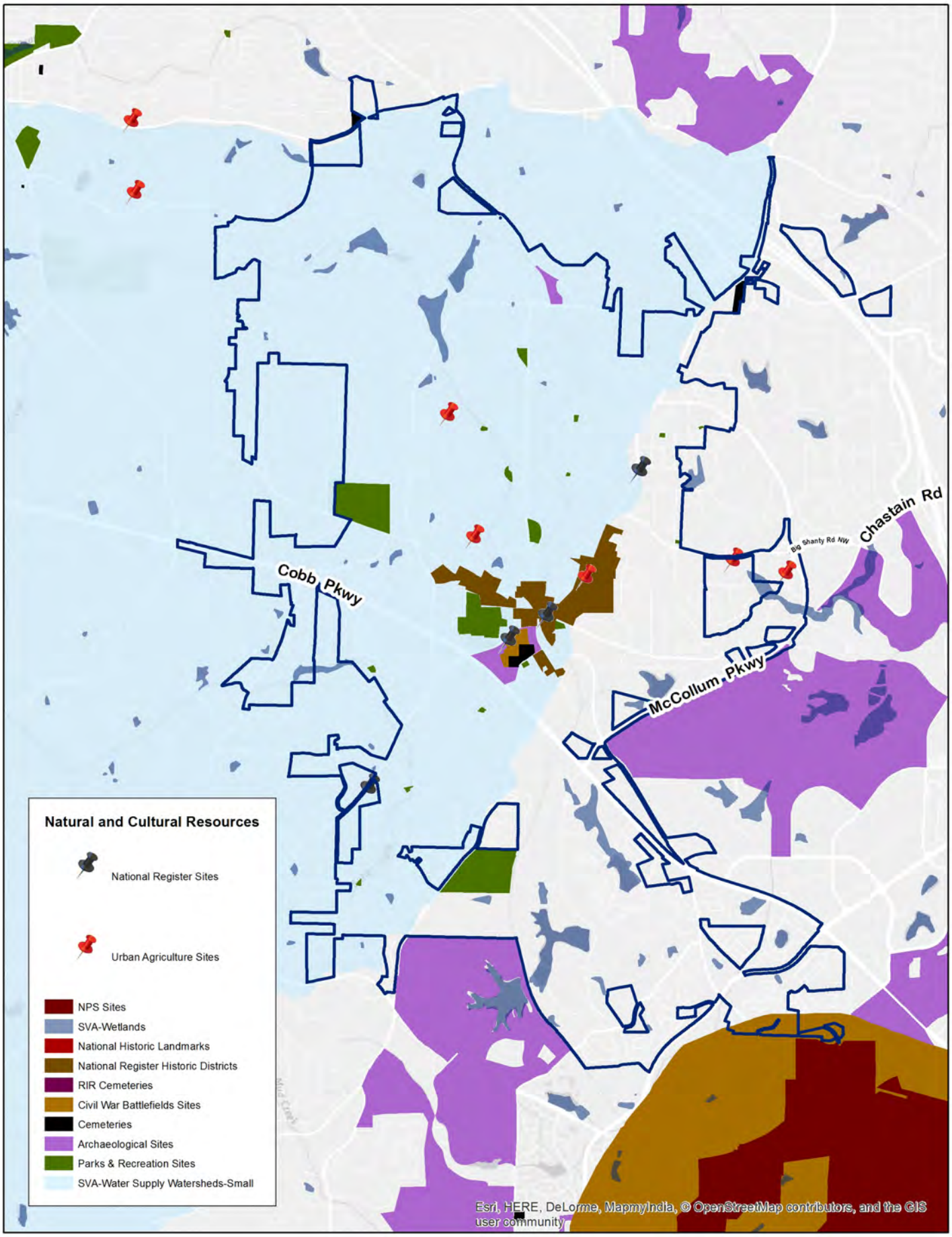
In developing the implementation program for the Comprehensive Plan, it is important to recognize other organizations in the Kennesaw area that may partner with the city or even take the lead on certain local actions. The City of Kennesaw recognizes that they are unable to achieve the plan goals and policies without our partners. A collection of some of the many key partners are below.

Our Natural and Cultural Resources

The City of Kennesaw has a variety of natural and cultural resources within and near the city. Among those that the community needs to take care to not severely impact when new development and redevelopment takes place are the Kennesaw Mountain National Battlefield Park, and Lake Allatoona watershed.

The City of Kennesaw has 3 National Register Sites and 4 National Register Historic Districts. Redevelopment within these areas can be eligible for tax credits if the development restores a contributing resource to those Historic Districts. Promotion of these tax credits can work to save the historic character of Kennesaw.

The General has been a National Register of Historic Site since 1973. *(Image Courtesy of the National Park Service)*


Cobb Pkwy
McCollum Pkwy
Big Shanty Rd NW
Chastain Rd
Natural and Cultural Resources
National Register Sites
Urban Agriculture Sites
NPS Sites
SVA-Wetlands
National Historic Landmarks
National Register Historic Districts
RIR Cemeteries
Civil War Battlefields Sites
Cemeteries
Archaeological Sites
Parks & Recreation Sites
SVA-Water Supply Watersheds-Small
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What We Heard

What We Heard

The City of Kennesaw and planning team designed several communication tools and activities to ensure that meaningful community input would form the backbone of this plan. A Steering Committee, convened to oversee the process, was the main instrument for guiding development of the plan.

Steering Committee members played a key role in the Comprehensive planning process in that they provided plan oversight and input. At each phase of the planning process, they provided the planning team with a valuable perspective that helped refine the comprehensive planning process.

November Open House

The first Open House was held on November 15th, hosted over 75 residents, officials, and stakeholders who shared feedback on what they imagine for the future of the city. The open house provided an opportunity for the public-at-large to participate in interactive planning activities that speak to the values and needs of the City of Kennesaw.

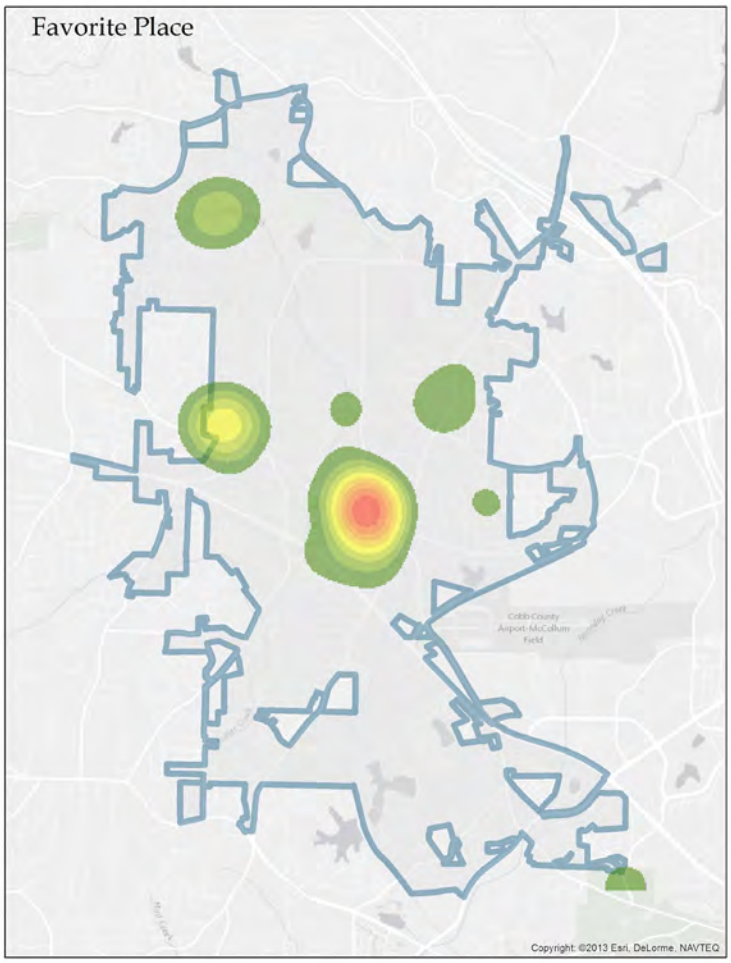
Collaborative Map

A large-format map of the City and surrounding areas was used to gather responses to two questions from the community at the November Open House-1) Besides your home, what is your favorite location in Kennesaw? 2) If you had money to spend to improve one location in the city, where and what would you spend it on? The stickers used for responses were color coded by question.
The following pages illustrate the results.

DIY (Do-It-Yourself) City Budgeting

Participants prioritized where they would like to see the City of Kennesaw make investments in the future. Each participant was given a pack of "planning money" to spend on 11 different priorities, ranging from public safety to senior services to community aesthetics. Each money packet included one bill each in six different denominations: $1, $5, $10, $20, $50 and $100.

Kennesaw Residents Speak:



At the Open House on November 15, 2016, participants were asked for feedback by responding to various questions and prompts. The heat map above shows the concentration of residents' favorite place in Kennesaw.

What is your favorite place?

What is your least favorite place?

"The city has a negative press problem... Many people see Kennesaw as having backwards priorities"

In Kennesaw, I would like to see more...

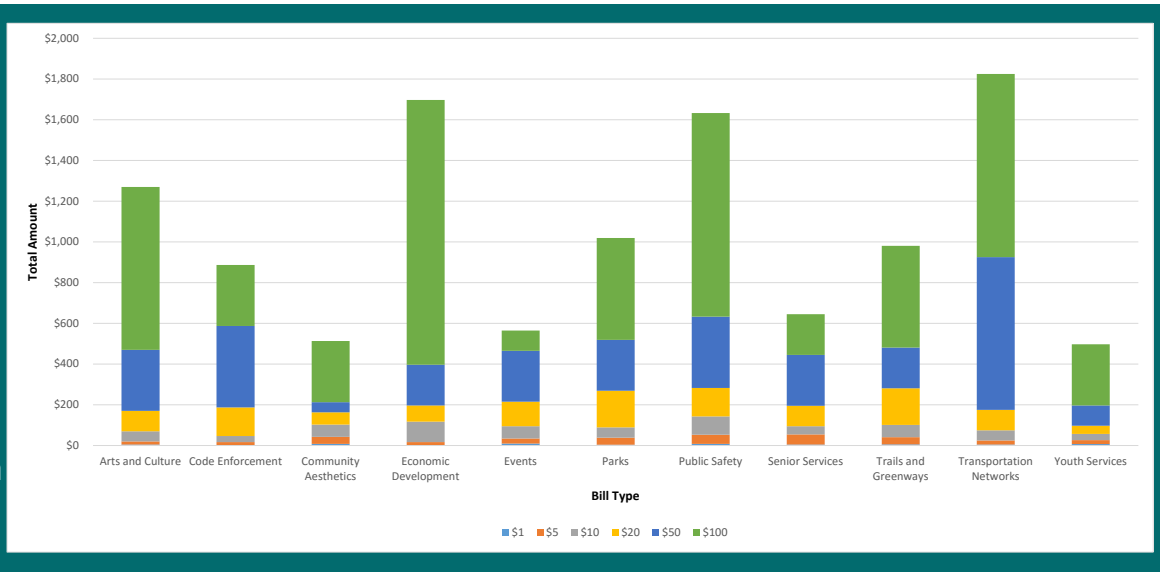
"The restaurants are what bring people to Kennesaw...we need to expand restaurants and retail"

Kennesaw Comprehensive Plan Update 2016

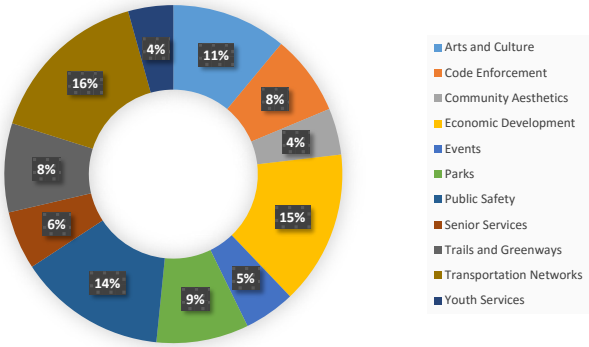
Open House Results

Budget Priorities

Participants were given a pack of "planning money" containing one bill of each denomination to spend on 11 different priorities. This exercise shows where residents would like to prioritize investment in Kennesaw

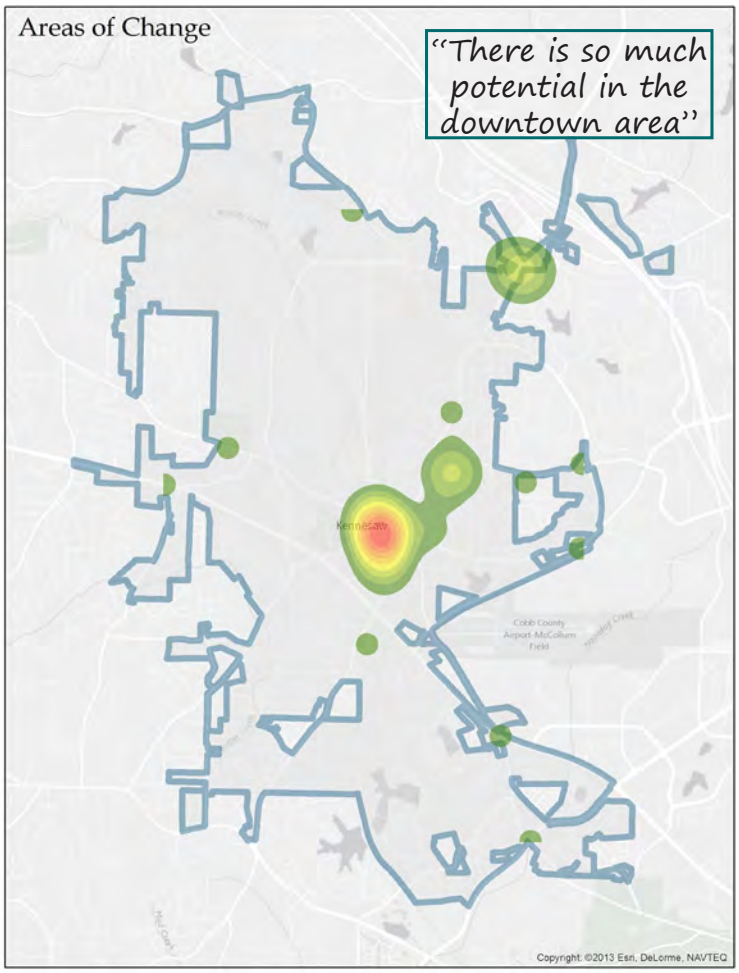


Budget Percentages



What is the future of Kennesaw?

"Kennesaw should take advantage of proximity to KSU"



January Open House

DIY (Do-It-Yourself) City Budgeting Part II

Residents furthered prioritized where they would like to see the City of Kennesaw make investments in the future. Taking the top three categories from the November meeting (less public safety). Each participant was given a pack of "planning money" to spend on different detailed priorities to assist in the future work programs.

Trail Planning

Bike and trail connectivity was an area that city staff wanted to get public input. A trail map of existing and planned trails was provided and feedback was gathered from attendees. Connecting downtown, to Kennesaw State University and parks were the main areas of feedback.

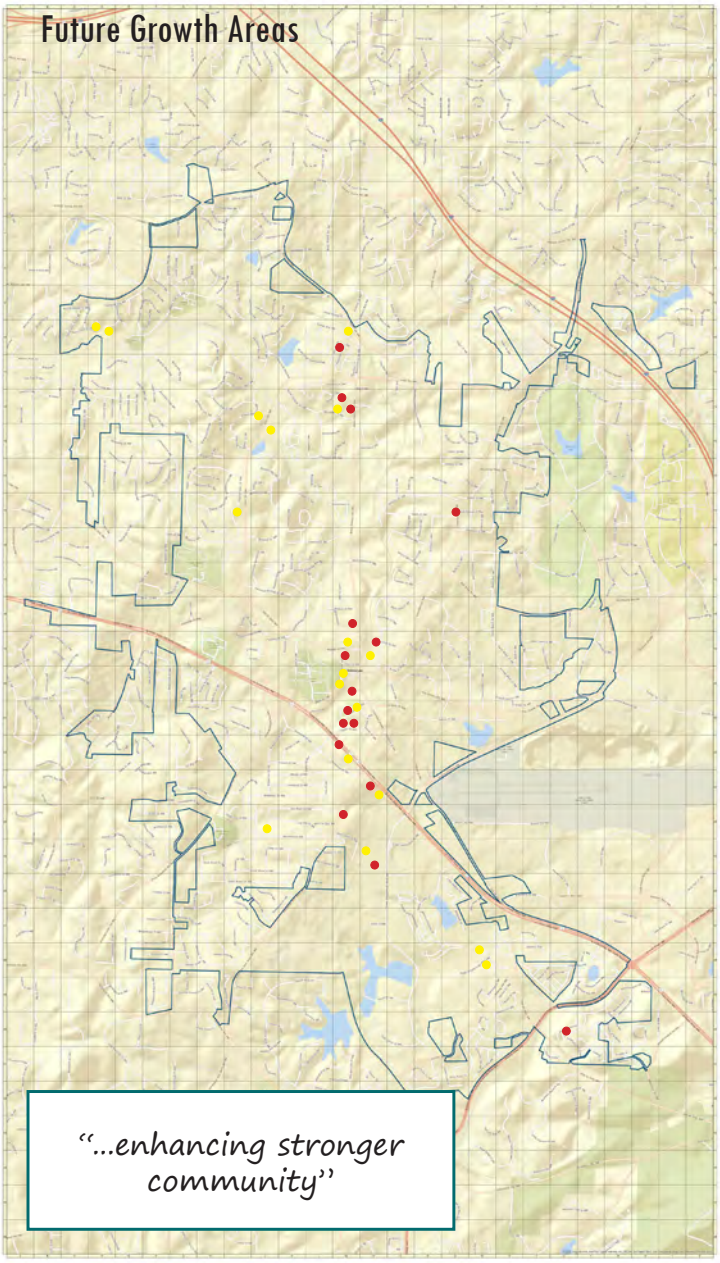
Martha Moore Center

A key parcel that could be redeveloped or rehabilitated, is the Martha Moore Center near Main Street. This is a former school site. Attendees gave feedback that it should be a community site with mixed use or an Arts Center.

Future Growth Areas

Residents were asked to identify areas on the map with LEGOs where future redevelopment should occur. The downtown area and the Moon Station Corridor were areas identified for future commercial or residential growth.

Kennesaw Residents Speak:



"...enhancing stronger community"

A second Open House was held on January 18, 2016. Activities focused on development opportunities and direct inprovements...

Martha Moore Center Redevelopment

"Try to get local transportaion service... Kennesaw is a walking town, but residents need other ways to get around"

"An Arts Center with performing arts spaces, studios, a gallery, and art classes"

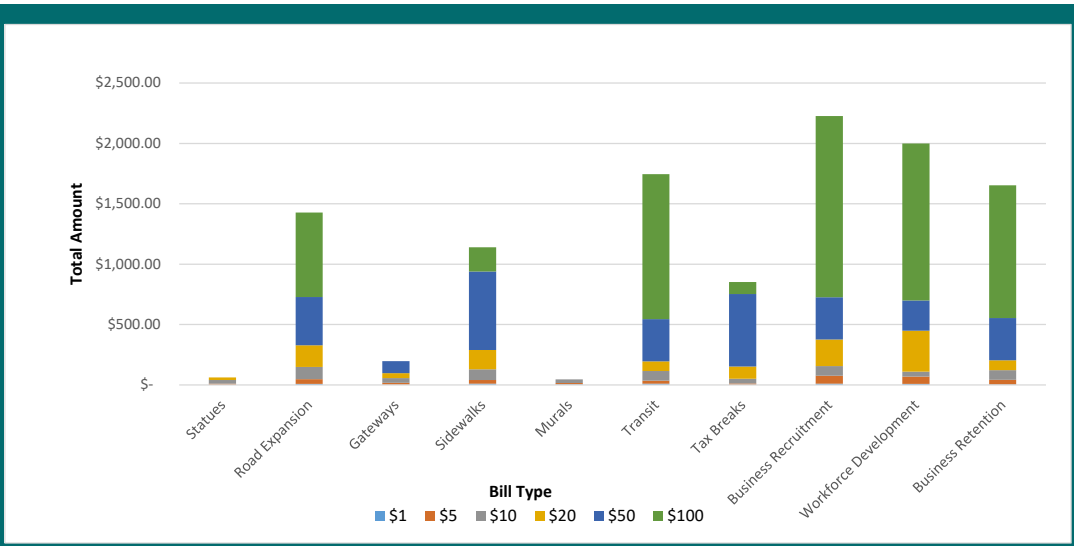
Kennesaw Comprehensive Plan Update 2016

Open House 1/18 Results

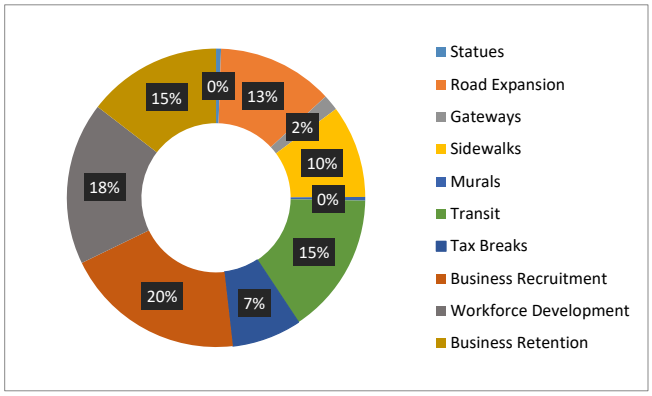
Budget Priorities

Participants were given a pack of "planning money" containing one bill of each denomination to spend on 10 different priorities.

This exercise shows where residents would like to prioritize investment in Kennesaw



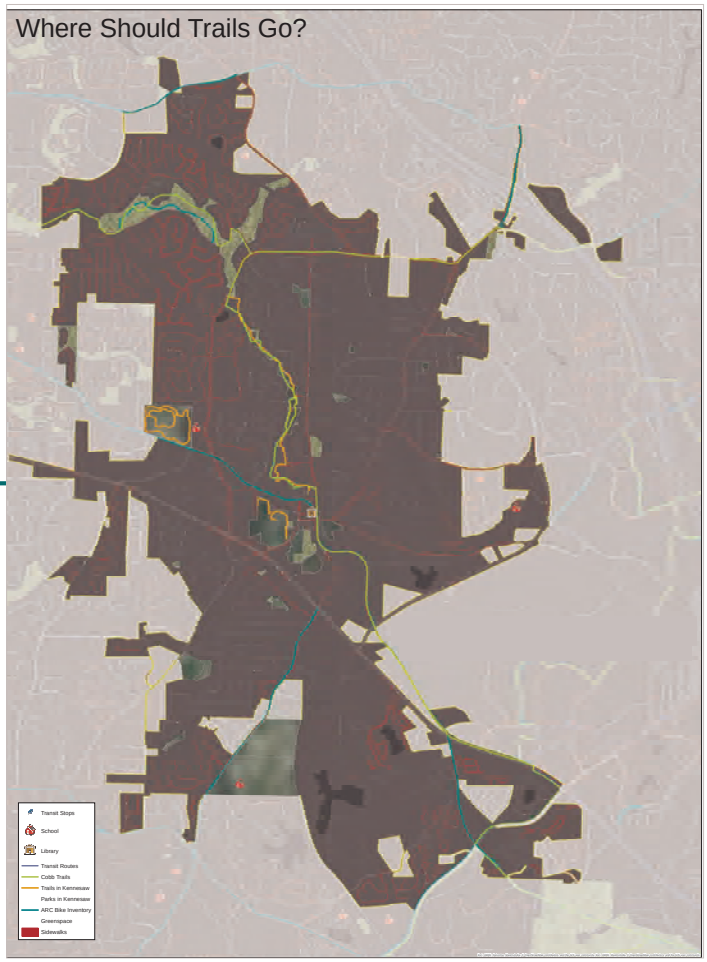
Budget Percentages



Where should trails go?

"Connect KSU"

"Bike friendly options"



Kennesaw Comprehensive Plan Update 2016
Future Growth Areas
Northwest Cobb is expected to gain 40,000 new residents and 22,000 new jobs by 2040.
Kennesaw will get some of this new growth. Where should it go? Place a red block in the grid where you think jobs should go, a yellow where you think residences should go, or a red and yellow stack if both jobs and residences should go there.

EXIT

Moving toward the Future

Plan Goals

The City of Kennesaw is a diverse and forward looking community engaged in shaping its own future. The residents, employees and businesses of Kennesaw are working to capitalize on the qualities and values that have made it a successful community.

To be a successful community, Kennesaw will:

- Create great public spaces and thoroughfares with well balanced, fiscally sound, infrastructure investments
- Work to ensure existing business and retail vitality while expanding the economy with community partners
- Preserve the City's hometown atmosphere while growing the economy and population through impactful redevelopment within the downtown and along maj or corridors

As the City of Kennesaw moves forward in implementing the Comprehensive Plan, these goals should be monitored to ensure that they are still relevant to the City.

Through data analysis and public engagement, the following issues and opportunities were identified for the City of Kennesaw. These assets and challenges need to be monitored as the Comprehensive Plan moves forward in implementation.

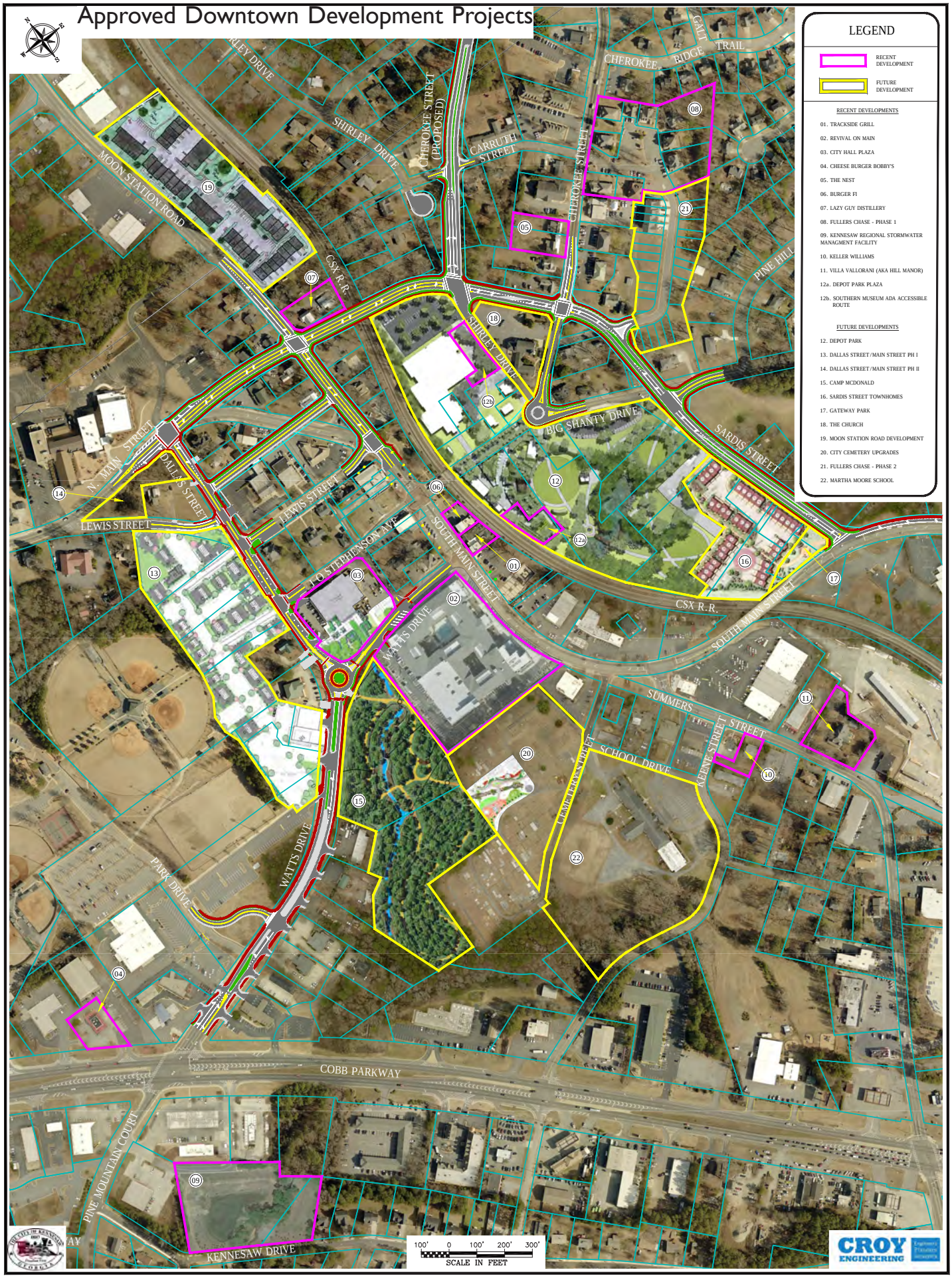
These Assets are:

Kennesaw State University

Throughout this process the Planning Team has heard about the importance of Kennesaw State University (KSU) to the City of Kennesaw. While not within the city limits the impact of Kennesaw State University both positive and negative give the City of Kennesaw a resource that other cities within the region do not have. Leveraging partnerships and identifying ways to retain the talent that KSU brings to the city will bring benefits to the city in the future.

Downtown

As the key growth area identified within the City of Kennesaw during the public process this area has many new projects that are underway to invest within the downtown area. The community identified this area as their favorite place within Kennesaw and the area that they would like to see change in. The City of Kennesaw recently updated their Livable Center Initiative Plan in 2015. The plan depicts the future concept and vision for a thriving Downtown Kennesaw village district. This village district promotes a healthy live/work/play environment for a multi-generational community, while capitalizing on the small town historic character and charm of Kennesaw. This plan is the guiding document for the downtown area. Another key plan is the Depot Park Master Plan. The currently approved downtown projects are mapped on the following page and the city should refer to those plans for development and capital project planning within the downtown area.


Approved Downtown Development Projects
LEGEND
RECENT DEVELOPMENT
FUTURE DEVELOPMENT
RECENT DEVELOPMENTS
01. TRACKSIDE GRILL
02. REVIVAL ON MAIN
03. CITY HALL PLAZA
04. CHEESE BURGER BOBBY'S
05. THE NEST
06. BURGER FI
07. LAZY GUY DISTILLERY
08. FULLERS CHASE - PHASE 1
09. KENNESAW REGIONAL STORMWATER MANAGMENT FACILITY
10. KELLER WILLIAMS
11. VILLA VALLORANI (AKA HILL MANOR)
12a. DEPOT PARK PLAZA
12b. SOUTHERN MUSEUM ADA ACCESSIBLE ROUTE
FUTURE DEVELOPMENTS
12. DEPOT PARK
13. DALLAS STREET/MAIN STREET PH I
14. DALLAS STREET/MAIN STREET PH II
15. CAMP MCDONALD
16. SARDIS STREET TOWNHOMES
17. GATEWAY PARK
18. THE CHURCH
19. MOON STATION ROAD DEVELOPMENT
20. CITY CEMETERY UPGRADES
21. FULLERS CHASE - PHASE 2
22. MARTHA MOORE SCHOOL
SHIRLEY DRIVE
CHEROKEE STREET (PROPOSED)
CARRUTH STREET
CHEROKEE STREET
CHEROKEE RIDGE
GALT TRAIL
MOON STATION ROAD
CSX R.R.
PINE HILL
BIG SHANTY DRIVE
SARDIS STREET
N. MAIN STREET
DALLAS STREET
LEWIS STREET
J.O. STEPHENSON AVE.
SOUTH MAIN STREET
WATTS DRIVE
SUMMERS STREET
SCHOOL DRIVE
KEENE STREET
CRAWFORD STREET
PARK DRIVE
COBB PARKWAY
PINE MOUNTAIN COURT
KENNESAW DRIVE
100' 0 100' 200' 300'
SCALE IN FEET
CROY ENGINEERING

The challenges are:

Perception of Downtown

Attendees at the public open houses and participants in stakeholder interviews described the challenge of attracting businesses to the downtown area (because of some current tenants). As more commercial and residential tenants move to the downtown area, the perception should pass.

Land Availability and Redevelopment

As the City is mostly built out, new development will primarily be the redevelopment of existing properties. The challenge is to ensure that redevelopment happens in line with the character and feel of the City of Kennesaw.

Transportation and Transit

Transportation is a challenge that many communities face and like those communities they were identified as challenges that the City of Kennesaw faces.

Cobb County has prepared a countywide master transportation plan in coordination with its new comprehensive plan. The countywide plan fully addresses the road network serving the City of Kennesaw, and improvements recommended over the short-term and long-term are articulated in that plan. The City of Kennesaw should continue to participate in this planning activity.

Sidewalks and bicycle lanes are critical transportation infrastructure elements necessary for providing alternative travel options versus automobile traffic. Providing connectivity to existing community facilities (such as schools, libraries, and parks) is an important use of the pedestrian and bicycle network. Providing additional connectivity to planned transit facilities/routes and activity centers are another critical area to reduce the need for automobile travel. Because improved networks of sidewalks and bikeways can reduce the reliance on automobile travel, such improvements can expand capacity of the road network and improve the quality of life for the city's residents.

Transit availability was identified by the community as a need. While Cobb County has a transit system (CobbLinc), there are no stops within the City of Kennesaw. Attendees at the Open Houses expressed a desire to have a connection between downtown and Kennesaw State University as a way to increase patronage at downtown businesses.

Community Boundaries

The area within the Atlanta region called Kennesaw is much larger than the actual city, and that makes it difficult to for visitors and residents to understand where the city begins. To help foster the sense of place and a stronger community identity, stakeholders suggested that public art and wayfinding specific to the City of Kennesaw be created and installed.

Our Future Growth

Our Future Land Use

As a built-out city, any new growth within the City of Kennesaw will be redevelopment. Currently within the city, 86% of the city's parcels are residential which is a challenge for any new development. The Future Land Use Map is a general guide for character of development within the city. A description of each category is provided below. Sample photos on the following pages, show options of what may be appropriate in each category. New development should be monitored for its impact on water quality within the city and region.

Activity Centers
Activity Centers are areas of commercial, office, and residential land uses. These are located along major transportation corridors. New development should reflect the character of the existing development within these areas.

Activity Center Types
Regional Activity Center
These are areas of large developments and serve as regional destinations for employment and retail.
Downtown Activity Center
This area is the traditional downtown of Kennesaw. For this area the City of Kennesaw completed an LCI study and that should be used as the guiding plan.
Community Activity Center
These areas provided services to the community but are not as intense as the Regional Activity Center
Neighborhood Activity Center.
These areas provide services to small areas within the community.

Transportation Communication and Utilities
Areas of Utilities and transportation

Public/Institutional
This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals.

Industrial
These are areas intended for manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities.

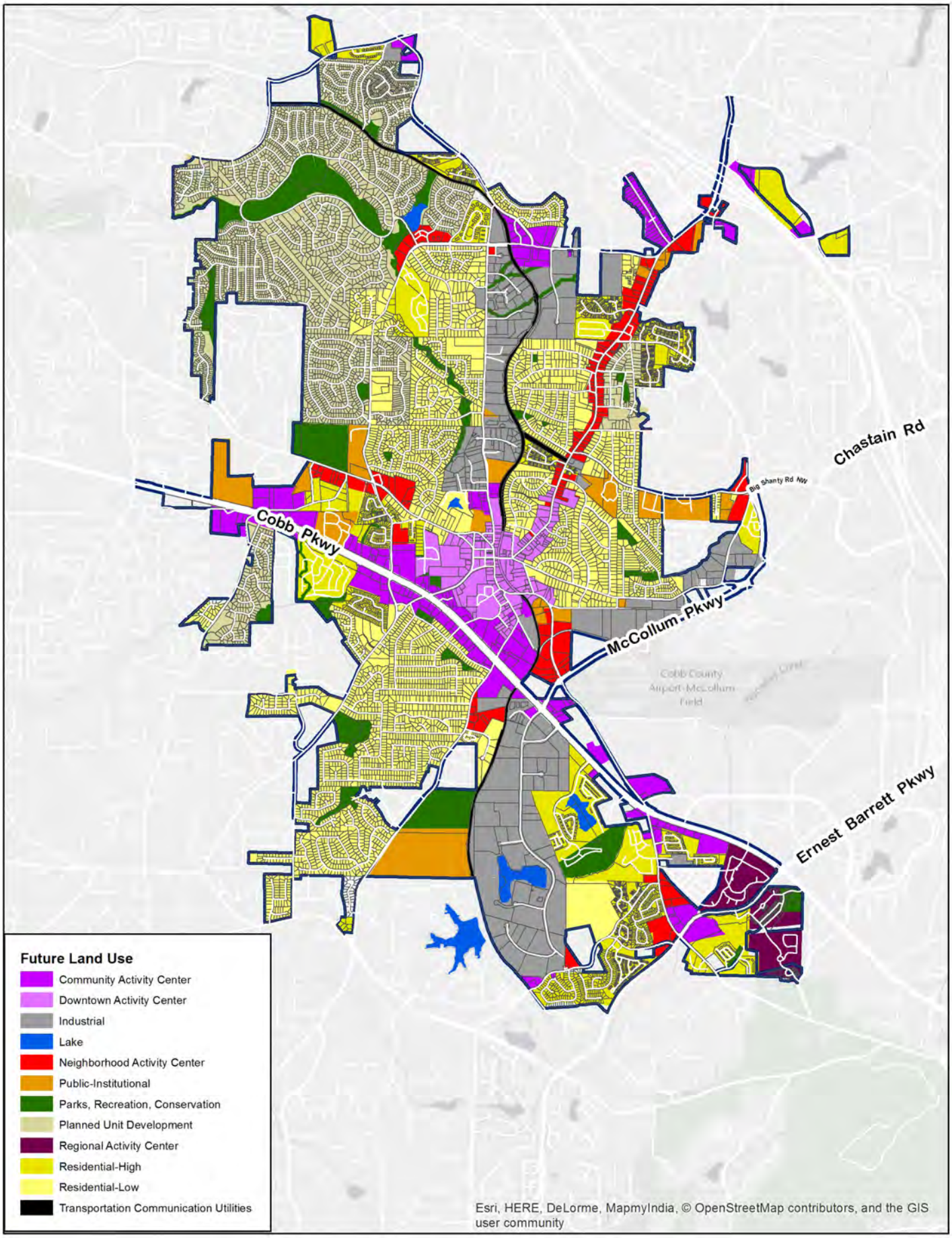
Lake
Bodies of Water

Park/Recreation/Conservation
This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.

Planned Unit Development
Areas planned under a separate master plan

Residential High
Residential Medium
Residential Low
These are areas of residential land uses with the city. This may be single family or multi-family but new development should reflect the character of the surrounding development. The recommended densities are:

- Low/Medium 1-4 units per acre
- High 4-16 units per acre


Chastain Rd
Big Shanty Rd NW
Cobb Pkwy
McCollum Pkwy
Cobb County Airport-McCollum Field
Ernest Barrett Pkwy
Future Land Use
Community Activity Center
Downtown Activity Center
Industrial
Lake
Neighborhood Activity Center
Public-Institutional
Parks, Recreation, Conservation
Planned Unit Development
Regional Activity Center
Residential-High
Residential-Low
Transportation Communication Utilities
Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community

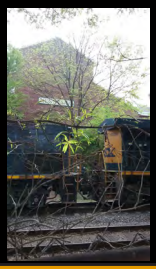
Regional Activity Center

Downtown Activity Center

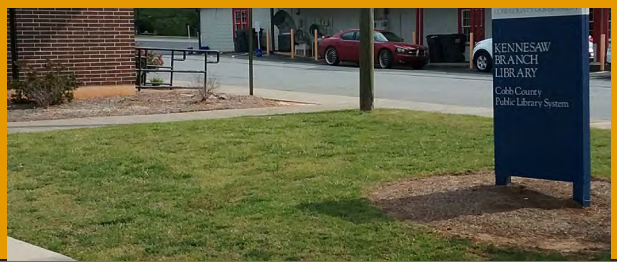
Community Activity Center

Neighborhood Activity Center

Transportation Communication and Utilities



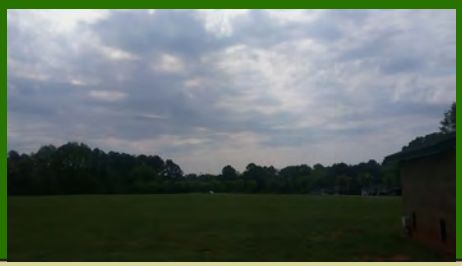
Public Institutional



Industrial

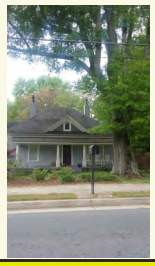
Lake

Parks/Recreation/Conservation



Planned Unit Development

Residential-Low/Medium



Residential-High

As a first step in creating an appropriate development atmosphere, the city has developed "Character Areas." These "Character Areas" are intended to ensure compatible and unified development within specified areas of the city.

As described over the next few pages, these Character Areas define the overall land use characteristics in generalized areas of the city, such as density and land use policies. A matrix of policies are located at the end of the chapter.

Commercial and Industrial Character Areas

The following are character areas that are primarily commercial in character. The character areas may contain residential uses however; the primary uses are commercial or industrial in nature.

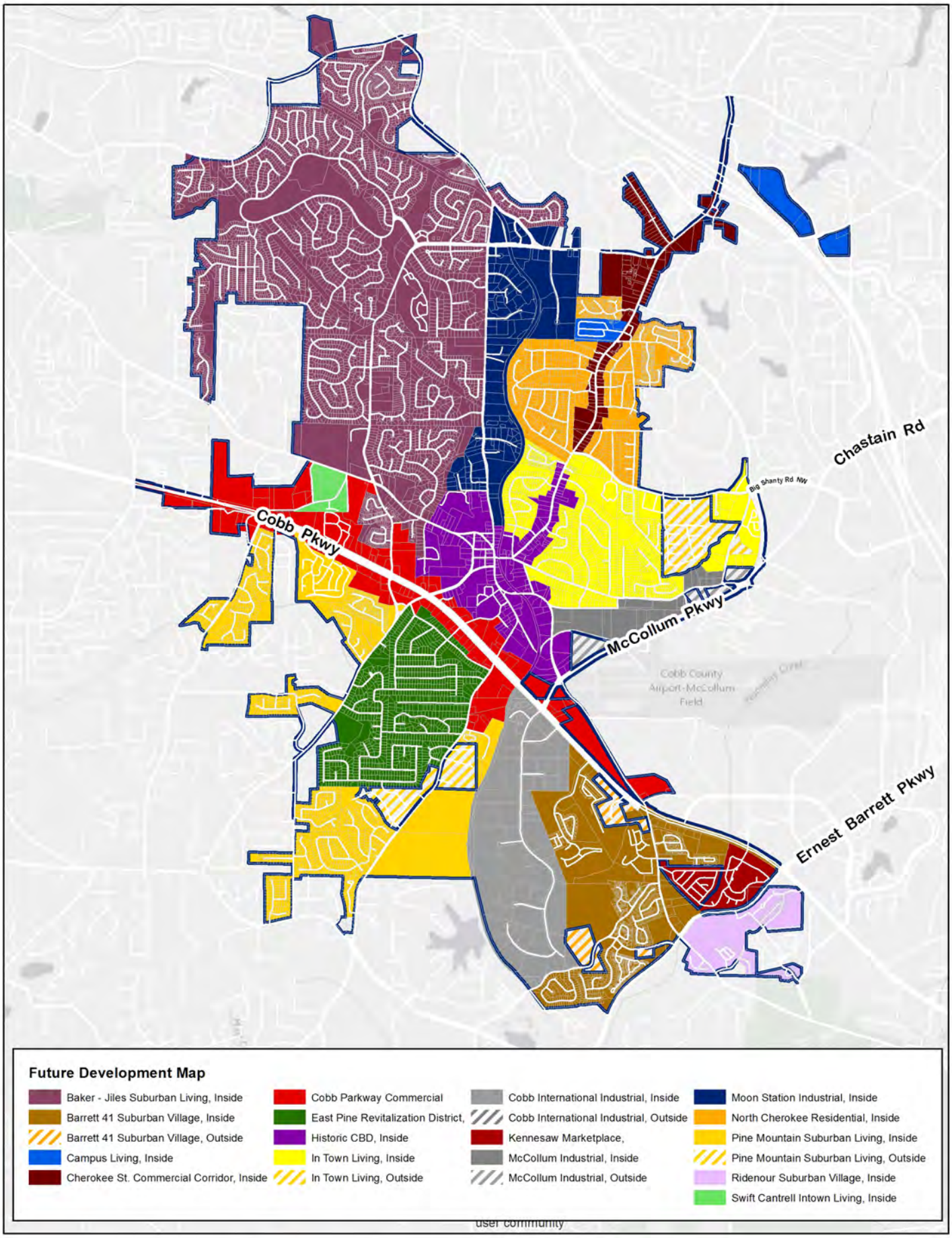
Cobb Parkway Commercial Corridor

The Cobb Parkway Commercial Corridor is the most significant commercial corridor in Kennesaw. This approximately 2-mile-long section of highway runs southeast to northwest through the lower third of the city limits. The corridor's appearance and function has been affected by vacant structures or structures that are in disrepair. Generally, there are no unifying architectural features, gateways, or impressionable spaces or buildings that identify this corridor with a unique sense of place that is characteristic of Kennesaw; however, several segments of this corridor show promise.

Future Land Use Categories

- CAC Community Activity Center
- I Industrial
- NAC Neighborhood Activity Center
- PI Public Service/Institutional
- PRC Park/ Recreation/ Conservation
- RAC Regional Activity Center
- RH High Density Residential
- RL Low/Medium Density Residential
- TCU Transportation/Communication/Utilities

Cobb Parkway Commercial


Chastain Rd
Big Shanty Rd NW
Cobb Pkwy
McCollum Pkwy
Cobb County Airport-McCollum Field
Ernest Barrett Pkwy
Future Development Map
Baker - Jiles Suburban Living, Inside
Barrett 41 Suburban Village, Inside
Barrett 41 Suburban Village, Outside
Campus Living, Inside
Cherokee St. Commercial Corridor, Inside
Cobb Parkway Commercial
East Pine Revitalization District,
Historic CBD, Inside
In Town Living, Inside
In Town Living, Outside
Cobb International Industrial, Inside
Cobb International Industrial, Outside
Kennesaw Marketplace,
McCollum Industrial, Inside
McCollum Industrial, Outside
Moon Station Industrial, Inside
North Cherokee Residential, Inside
Pine Mountain Suburban Living, Inside
Pine Mountain Suburban Living, Outside
Ridenour Suburban Village, Inside
Swift Cantrell Intown Living, Inside

Cherokee Street Commercial Corridor

The Cherokee Street Commercial Corridor is an approximately 1 mile section of Wade Green Road and Cherokee Street extending from the Wade Green and I-75 Interchange south to Ben King Road. This corridor is comprised of neighborhood compatible retail and office developments intermixed with residential and institutional land uses. South of the McCollum Parkway intersection, many of the office and retail uses occur in older homes that have been rezoned to allow commercial use. North of McCollum Parkway to the I-75 interchange are several strip malls and free standing office developments. Sidewalks are frequently used by residents, but are possibly undersized as Cherokee Street and its right-of-way narrows approaching Ben King Road. Parking is often limited to the front or driveway side of the structure. Signage is generally more attractive and visible in the more recent strip developments north of McCollum Parkway.

Future Land Use Categories

- CAC Community Activity Center
- NAC Neighborhood Activity Center
- PI Public Service/Institutional

Cherokee Street Commercial Corridor

Cobb Parkway Industrial

Cobb International Industrial

The Cobb International Industrial area is located across from the McCollum Parkway and Cobb Parkway intersection. In general, this area is characterized by large manufacturing and distribution warehouses, as well as smaller, retail and office warehouse operations.

The overall area is strategically located near McCollum Airport and the CSX rail line. It also has direct access to Cobb parkway and I-75 via McCollum Parkway. Structures are generally metal buildings with brick or stone facades on the front. Many structures have stone or brick facades on at least two or more sides. Pedestrian access is limited due to the heavy traffic volume of the area. No sidewalk access is provided along this segment of Cobb Parkway or in the industrial park.

Future Land Use Categories

- CAC Community Activity Center
- I Industrial

McCollum Parkway Industrial and Moon Station Industrial

The McCollum Parkway Industrial character area is located along a one mile section of McCollum Parkway from near Old Highway 41 east to Big Shanty Drive. There currently exists a broad mix of uses which are generally low to moderate in impact. Many of the structures have been built in the last ten to twenty years. Most of the structures are constructed metal buildings with brick or stone facades that face McCollum parkway. Access to McCollum Parkway is typically via individual driveways except for the small, light industrial operations located on Big Shanty Drive. The large, spacious parcels and lower impact businesses provide a transition buffer between McCollum Airport to the south and the In-Town Living character area directly to the north.

The Moon Station Industrial character area is a 1-1/2 mile segment of light and heavy, industrial development located between Moon Station Road and the CSX rail line, directly north of the Central Business District. A portion of this area is also located along a short section of Jiles Road between Moon Station Road and Royal Drive near the Cherokee Street Commercial Corridor. This area is comprised primarily of small to medium sized, low impact manufacturing, distribution and office warehouse developments. Some neighborhood commercial uses are scattered within the character area.

The structures of the area, like the other industrial areas, are primarily metal structures with brick or stone facades. Parking is typically located in the front or sides with deliveries accepted at loading docks on the side or rear of the buildings. The style of signage is varied per the business' proximity to Moon Station Road or internally to the industrial area. Many structures located furthest from the Moon Station Road access points and along the CSX rail line, are vacant or neglected to the point of being unsightly.

Future Land Use Categories

- CAC Community Activity Center
- I Industrial
- NAC Neighborhood Activity Center
- PI Public Service/Institutional
- PRC Park/ Recreation/ Conservation
- TCU Transportation/Communication/Utilities

Moonstation Industrial

McCollum Parkway Industrial

The Historic CBD

Historic Central Business District (CBD)

The Historic CBD character area includes the Central Business District, the five historic districts and the study area of the city's Livable Centers Initiative (LCI). The character area spans a distance along the northern edge of the Cobb Parkway Commercial Corridor from McCollum Parkway to near Jiles Road and northward to Matlock Drive on Moon Station Road, Pine Hill Drive on Cherokee Street and to South Main Street at McCollum Parkway.

Currently, this area is composed of a mix of land uses, historical and cultural resources, businesses, homes and neighborhoods and architectural styles and elements. Overall, this area is in the process of revitalization and reinvestment.

Future Land Use Categories

- CAC Community Activity Center
- DAC Downtown Activity Center
- I Industrial
- NAC Neighborhood Activity Center
- PI Public Service/Institutional
- PRC Park/ Recreation/ Conservation
- RL Low/Medium Density Residential
- RH High Density Residential
- TCU Transportation/Communication/Utilities

Barrett 41 Suburban Village

Barrett 41 Suburban Village is an area that is largely single family residential with some multi- family housing and neighborhood commercial uses. Most of the residential developments have been built in the last ten years with at least one new community still under construction. Located in the Southeast corner of the City limits, the Barrett 41 Suburban Village is situated between the Cobb Parkway Industrial area, Cobb Parkway and Ernest Barrett Parkway. The proximity to I-75, Cobb Parkway and Barrett Parkway make this an attractive location for residents who commute south to Marietta, south Cobb County and Atlanta for employment. Employment centers are also located just across Cobb Parkway in the retail and office districts adjacent to Barrett Parkway.

Future Land Use Categories

- CAC Community Activity Center
- NAC Neighborhood Activity Center
- PRC Park/ Recreation/ Conservation
- RAC Regional Activity Center
- RH High Density Residential
- RL Low/Medium Density Residential

Barrett 41 Suburban Village Area

Ridenour Suburban Village

Ridenour Suburban Village is a unique multi-use project that combines four story, multi-family housing, single family housing and retail development. Located along Barrett Parkway between Cobb Parkway and Old Highway 41, this area is characterized most notably by the high-density development, the high elevation of the structures fronting Barrett Parkway and their colorful facades. With limited office and retail uses to be located within the development on the ground floors, this area suggests a live, work, play concept.

Like the Barrett 41 Suburban Village, the proximity to I-75, Cobb Parkway and Barrett Parkway make this an attractive location to residents who commute to Marietta, south Cobb County and Atlanta for employment. Employment centers are also located across Cobb Parkway in the retail and office districts on or adjacent to Barrett Parkway. Residents may also be students at Kennesaw State University who enjoy the short drive to campus and the recreational opportunities provided at Kennesaw Mountain National Battlefield Park.

Future Land Use Categories

- CAC Community Activity Center
- PRC Park/ Recreation/ Conservation
- RAC Regional Activity Center
- RH High Density Residential

Kennesaw Marketplace

This character area is one of the newest character area within the city. Located along the southern part of the city, this character area is experiencing the most change. As other areas along Cobb Parkway redevelop, connections to this character area are important to develop to lessen traffic impacts. As this character areas is still under construction the future development pattern has not been set.

Future Land Use

- RAC Regional Activity Center
- RL Low/Medium Density Residential
- RH High Density Residential

Ridenour Suburban Village

Residential Character Areas

The following are character areas that are primarily residential in character. The character areas may contain commercials uses however, the primary uses should be residential.

East and West Pine Mountain Suburban Living

The East and West Pine Mountain Suburban Living character area is split between east and west Pine Mountain Rd. The West district is situated between Pine Mountain Road and Kennesaw Due West Road (or the CSX rail line) and from the Cobb Parkway Commercial Corridor south to near Stilesboro Road. This area is comprised of mostly older neighborhoods in a setting evocative of a rural area. Newer neighborhoods are located along Kennesaw Due West Road and Stilesboro Road. Big Shanty Park, the Smith-Gilbert Garden and Kennesaw Mountain High School are notable public facilities located in this area.

The West Pine Suburban Living character area is situated between Pine Mountain Road and Mack Dobbs Road to the west and from the Cobb Parkway Commercial Corridor south to the Ellis Road area. This character area is smaller in land area than the East Pine Mountain Suburban Living area. Additional opportunity exists to expand this area and more logically define the city boundary if the City and the unincorporated residents and neighborhoods are willing to be annexed. Unlike the East Pine Mountain Suburban Area, this area is comprised of larger, newer homes and neighborhoods. The majority are near Cobb Parkway.

Future development is limited due to the limited amount of available land inside the City Limits. Redevelopment is limited due the young age of the developments of the area which appear to be less than five years old. Transitional land use issues may need to be addressed as commercial development along Cobb Parkway intensifies or expands. Should redevelopment of existing large parcels occur then the redevelopment should be compatible with surrounding residential land uses. Neighborhood compatible retail uses should be discouraged because of the abundance of neighborhood and community retail establishments along Cobb Parkway.

Most of the homes are ranch or split-level styles on basements, depending on the period in which they were built. Designed for larger lots within maturing oak and pine forests, many of the neighborhoods have experienced years of ownership stability.

Future Land Use Categories

- PI Public Service/Institutional
- PRC Park/ Recreation/ Conservation
- RL Low/Medium Density Residential
- TCU Transportation/Communication/Utilities

The East Pine Revitalization District

The East Pine Mountain Revitalization District is part of the East Pine Suburban Living character area. The area is located between Pine Mountain Road and Kennesaw Due West Road directly south of the Cobb Parkway Commercial corridor. There is cause for concern about this district for two reasons:

1. This district is one of the oldest neighborhoods in Kennesaw, with some deteriorating properties, and
2. The northern half of this district lies directly in the approach and departure paths for McCollum Airport.

Generally, the style, age, appearance and construction materials of the homes vary. Brick and wood or vinyl siding are common. Wood siding homes that have not been maintained show the most wear. Several home additions and decks are in extremely poor condition. In many cases, the landscaping has not been maintained, giving a ragged appearance to the neighborhood.

The Pine Mountain Suburban Living Character Area

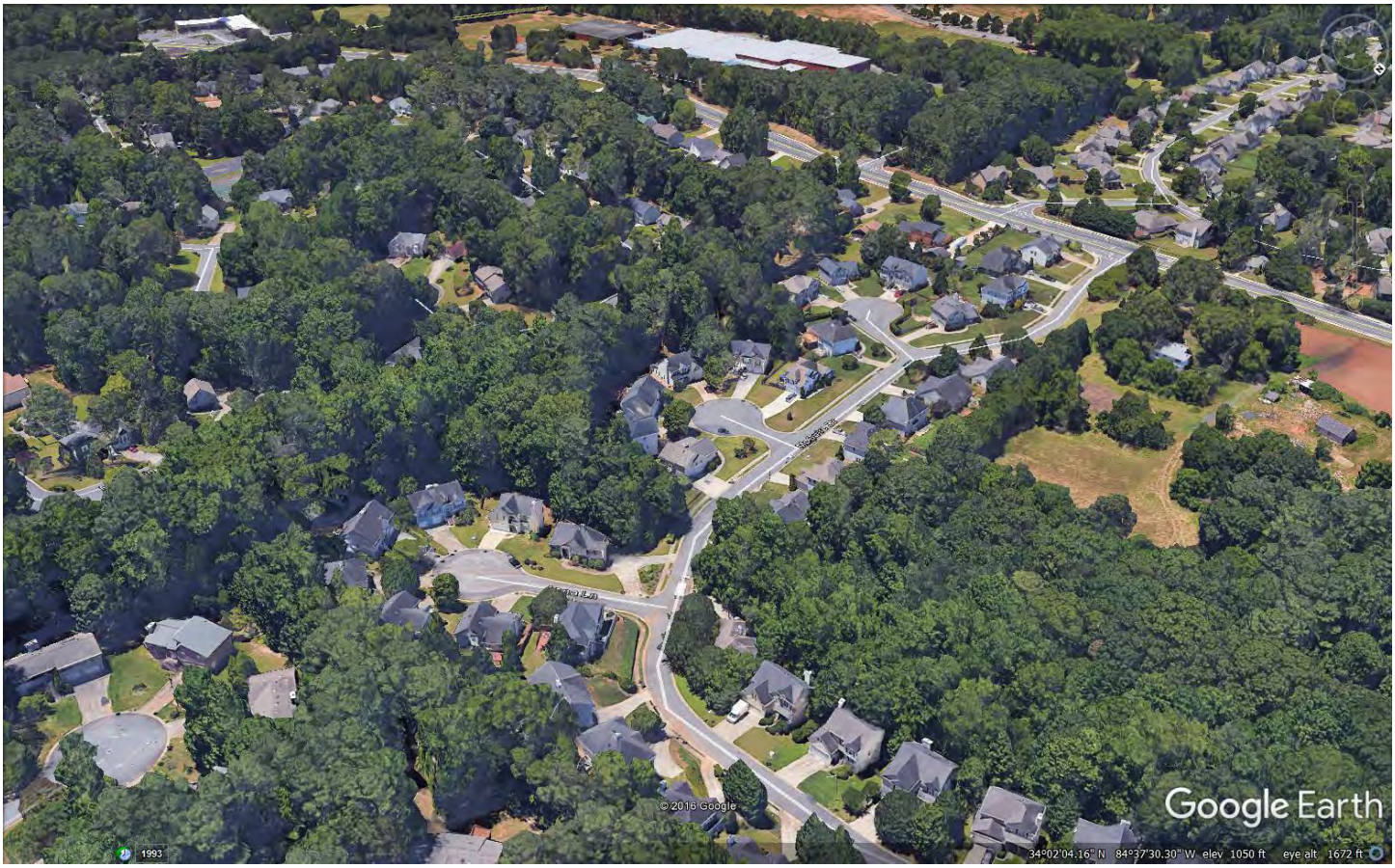
The East Pine Mountain Revitalization District Character Area

Baker-Jiles Suburban Living

The Baker-Jiles Suburban Living character area is a unique blend of older and newer housing developments mixed with neighborhood compatible retail. This is the largest of the residential character areas in land area and in population. Located in the northwest quadrant of the city, the area spans from Moon Station Road west to near the Acworth City limits and from Main Street north to Baker Road. Single family detached residential is the predominant land use. Most of the homes are part of neighborhood or community developments. Notable public features of the area include the Kennesaw Community Trail and Swift-Cantrell Park.

Future Land Use Categories

- CAC Community Activity Center
- NAC Neighborhood Activity Center
- PI Public Service/Institutional
- PRC Park/ Recreation/ Conservation
- PUD Planned Unit Development
- RH High Density Residential
- RL Low/Medium Density Residential
- TCU Transportation/Communication/Utilities



The Baker-Jiles Character Area

In-Town Living

The In-Town Living character area is defined by neighborhoods that are located within a short distance of the Historic CBD- generally less than one mile from a boundary. In most cases In-Town Living houses and neighborhoods are within walking distance of the downtown area. With recreational, entertainment, retail and cultural opportunities located in the CBD, residents could benefit from these amenities without venturing far from home thus having the "In-Town Living" experience.

Future development in this area is limited as most of the parcels have all been developed for housing. However, if Redevelopment occurs it should occur on multi- parcel levels to be most effective.; This redevelopment should be closely affiliated and complementary with the redevelopment activities in the Historic CBD and surrounding homes and neighborhoods.

Future Land Use Categories

- NAC Neighborhood Activity Center
- PI Public Service/Institutional
- PRC Park/ Recreation/ Conservation
- RL Low/Medium Density Residential

North Cherokee Residential

The North Cherokee Residential character area is a residential area consisting of multi- tenured, low to medium density housing options ranging from single family detached homes to manufactured housing to duplexes and even higher density townhome developments. This area is located along the Cherokee Street corridor from Ben King Road/ Twelve Oak Circle and north to Bozeman Lake Road. This area is unique in that it borders a well defined commercial corridor along Cherokee Street that is as diverse in character and tenure as the neighborhoods themselves.

Future Land Use Categories

- PRC Park/ Recreation/ Conservation
- PUD Planned Unit Development
- RL Low/Medium Density Residential

The In-town Living Character Area

The North Cherokee Residential Character Area

Campus Living

This character area is defined only by recent student apartment development near Kennesaw State University campus (less than one mile from the closest entry). This area is a good location for students, and for working adults as well. Located on Busbee Parkway south of Wade Green Road, the area is well situated for access to I-75, I-575 and Barrett Parkway. Sidewalks support pedestrian access along Wade Green Road, Busbee Parkway and Frey Road. Neighborhood office parks and retail stores and services are located along Wade Green Road.

Growth of this area is limited due to lack of available land and to its isolation from other areas in the City limits. This area is an "island" surrounded by land under Cobb County jurisdiction.

Future Land Use Categories

- CAC Community Activity Center
- RH High Density Residential

Campus Living

Swift Cantrell Intown Living

This character area is defined by its proximity to Swift Cantrell Park. Creating neighborhood friendly retail and services that complement the park, with future residential housing is the goal of this character area. Future development in this area should be developed in a way that incorporates and promotes access to the park both motorized and non-motorized. The recent investments within the park will spur redevelopment of this character area.

Future Land Use Categories

- NAC Neighborhood Activity Center
- RH High Density Residential

Swift Cantrell Intown Living

Policy	Character Area	East Pine Mtn Suburban Living	East Pine Revitalization District	West Pine Mtn Suburban Living	Baker-Jiles Suburban Living	In-Town Living	North Cherokee Residential	Swift-Cantrell Intown Living	Campus Living	Kennesaw Marketplace
Redevelopment projects should occur on a multi-parcel basis.								X	X	X
Require inter-parcel access connectivity and shared access to control access flow to major roadways						X		X	X	X
Discourage strip development.						X		X	X	X
Encourage nodal development									X	X
Encourage the integration of public transportation hubs at nodal developments.								X	X	X
Support improved pedestrian mobility and safety as surrounding neighborhood revitalization occurs.		X	X	X	X	X	X	X	X	X
Encourage pedestrian access to nodal developments via sidewalks and trail systems to maximize use of public transportation hubs		X	X	X	X	X	X	X	X	X
Provide transitional buffers between commercial and adjacent residential land uses.						X				X
Require developers to adhere to architectural and site development standards.								X		X
Maintain adequate building and landscaping setbacks that promote safety and market visibility										X
Encourage a diverse mix of products and services.									X	X
Encourage the use of shared signage.								X		X
Allow mixed use development in the vicinity of Swift –Cantrell Park.								X		
Provide pedestrian linkages from transportation nodes to the Historic CBD, Adams Park, and Swift Cantrell Park as public transit becomes available						X		X		
Follow Best Management Practices for stormwater management as defined in the Georgia Erosion and Sedimentation Act.		X	X	X	X	X	X	X	X	X
Encourage the reuse of homes as businesses where appropriate.										
Where possible, protect large specimen trees			X	X	X	X	X	X		X
Relocate homes and businesses as required to widen the right of way for pedestrian and vehicular safety.								X		
New development should reflect the most recent architectural and design styles that complement adjacent neighborhoods.		X	X	X	X			X		X
All developments are to adhere to the City's architectural and site design guidelines.		X	X	X	X	X	X	X	X	X
Vehicular circulation must take place on the respective industrial property; backing into or turning around on streets should not allowed. Appropriate site design should support proper circulation.										
Locate higher intensity businesses away from the edges to protect surrounding residential land uses										
Locate lower intensity businesses towards the outer edges to provide a transitional buffer between higher intensity uses and neighboring residential areas.										
Promote transitional buffering between all industrial/ warehouse operations and surrounding neighborhoods.										
Promote open space and tree preservation.			X	X	X	X				
Require truck parking along the sides or rear of the structures.										
Encourage retail operations to locate closer to Moonstation Road corridor.										
Encourage neighborhood friendly, low impact retail commercial to be located adjacent to and visible from Jiles Road and Moonstation Road.										

Policy	Character Area	Cobb Pkwy Commercial Corridor	Cherokee Street Commercial Corridor	Cobb Parkway Industrial	Moonstation Industrial	McCollum Parkway Industrial	Historic Central Business District (CBD	Barrett 41 Suburban Village	Ridenour Suburban Village
Concentrate traditional commercial development along Cherokee Street and to Main Street between Dallas Street and the CSX Overpass							X		
Require inter-parcel access (or rear alleys) to control access flow to Main Street							X		
New development should be constructed at human scale.							X		
Require the incorporation of CBD architectural elements and guidelines into new construction or redevelopment projects.							X		
In mixed-use, multi-story development, require office/retail operations to be located on the first or ground floor and residential elements to be located above the first or ground floor.							X		
Promote the use of shared parking lots and/ or parking decks. Parking lots and decks should be located behind structures.							X		
Encourage pedestrian access to downtown via sidewalks and trail systems							X		
Use paving patterns, landscaping, lighting, bench seating and signage to improve pedestrian areas.							X		
Incorporate pedestrian amenities such as benches and trash receptacles, into all development with public access							X		
Include a variety of housing and professional office or retail choices.								X	X
Locate commercial, moderate and high density housing, and/or light industrial operations along the outer boundary of the character area. Reserve the inner area for traditional single family detached housing.								X	X
Encourage higher density housing types to be located closer to Major Roads and transit facilities.								X	X
Connect neighborhoods to the local and regional network of greenspace and trails, available to pedestrians and bicycles, for both tourism and recreational purposes.								X	
Enhance the pedestrian-friendly environment by adding or improving sidewalks and creating multi-use trail/bike routes linking neighboring communities and major destinations such as the Neighborhood Retail Centers and parks								X	X
Promote parks and open space within developments.						X		X	
Include a variety of housing choices based on single family residential concepts.								X	X
Encourage housing types to reflect traditional neighborhood styles.								X	X
Encourage comparable architectural styles that maintain the regional character.									X
Assure compatibility of infill development with adjacent homes, surrounding neighborhoods and businesses									
Allow public facilities such as schools and community centers, or neighborhood activity centers, to be developed at suitable locations within walking distance of residences									
Provide an interconnected system of streets within new development that is also connected to existing development		X	X	X			X	X	X
Promote noise reduction construction practices for all new development							X	X	X
Protect water quality with appropriate stream buffers.		X	X	X	X	X	X	X	X

Policy	Character Area	East Pine Mtn Suburban Living	East Pine Revitalization District	West Pine Mtn Suburban Living	Baker-Jiles Suburban Living	In-Town Living	North Cherokee Residential	Swift-Cantrell Intown Living	Campus Living	Kennesaw Marketplace
Redevelopment projects should occur on a multi-parcel basis.								X	X	X
Require inter-parcel access connectivity and shared access to control access flow to major roadways						X		X	X	X
Discourage strip development.						X		X	X	X
Encourage nodal development									X	X
Encourage the integration of public transportation hubs at nodal developments.								X	X	X
Support improved pedestrian mobility and safety as surrounding neighborhood revitalization occurs.		X	X	X	X	X	X	X	X	X
Encourage pedestrian access to nodal developments via sidewalks and trail systems to maximize use of public transportation hubs		X	X	X	X	X	X	X	X	X
Provide transitional buffers between commercial and adjacent residential land uses.						X				X
Require developers to adhere to architectural and site development standards.								X		X
Maintain adequate building and landscaping setbacks that promote safety and market visibility										X
Encourage a diverse mix of products and services.									X	X
Encourage the use of shared signage.								X		X
Allow mixed use development in the vicinity of Swift –Cantrell Park.								X		
Provide pedestrian linkages from transportation nodes to the Historic CBD, Adams Park, and Swift Cantrell Park as public transit becomes available						X		X		
Follow Best Management Practices for stormwater management as defined in the Georgia Erosion and Sedimentation Act.		X	X	X	X	X	X	X	X	X
Encourage the reuse of homes as businesses where appropriate.										
Where possible, protect large specimen trees			X	X	X	X	X	X		X
Relocate homes and businesses as required to widen the right of way for pedestrian and vehicular safety.								X		
New development should reflect the most recent architectural and design styles that complement adjacent neighborhoods.		X	X	X	X			X		X
All developments are to adhere to the City's architectural and site design guidelines.		X	X	X	X	X	X	X	X	X
Vehicular circulation must take place on the respective industrial property; backing into or turning around on streets should not allowed. Appropriate site design should support proper circulation.										
Locate higher intensity businesses away from the edges to protect surrounding residential land uses										
Locate lower intensity businesses towards the outer edges to provide a transitional buffer between higher intensity uses and neighboring residential areas.										
Promote transitional buffering between all industrial/ warehouse operations and surrounding neighborhoods.										
Promote open space and tree preservation.			X	X	X	X				
Require truck parking along the sides or rear of the structures.										
Encourage retail operations to locate closer to Moonstation Road corridor.										
Encourage neighborhood friendly, low impact retail commercial to be located adjacent to and visible from Jiles Road and Moonstation Road.										

Policy	Character Area	East Pine Mtn Suburban Living	East Pine Revitalization District	West Pine Mtn Suburban Living	Baker-Jiles Suburban Living	In-Town Living	North Cherokee Residential	Swift-Cantrell Intown Living	Campus Living	Kennesaw Marketplace
Concentrate traditional commercial development along Cherokee Street and to Main Street between Dallas Street and the CSX Overpass										
Require inter-parcel access (or rear alleys) to control access flow to Main Street										
New development should be constructed at human scale.								X		
Require the incorporation of CBD architectural elements and guidelines into new construction or redevelopment projects.										
In mixed-use, multi-story development, require office/retail operations to be located on the first or ground floor and residential elements to be located above the first or ground floor.								X		
Promote the use of shared parking lots and/ or parking decks. Parking lots and decks should be located behind structures.										
Encourage pedestrian access to downtown via sidewalks and trail systems						X	X		X	
Use paving patterns, landscaping, lighting, bench seating and signage to improve pedestrian areas.								X		X
Incorporate pedestrian amenities such as benches and trash receptacles, into all development with public access						X				X
Include a variety of housing and professional office or retail choices.							X	X		X
Locate commercial, moderate and high density housing, and/or light industrial operations along the outer boundary of the character area. Reserve the inner area for traditional single family detached housing.		X	X		X	X	X			
Encourage higher density housing types to be located closer to Major Roads and transit facilities.		X	X		X	X	X	X	X	
Connect neighborhoods to the local and regional network of greenspace and trails, available to pedestrians and bicycles, for both tourism and recreational purposes.		X	X	X	X	X	X	X	X	
Enhance the pedestrian-friendly environment by adding or improving sidewalks and creating multi-use trail/bike routes linking neighboring communities and major destinations such as the Neighborhood Retail Centers and parks		X	X				X	X		
Promote parks and open space within developments.			X	X			X		X	
Include a variety of housing choices based on single family residential concepts.		X	X	X	X	X		X		
Encourage housing types to reflect traditional neighborhood styles.		X	X	X	X	X	X	X		
Encourage comparable architectural styles that maintain the regional character.		X	X	X	X		X	X	X	X
Assure compatibility of infill development with adjacent homes, surrounding neighborhoods and businesses		X	X	X	X	X	X	X		
Allow public facilities such as schools and community centers, or neighborhood activity centers, to be developed at suitable locations within walking distance of residences		X	X	X	X	X	X			
Provide an interconnected system of streets within new development that is also connected to existing development		X		X	X	X	X	X		
Promote noise reduction construction practices for all new development		X	X	X	X	X	X	X	X	X
Protect water quality with appropriate stream buffers.		X	X	X	X	X	X	X	X	X

Plan Implementation

Community Work Program

A key component of the Comprehensive Plan is to identify projects that the City of Kennesaw will undertake to implement the goals of the plan. The following pages identify the projects that the City of Kennesaw will undertake in the next five years.

A key component of the implementing the Comprehensive Plan isthe 2016 SPLOST program. The city has 15 projects at over $31 million, from creating a new railroad overpass, to improving the stormwater, and to sidewalk repairs.

City of Kennesaw Annual Short Term Work Program Update FY2017/2018							
Project Number	**Plan Element**		**Start Date**	**End Date**	**Estimated Cost**	**Funding Source**	**Responsible Party**
1	Land Use	Implement next phase of annexation plan city wide	2017	2018	N/A	N/A	Economic Dev. & Planning
2	Public Facilities	Storm Water Utility CIP Project	2017	2018	$300,000	SPLOST	Public Works
3	Public Safety	police vehicles	2017	2018	$170,000	impact fees/GF	Economic Development
4	Economic Development	Apply for grants for development projects	2017	ongoing	N/A	N/A	Economic Development & Planning
5	Land Use	LCI supplemental studies with Town Center CID	2017	2018	$12,500	GF	Planning and Zoning
6	Land Use	Review of comprehensive plan	2017	2018	N/A	NA	Community Development
7	Land Use	Historic boundary updates and audit of structures	2017	2018	N/A	NA	Planning
8	Community Development	Revision of Unified Development Code	2017	2018	NA	NA	Community Development
9	Community Facilities	Trail System expansion with Cobb County	2017	2018	N/A	N/A	Park and Recreation
10	Community Facilities	Continued marketing of Downtown venues in cooperation with Downtown Merchants	2017	2018	$5,000	KDDA	Economic Development
11	Information Technology	City Wide Software Upgrades/purchases City Wide Computer upgrade and integration WI-FI integration in parks	2017	2018	$15,000	GF	Information Technology
12	Information Technology	GIS upgrades for land use analysis and public safety	2017	2018	$6,000	GF	Community Development
13	Communinty Facilities	Drainage Improvements	2017	2018	$200,000	CDBG	Public Works
14	Community Facilities	Smith-Gilbert Gardens Improvements	2017	2018	$250,000	SPLOST	Parks and Recreation
15	Community Facilities	Street Improvements	2017	2018	$200,000	SPLOST	Public Works
16	Community Facilities	Sustainability training and workshops with developers and staff	2017	2018	$5,000	GF	Planning
18	Land Use	Increase training of Traditional Neighborhood Districts and Smart Growth techniques for the Planning Commission	2017	2018	$3,000	GF	Planning
19	Community facilities	Swift Cantrell park improvements	2017	2018	$75,000	SPLOST	Parks and Recreation

FY 2018/2019							
Project Number	**Plan Element**	**Project Description**	**Start Date**	**End Date**	**Estimated Cost**	**Funding Source**	**Responsible Party**
1	Community Facilities	LCI plan project evaluation	2018	2019	N/A	NA	Planning and Zoning
2	Community Facilities	review sustainability policies for city facilities	2018	2019	N/A	N/A	Public Works
3	Economic Development	Continue business recruitment, expansion and retention efforts	2018	2019	$5,000	GF, KDA & KDDA	Economic Development
4	Economic Development	Apply for grants for development projects	2018	2019	N/A	N/A	Economic Development & Planning
5	Community Facilities	Evaluate effectiveness of Museum marketing strategies and make adjustments as needed	2018	2019	N/A	N/A	Museum & Economic Dev
6	Community Facilities	Upgrade neighborhood parks	2018	2019	$8,000	GF	Parks and Recreation
7	Land Use	Initiate study for sustainability initiatives and incentive program for new development	2018	2019	N/A	N/A	Planning and Zoning
8	Community facilities	adding greenspace (new acreage) Parks expansion	2018	2019	$2,000,000	SPLOST	Parks and Recreation
9	Housing	Continue strategies (through zoning) aimed at the identification and preservation of existing sound housing and stable residential neighborhoods including preservation of historic properties	2018	2019	N/A	N/A	Community Development
10	Land Use	Re evaluate green city objectives	2018	2019	N/A	N/A	Planning and Zoning
11	Information Technology	City Wide Computer upgrade and integration	2018	2019	$15,000	GF	Information Technology
12	Community Facilities	Traffic Improvements	2018	2019	$6,000,000	SPLOST	Public Works
13	Economic Development	Continue implementation of downtown master plan	2018	2019	N/A	SPLOST	Community Development
14	Public Safety	Upgrad police department equipment	2018	2019	$5,000	GF	Police Department
15	Community Facilities	Storm Water Utility assesment and system analysis	2018	2019	N/A	GF	Public Works
16	Community Facilities	Street Improvements	2018	2019	$200,000	SPLOST	Parks and Recreation
17	Community Facilities	Drainage Improvements	2018	2019	$200,000	SPLOST	Public Works
18	Community facilities	adding new playground facilities	2018	2019	$20,000	Impact Fees	Parks and Recreation
19	Community Facilities	Depot master plan review of projects	2018	2019	N/A	N/A	Parks and Recreation
20	Community Facilities	Smith-Gilbert Gardens facility improvements	2018	2019	$1,500,000	SPLOST	Parks and Recreation
21	Land Use	Trail connectivity study for Main Street	2018	2019	$12,500	GF	Planning and Zoning

City of Kennesaw Annual STWP Update 2019/2020							
Project Number	**Plan Element**	**Project Description**	**Start Date**	**End Date**	**Estimated Cost**	**Funding Source**	**Responsible Party**
1	Economic Development	Continue business recruitment, expansion and retension efforts	2019	2020	$8,000	KDA & KDDA	Economic Development
2	Community Facilities	Evaluate master trail system tie-in to Cobb County System	2019	2020	N/A	N/A	Planning and Zoning/parks and recreation
3	Land Use	Additional amendments to sustainability policy	2019	2020	N/A	N/A	Community Development
4	Housing	Continue strategies (through zoning) aimed at the identification and preservation of existing sound housing and stable residential neighborhoods including preservation of historic properties	2019	2020	N/A	N/A	Planning and Zoning
5	Community Facilities	Storm Water Utility CIP Project	2019	2020	$500,000	SPLOST	Public Works
6	Community Facilities	Traffic Improvements	2019	2020	$5,000,000	SPLOST	Public Works
7	Land Use	Annual review of Unified Development code	2019	2020	NA	NA	Planning and Zoning
8	Community Facilities	Smith Gilbert Gardens facility improvements	2019	2020	$250,000	SPLOST	Parks and Recreation
9	Community Facilities	Street Improvements	2019	2020	$200,000	SPLOST	Public Works
10	Community Facilities	Review of transportation plan	2019	2020	NA	NA	Public Works
11	Land Use	Strengthen enforcement of housing codes in order to revitialize neighborhoods	2019	2020	N/A	N/A	Community Development
12	Community Facilities	Reevaluate Future land use maps and character areas as identified in the comprehensive plan	2019	2020	N/A	N/A	Community Development
13	Information Technology	City Wide Computer upgrade and integration	2019	2020	$56,000	GF	Information Technology
14	Housing	Reevaluate housing inventory city wide and occupancy rate	2019	2020	N/A	N/A	Planning and Zoning
15	Community Facilities	Review status of adopted redevelopment areas	2019	2020	NA	NA	Economic Development/Planning

City of Kennesaw Annual STWP Update FY2020/2021							
Project Number	**Plan Element**	**Project Description**	**Start Date**	**End Date**	**Estimated Cost**	**Funding Source**	**Responsible Party**
1	Economic Development	Continue implementation of Kennesaw LCI downtown master plan	2020	2021	N/A	N/A	Mayor and Council & City Manager
2	Land Use	review Downtown master Plan	2020	2021	N/A	N/A	Community Development
3	Economic Development	Continue business recruitment, expansion and retention efforts	2020	2021	$5,000	GF, KDA, KDDA	Economic Development
4	Community Facilities	re-evaluate storm water management plan	2020	2021	N/A	N/A	Public Works
5	Land Use	Continued review of comprehensive plans and objectives	2020	2021	N/A	N/A	Community Development
6	Land Use	Evaluate existing development regulations for provisions that may limit diversity in housing types and barriers to revitalization and infill development and recommend changes where appropriate	2020	2021	$5,000	KDDA, GF,and DCA Grants	Community Development
7	Community Facilities	Traffic Improvements	2020	2021	$8,000,000	SPLOST	Public Works
8	Land Use	Analyze Senior Housing inventory	2020	2021	N/A	N/A	Planning and Zoning
9	Land Use	Annual review of Unified Development code	2020	2021	N/A	N/A	Community Development, Public Works
10	Land Use	Develop additional development standards for the provision and location of pedestrian and bicycle facilities in connection with private development projects.	2020	2021	N/A	N/A	Community Development
11	Community Facilities	Upgrade neighborhood parks	2020	2021	$40,000	GF	Parks and Recreation
12	Land Use	Review Comprehensive plan and 2040 Plan	2020	2021	N/A	N/A	Planning and Zoning
13	Community Facilities	Establish strategies and priorities for funding road improvements needed in the city in conjunction with county, state, regional and federal agencies.	2020	2021	N/A	N/A	Public Works/Economic Development
14	Land Use	evaluate needs for student housing	2020	2021	NA	NA	Planning and Zoning
15	Community Facilities	Promote the expansion of local public transit alternatives in conjunction with Cobb County, DOT, GRTA, CCT, ARC and other state/regional agencies.	2020	2021	N/A	N/A	Community Development
16	Community Facilities	Storm Water Utility CIP Project	2020	2021	$300,000	SPLOST	Public Works
17	Information Technology	City Wide Computer upgrade and integration	2020	2021	$50,000	GF	Information Technology
18	Environmental	Evaluate environmentally sensitive areas affected by development	2020	2021	N/A	N/A	Public Works/Community development
19	Land Use	Participate in regional and local transportation studies and initiatives to promote rail connectivity to cities and county	2020	2021	N/A	N/A	Community Development
20	Land Use	Work with Cobb County to implement a greenbelt system for flood plains that can also be used as a passive recreation resource.	2020	2021	N/A	N/A	Community Development
21	Economic Development	Evaluate Economic Development Incentive program	2020	2021	N/A	N/A	Community Development
22	Community Facilities	Review trail network program	2020	2021	N/A	N/A	Parks and Recreation

City of Kennesaw Annual STWP Update FY2016/2017							
Project Number	**Plan Element**	**Project Description**	**Start Date**	**End Date**	**Estimated Cost**	**Funding Source**	**Responsible Party**
1	Land Use	Create housing audit report	2016	2017	N/A	N/A	Mayor and Council & City Manager
2	Public Facilities	Revisions to Zoning ordinance and development standards	2016	2017	N/A	N/A	Community Development
3	Public Facilities	Continue business recruitment, expansion and retention efforts	2016	2017	$5,000	GF, KDA & KDDA	Economic Development
4	Public Facilities	Swift Cantrell Park improvements	2016	2017	$100,000	SPLOST	Public Works
5	Land Use	Review of implementation of Plan 2040	2016	2017	N/A	N/A	Community Development
6	Economic Development	Evaluate annexation action plan for all commercial and industrial corridors	2016	2017	N/A	NA	Community Development
7	Public Facilities	Transportation study on existing roadways and gateways into the City in association with GRTA and ARC consistent with the LCI Plan.	2016	2017	NA	NA	Community Development, Public Works
8	Land Use	Review master trails plan	2016	2017	N/A	N/A	Community Development, Public Works
9	Economic Development	Revise Annexation action plan	2016	2017	N/A	N/A	Economic Development
10	Economic Development	Museum and Educational Center marketing program to be reevaluated	2016	2017	N/A	N/A	Museum & Economic Dev
11	Community Facilities	Upgrade Neighborhood Parks	2016	2017	$20,000	GF	Parks and Recreation
12	Information Technology	Establish strategies and priorities for funding road improvements needed in the city in conjunction with county, state, regional and federal agencies.	2016	2017	N/A	N/A	Information Technology
13	Community Facilities	Street Improvements	2016	2017	$200,000	SPLOST	Public Works
14	Transportation Element	Promote the expansion of local public transit alternatives in conjunction with Cobb County, ARC and other state/regional agencies.	2016	2017	N/A	N/A	Community Development
15	Community Facilities	City Wide Computer upgrade and integration	2016	2017	$15,000	GF	Information Technology
16	Economic Development	Review Downtown Development authority business recruitment strategy	2016	2017	N/A	N/A	Community Development
17	Community Facilities	Review greenspace requirement for population	2016	2017	N/A	N/A	Parks and Recreation
18	Economic Development	Analyze the downtown business retention plan	2016	2017	N/A	N/A	Economic Development
19	Land Use	City to expand network with local school board system in order to improve input regarding future development	2016	2017	N/A	N/A	Commuinty Dev
20	Land Use	Depot master plan review of projects	2016	2017	N/A	N/A	Community Development
21	Community Facilities	Comprehensive Plan major update	2016	2017	N/A	NA	Planning and Zoning
22	land use	analyze Senior Housing inventory for lifelong community initiative	2016	2017	N/A	N/A	Planning and Zoning
23	Community Facilities	Storm Water Utility assessment of projects	2016	2017	N/A	NA	Public Works
24	Community Facilities	Drainage system improvements	2016	2017	$500,000	SPLOST	Public Works
25	Community Facilities	Traffic warrant study for portions of Jiles Road	2016	2017	$5,000	GF	Public Works