

Downtown Kennesaw LCI Plan

in association with
Atlanta Regional Commission

July 2015

SIZEMORE GROUP

in association with

KIMLEY HORN & ASSOCIATES INC., GIBBS PLANNING GROUP,
CRJA-IBI GROUP, and DESIGNING4HEALTH



Downtown Kennesaw LCI Plan

in association with Atlanta Regional Commission

July 2015

SIZEMORE GROUP

in association with

KIMLEY HORN & ASSOCIATES INC., GIBBS PLANNING GROUP,
CRJA-IBI GROUP, and DESIGNING4HEALTH



Credits

City of Kennesaw

Mayor and City Council

Mayor Mark Matthews

Cris Eaton-Welsh

Tim Killingworth

Leonard Church

Debra Williams

Jim Sebastian

Staff

Darryl Simmons - *Project Manager; Planning & Zoning Administrator*

Bob Fox - *Director Economic Development*

Julia McPherson - *Downtown Development Coordinator*

Cobb County

Community Development

Dana Johnson, AICP - *Planning Division Manager*

Sharon Qin, AICP - *Planning Division*

Cobb County Department Of Transportation (CCDOT)

Jim Wilgus - *Deputy Director*

Eric Meyer - *Planning Division Manager*

Marty Sewell, AICP - *Planner III*

Atlanta Regional Commission

Marisa Ghani - *Senior Planner, Land Use*

Amy Goodwin - *Principal Planner, Land Use*

Georgia Department of Transportation (GDOT)

Chris Woods - *Traffic Operations Manager, District 7*

Julia Billings - *GDOT Office of Planning*

Core Stakeholder Team*

David Hardegree
Dale Hughes
Herb Richardson
Doug Rhodes
Shannan Smith
Tracey Viars
Brian Wooten

Consultant Team

LEAD FIRM :: URBAN DESIGN, PLANNING and
PROJECT MANAGEMENT

SIZEMORE GROUP

Bill De St. Aubin, AIA, LEED AP
Principal-in-Charge

Mike Sizemore, AIA
Principal

Deanna Murphy, AICP
Planner

LANDSCAPE ARCHITECTURE

CRJA

Bill Bruce, MLA
Principal

MARKET STUDY

Gibbs Planning Group

Bob Gibbs, AICP, ASLA
Principal

TRANSPORTATION

Kimley Horn and Associates, Inc.

James Fowler, P.E., LEED AP
Transportation Engineer

HEALTH

Designing4Health

Michelle Eichinger
President

**The Core Team is made up of key stakeholders in the City of Kennesaw study area who have committed to provide technical guidance, assist in advertising public meetings, distribute information to the larger community, and provide feedback on materials to be presented at public meetings prior to each opportunity. This group includes individuals who are knowledgeable about the study area's issues and opportunities, experts in related fields, and are vital to the implementation of the final plan.*

Contents

- 1.0 Introduction08
 - 1.1 Location and Context
 - 1.2 The Process
 - 1.3 Previous Studies and Plans
 - 1.4 SPLOST Projects

- 2.0 Facts and Analysis 16
 - 2.1 Existing Conditions
 - 2.2 Project Accomplishments
 - 2.3 Land Use and Zoning
 - 2.4 Health
 - 2.5 Transportation

- 3.0 Community Participation48
 - 3.1 Community Participation

- 4.0 Recommendations56
 - 4.1 Master Plan Overview
 - 4.2 Main Street Infill
 - 4.3 Greenspace Improvements
 - 4.4 Cobb Parkway Infill
 - 4.5 Transportation

- 5.0 Implementation Plan88
 - 5.1 Implementation Strategies
 - 5.2 Work Program and Five Year Schedule

- 6.0 Appendix i
 - 6.1 Community Survey Results
 - 6.2 Health Funding Opportunities
 - 6.3 Market Study
 - 6.4 SPLOST Project List and Map
 - 6.5 Kennesaw Signage Study

I.0 Introduction

The Downtown Kennesaw Livable Centers Initiative (LCI) Plan is a planning study led by the City of Kennesaw and sponsored by the Atlanta Regional Commission (ARC). The City of Kennesaw was the recipient of a 2014 ARC Livable Centers Initiative study grant to complete this process.

I.1 Location and Context

The Downtown Kennesaw LCI boundary totals approximately 300 acres of land. The study area encompasses the Central Business District along with surrounding parcels and includes Adams Park, Kennesaw City Hall, Depot Park and the Southern Museum. Refer to Figure I.1a-c.

The boundary includes Main Street, Matlock Drive, and 12 Oaks Circle to the north; the back of parcels along Cherokee Street and Main Street to the east; the back of parcels on Cobb Parkway to the south; and Park Drive to the west.

Downtown Kennesaw is characterized by its charming historic railroad town roots, evident in Downtown's small block structure, historic buildings, and active railroad tracks. The study area hosts four National Register Historic Districts, each with a distinct historical story. Additionally, Camp McDonald is recognized as a National Register Historic Site. Downtown is also home to the Smithsonian Institute's Southern Museum of Civil War and Locomotive History, a major draw for locomotive and civil war enthusiasts.

Market demand in Downtown Kennesaw has greatly changed since the previous LCI initiatives were completed. Cobb County has seen tremendous growth, new residents along with the growing faculty, staff, and students at Kennesaw State University are looking for housing options, entertainment, recreation, shopping, and jobs.

As growth pressure continues, this study aims to create an economically viable and active Downtown Kennesaw that serves a multi-generational community while still preserving its small town charm.



Figure I.1a: Study Area Bird's-eye

This study seeks to create an active Downtown Kennesaw that serves its multi-generational community with a mix of uses and community amenities, while preserving its small town charm.

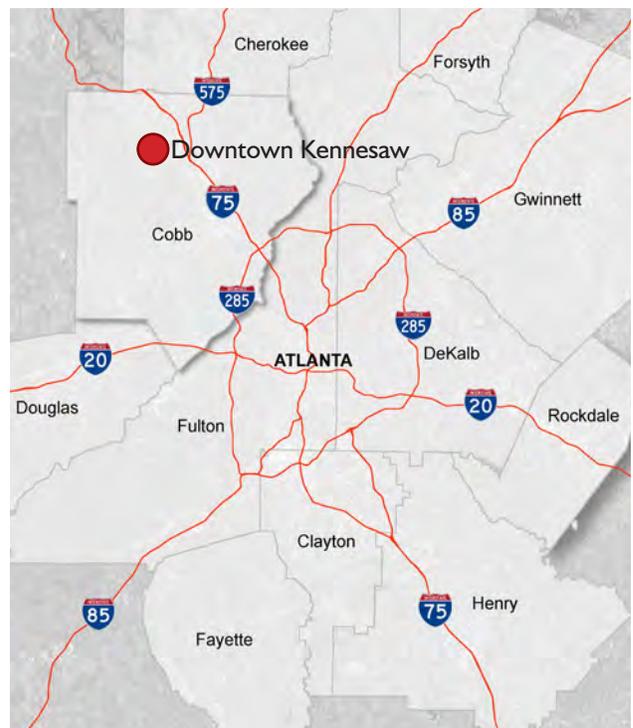


Figure I.1b: Study Area Context Map

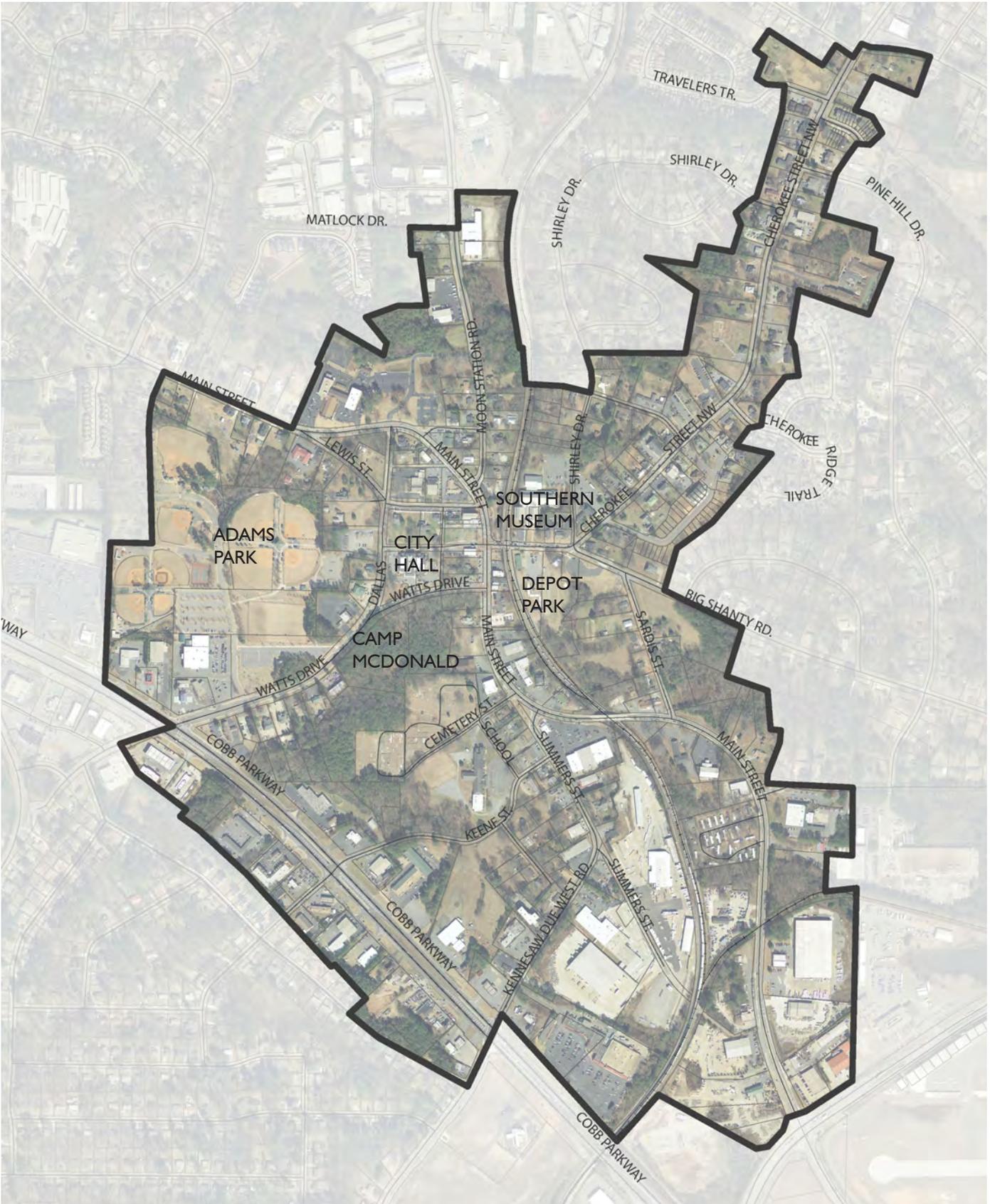


Figure 1.1c: Study Area Map

1.2 The Process

Three main requirements were utilized in determining the goals for this process. These requirements include:

- The LCI Program Goals
- The Market Study Results
- The Community Vision

Where the goals of the LCI Program, the Market, and the Community Vision overlapped they provided a focus and direction for the master plan development (refer to Figure 1.1d). The 25 year Visionary Master Plan aims to attract excitement and a future vision that responds to the aspirational goals of the City, the community, and the region. Recommendations within this report focus on actions to be achieved in the next 5-10 years, to begin working towards the 25 year vision.

LCI PROGRAM GOALS

The Livable Centers Initiative Program provides planning grants for local government and nonprofits to achieve the following goals:

- To encourage mixed income live, work, play, and shop activity centers.
- To create connected communities with multi-modal access for all users, including transit, roadways, walking, and biking.
- To include public outreach involving all stakeholders.

The City of Kennesaw is committed to the ARC LCI program goals and, in fact, has adopted the ARC Lifelong Communities Principles as a resolution to be incorporated into the City of Kennesaw 2017 Comprehensive Plan update.

Lifelong Communities are places where individuals can live throughout their lifetimes; they provide a full range of options to residents, ensuring a high quality of life for all. Lifelong Communities work to achieve three major goals:

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

At the time of this study, LCI recommendations are eligible for competitive transportation funding grants through the ARC, once an LCI plan has been adopted by the jurisdiction. Transportation recommendations that best

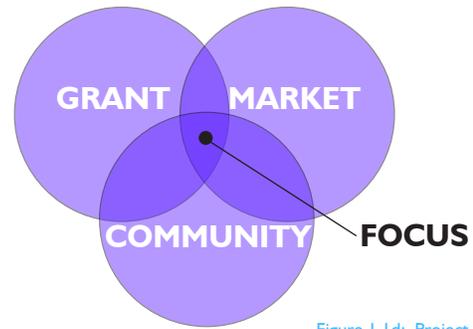


Figure 1.1d: Project Goals

achieve the focus goals of this process were made within this plan.

The Consultant Team is currently working on three Livable Centers Initiative studies in the northwest Atlanta metro region. In addition to Downtown Kennesaw, the team is working with the Town Center Area CID to guide future growth and development and with the City of Woodstock to re-envision the Highway 92 Corridor. All three LCI studies are connected by Noonday Creek, and have potential to be connected by the expansion of the Noonday Creek trail.

The Town Center Area CID, which includes Kennesaw State University, Town Center at Cobb Mall, and several office parks, is located less than 5 miles from Downtown Kennesaw. There is great potential to provide multi-modal connections between Downtown Kennesaw and the Town Center Area CID, providing access to additional restaurants, retail, and housing options for Kennesaw State University staff, faculty, and students, as well as providing Kennesaw residents with access to the many Town Center Area employers. Existing road right-of-way, utility line right-of-ways, and Noonday Creek spurs provide opportunities for multi-modal paths and on-street bike lanes to improve this connectivity.

COMMUNITY VISION

An extensive public involvement program was undertaken to involve all stakeholders in the study process. Through this effort, an articulated and community supported vision for the study area was identified, along with various issues, needs and aspirations to be addressed in the master plan. This involved stakeholder meetings, interviews, visioning sessions and design workshops (refer to Figure 1.1e and 1.1f). This collaborative effort was an integral part of gaining consensus and support of the various stakeholders in the community.

HEALTH GOALS

To build on the City's health initiatives, including Fit City Kennesaw, the Consultant Team included health experts who conducted a health analysis of the study area and pro-

	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Core Team Meetings	★ August 7: Core Team Kick-off Meeting	★ September 16: Core Team Analysis Verification Meeting		★ November 13: Master Plan Feedback Meeting	
General Public Kick-Off and Goal Setting Meeting	● August 23: Public Kick-Off and Goal Setting Session @ Pigs and Peaches Festival				
General Public Kick-Off and Goal Setting Meeting	● August 25: Public Kick-Off and Goal Setting Session @ Food Truck Monday				
General Public Kick-Off and Goal Setting Meeting	● September 9: Core Team Member Led Public Kick-Off and Goal Setting Session @ Big Shanty Barber Shop				
General Public Kick-Off and Goal Setting Meeting	● September 11: Core Team Member Led Public Kick-Off and Goal Setting Session @ Fuller's Chase				
Community Survey	Community Online Survey: August 25 through October 31				
One-on-One Interviews	One-on-One Interviews took place during the months of August through October				
General Public All Day Design Workshop	● September 25: All day Design Workshop and Open House @ The Depot				
General Public Final Presentation and Open House	● November 19: Community Master Plan Presentation and Open House @ Ben Robertson Community Center				

Figure I. Ie: Community Participation Process

- ★ PROJECT MANAGEMENT TEAM MEETING
- ★ CORE TEAM MEETING
- PUBLIC MEETING



Figure I. If: Community Participation: Design Workshop

DOWNTOWN KENNESAW

LCI Study

vided recommendations on policy and design elements which have been incorporated into our recommendations.

SUMMARY OF MARKET FINDINGS

A market study, providing 5 to 25 year projected demands for retail, office, and residential was completed for this study. Refer to the appendix for the full market analysis. Findings include:

Current Market Demand by 2020 for the LCI Study Area*

Retail: 83,600sf

Office: 15,300sf

Residential: 50-65 housing units

*Development projects for which building permits have been granted are counted as existing supply. Development projects that have been zoned or site plans approved, but not granted building permits, are not assumed to be built and have not been included as existing inventory or supply by this market study.

These figures are based on the assumption that growth in these areas will be built as conventional developments, similar to what currently exists in the study area and the recommendations within this report will not be implemented. It is plausible that if new development is built as walkable centers, with well-designed buildings and public realm, a new market would be created in the study area with the ability to increase the retail, office and residential demands.

1.3 Previous Studies and Plans

The study builds from previous plans and studies by reviewing recommendations and incorporating them into this final plan. Below are a list of relevant previous studies:

2003 KENNESAW REDEFINED LCI

In 2003 the original Kennesaw LCI was completed. This study created a vision for transportation, housing, land use, and environmental design, to transition the downtown area into a pedestrian friendly living center with robust venues and common themes. Successful projects that resulted from this LCI include: downtown sidewalks and pedestrian signalization upgrades; downtown greenway trail - along Adams Park; Central Business District zoning ordinance updates, expansion of redevelopment areas; City Hall expansion; Camp McDonald Park - land acquisition and preservation; Highway 41 Design Standards; Moon Station Road parking lot; pedestrian underpass at Depot Park; Downtown Signage Program;

Downtown Depot Park Master Plan; development of trail connections to Downtown Kennesaw per the Master Trail System; more than 350 on-street and off-street parking spaces throughout downtown, including spaces on Main Street, Moon Station Road, Watts Street, and Lewis Street; and land acquisition and assemblage.

2009 KENNESAW REDEFINED LCI - 5 YEAR UPDATE

In 2009, the City of Kennesaw updated the 2003 LCI, focusing on assessing the accomplishments of the last five years.

DEPOT PARK MASTER PLAN

The Depot Park Master Plan provided design and direction for improvements to Depot Park. Implementation funding for design development and construction of park improvements have been included in the 2011 and 2016 SPLOST.

CAMP MCDONALD PARK MASTER PLAN

The Camp McDonald Park Master Plan was developed by Cobb County and provides a conceptual plan for low impact trails, pavilions, and key entrance points for this historic site. At the writing of this report, the Master Plan has not been adopted by the Cobb County Board of Commissioners.

PARKS AND RECREATION MASTER PLAN

The City of Kennesaw Parks and Recreation Master Plan proposes key sidewalks and trails that could better connect recreation sites throughout the City.

DOWNTOWN KENNESAW PARKING STUDY

In 2006, Lanier Parking Systems completed a parking study for Downtown Kennesaw, identifying on-street and off-street parking throughout Downtown, future parking demands, and recommendations for new parking locations, wayfinding, and parking management strategies.

KENNESAW DESIGN BASED CODE

Concurrent to this LCI study effort is the development of the Kennesaw Design Based Code. The Design Based Code study area overlaps with the Downtown Kennesaw LCI. The LCI consultant team worked closely with the Design Based Code consultant team to align recommendations and efforts.

DOWNTOWN REGIONAL DETENTION

The City has identified opportunities for regional retention, including the Downtown Regional Detention Pond. The project encompasses upgrading an existing detention area into a regional stormwater facility that would manage stormwater runoff from the downtown area water-

shed and future development (250± acres) area. The pond is located adjacent to Kennesaw Drive. Stormwater from impervious surfaces post-construction will be managed through post-construction Stormwater Management Plan in accordance with Georgia regulations defined in the Georgia Stormwater Manual.

DOWNTOWN AND MAIN STREET STORMWATER MITIGATION ANALYSIS

In 2012 the City completed worked with H&H Resources, Inc. to develop conceptual design for stormwater retention to address future development in Downtown Kennesaw. This study identified the need and feasibility for regional water retention at the Downtown Regional Detention project, listed previously.

This plan was updated and verified in 2014 by Croy Engineering in the **Kennesaw Regional Detention Facility Hydrology Report**.

1.4 SPLOST Projects

In addition to previous studies, the City of Kennesaw has several priority projects that are included on the 2011 and 2016 Special Purpose Local Option Sales Tax (SPLOST) project lists. The 2011 and the 2016 SPLOST were approved by voters, making projects eligible for funding through a one-cent sales tax. The key SPLOST projects that are having a positive affect on the study area and which have been incorporated into study recommendations are listed below. Refer to the Appendix for a full list of the approved City of Kennesaw 2011 and 2016 SPLOST projects, as well as a map which identifies project locations.

CHEROKEE STREET WIDENING PROJECT (2011)

The Cherokee Street Widening Project is currently under design as it has been funded by the 2011 SPLOST. This project includes widening and reconstructing approximately 1.5 miles along Cherokee Street between Main Street and Ben King Road through the historic district of Kennesaw. Planned program of work consists of purchasing additional right-of-way, full depth pavement removal and replacement per GDOT specifications. Project also includes pavement reconstruction, restriping, curb & gutter repairs, new sidewalks on the west side of the street and a multi-use path on the east side of the street, bike lane additions and stormwater upgrades.

SARDIS STREET OVERPASS (2016)

Included in the 2016 SPLOST project list, the Sardis Street Overpass will construct a new overpass over the CSX Railroad, realign Whitfield Place from Main Street to Moon Station Road and connect to the Sardis Street Extension

project. Right-of-way purchase and coordination with CSX Railroad will be required. The total project length would be approximately 1,658 feet. Project further encompasses closing the railroad crossing at Main and Cherokee Street. Project conforms to the City's Downtown/Depot Master Plan and Cobb County Comprehensive & Major Thoroughfare Plans. Project involves transforming the Depot area into a "pedestrian friendly zone" with access to the Southern Museum and other community events held at the Depot.

SARDIS STREET EXTENSION PROJECT (2016)

Included in the 2016 SPLOST this project will maximize transportation system performance, improve traffic congestion and compliment redevelopment of the downtown area. Construct a new road from Main Street that intersects with Cherokee Street, Shirley Drive and overpass to Moon Station Road. A bypass will also be built between the extension at Shirley Drive to N. Cherokee Street just south of Ben King to reduce the impact on the Cherokee Street Historical District.

DALLAS/WATTS STREET IMPROVEMENTS (2016)

Included in the 2016 SPLOST, the Dallas/Watts Street Improvements are currently under design. The project includes road improvements from Main Street along Dallas and Watts Drive to Cobb Parkway. Includes a roundabout at the intersection of Watts & Dallas, realignment of Lewis Street into a "T" intersection, street parking, and drainage improvements. This project would be a gate way to downtown and consists of center median islands, landscaping and street light improvements.

DEPOT PARK MASTER PLAN (2016)

The 2016 SPLOST also includes funding for improvements to Depot Park, aligning with the Depot Park Master Plan, to include amphitheater improvements; a plaza; additional parking; a viewing platform; relocation of the CSX staging area; infrastructure improvements; and other facilities and improvements. A first step is for the City to update the existing Depot Park Master Plan to align with new projects.

DOWNTOWN KENNESAW

LCI Study

2.0 Facts and Analysis

2.1 Existing Conditions

The study area encompasses Downtown Kennesaw and includes the Historic Central Business District (CBD) and Cobb Parkway. The core of Downtown, within the CBD, is defined by a small, walkable street grid. The grid includes small retailers, several new restaurants, City Hall, several large parks and an under-construction mixed-use housing complex on Main Street. Pedestrian improvements over the past 10 years in Downtown, especially along Main Street, have made this area into an attractive and walkable environment. Main Street includes brick sidewalks and crosswalks, street trees, benches, and pedestrian street lights.

Railroad

The CSX railroad runs north-south through downtown, crossing under Main Street on the south end and running parallel to Main Street through the Downtown core. The rail is active with trains moving through this area every 20-30 minutes at peak hours. The City completed a pedestrian underpass, under the railroad tracks, connecting Main Street to Depot Park to improve pedestrian and bicycle safety. There are currently two railroad crossings, in addition to the pedestrian underpass, within the study area, an overpass at Main Street and an at-grade crossing at Cherokee Street. The Cherokee Street crossing has proven to be a challenge for the City. Issues at this crossing include pedestrian and automobile safety; traffic congestion; a steep slope which enables trucks to get stuck; and the noise pollution of the required train horn that is regulated by CSX to be blown as it approaches and moves through this crossing. The noise pollution alone is a deterrent to new development, especially housing, moving into downtown. To alleviate this challenge the city has developed the Sardis Street Overpass project, as described in Section 1.4. This SPLOST funded project aims to provide a safer railroad crossing for all modes of transportation into Downtown by bridging over the railroad via an extension of Sardis Street, aligning with Whitfield Place. In this concept the Cherokee Street crossing would be closed to automobile traffic.

Historic Districts

The Downtown is made up of four historic districts: North Main Street, a predominately residential district; Cherokee Street, a former wagon trail leading into the City; Big Shanty, the heart of the historic district, which includes Main Street, and is the City's original name; and Summers Street, a small district that contains several historic properties and structures. In addition to the historic

districts, Camp McDonald Park is on the national register of historic places. The park is now owned by Cobb County and is a preservation site with plans to provide trails and low impact amenities for the community within a natural site. The area also draws civil war and train enthusiasts to the area with the Smithsonian Southern Museum of Civil War and Locomotive History.

Greenspace

Downtown Kennesaw is home to several parks and recreation areas within walking distance of Main Street. Parks include Camp McDonald Park, as described above; Adams Park, equipped with recreation fields, the Ben Robertson Community Center, pavilions, and trails; Depot Park, which includes a playground, the historic train depot, the pedestrian underpass, and is home to food truck and farmers' market events; City Hall Park, which includes picnic tables and benches in a natural setting; and Commemorative Park, home to several historic markers and memorial sculptures. Additional small public spaces, include the pedestrian underpass plaza on Main Street; the intersection of Main Street and Summers Street, where the City marquee sits; and the Kennesaw City Cemetery. These greenspaces provide great opportunity to enrich and enliven Downtown Kennesaw. While they currently provide great benefits to the community, with small improvements, as discussed in the recommendations section, these spaces become even greater assets to the community.

The City of Kennesaw has achieved an ARC Green Communities Silver Certification for their commitment to sustainable principles and environmentally friendly processes and programs. The Green Communities Program is a voluntary certification program for jurisdictions in the 10-county Atlanta Region to encourage local governments to become more sustainable. Local governments earn points in 10 categories by implementing specific policies and practices that contribute to overall sustainability. The categories are:

- Green Building
- Energy Efficiency
- Green Power
- Water Use Reduction and Efficiency
- Trees and Greenspace
- Transportation
- Recycling and Waste Reduction
- Land Use
- Education
- Innovation



Main Street



Cobb Parkway



Commemorative Park



Railroad Tracks with the train depot and the Southern Museum in the background



Pedestrian Underpass at Depot Park. Depot Park playground is on the right side of the photo.

Figure 2.1a: Study Area Photos

Cobb Parkway

Cobb Parkway, Highway 41, provides the southern boundary of the study area and takes on a very different characteristic than Downtown. Cobb Parkway is a 6-lane state route that was designed to move vehicles through the region. The roadway lacks sidewalks and crosswalks, making it unsafe for pedestrians and cyclists. Development along this corridor is mainly composed of strip malls, drive-thrus, gas stations, automobile services, and motels, with parking lots fronting the street. Highway 41 Design Standards were developed as an outcome of the 2003 LCI and have helped improve the aesthetic of new development along this corridor. Updated design standards and investment in beautification and multi-modal accessibility of this corridor may help to draw redevelopment to this corridor and improve its overall appearance and safety.

2.2 Project Accomplishments

As the City has continued to invest in capital projects throughout the Downtown, including streetscape, green-space, and pedestrian accessibility improvements, the area has experienced new development efforts by those drawn to these improvements, the historic charm of Downtown and the accessibility to Kennesaw State University and area job centers. Figure 2.2a provides a list of public accomplishments and the resulting private development investment in Downtown. Public investments/accomplishments are highlighted in blue and private investment is highlighted in pink.

The majority of the accomplishments, as listed, have been built or the specific master plans completed, with the exception of two mixed use residential projects in downtown, one which is under-construction and one in the permitting process. The Main Street Mixed Use Development is under construction at the writing of this report. It will include 252 multi-family units and 11,000 square feet of retail. A 6-story parking deck, an off-street parking lot, and additional on-street parking will provide parking for residents, retail customers, and visitors to Downtown Kennesaw through a public private partnership between the developer and the City of Kennesaw. This project is anticipated to be completed in 2015.

The Dallas Street Mixed Use Development was approved by City Council, during this process, and will include 167 multi-family units and 10,000 square feet of commercial space. This project is anticipated to be completed in 2017.

Public Accomplishments

- 1 Museum Expansion (Children's and Archive Wing)
- 2 Pedestrian Railroad Underpass
- 3 Main Street Plaza
- 4 Community House Relocation and Renovation
- 5 Moon Station Road Off-Street Parking
- 6 Lewis Street On-Street Parking
- 7 Pedestrian Crossing/Signals Cherokee/Main Street Intersection
- 8 Pedestrian Crossing/Signals Summer/S. Main Street Intersection
- 9 Electronic Marquee and Plaza
- 10 Camp McDonald Acquisition and Conceptual Master Plan
- 11 Regional Stormwater Detention Facility Planning and Construction
- 12 Streetscape Improvements - Main Street and Sardis Street
- 13 Trail Expansion From the North
- 14 Adams Park - Perimeter Trail and Field Upgrades
- 15 City Cemetery - Landscaping, Drainage, Road Improvements
- 16 Kennesaw Due West/Cobb Parkway Intersection Improvements
- 17 Structure Demolition
- 18 Parcel Acquisition for Future Overpass
- 19 Teen Center
- 20 Trackside Off-Street Parking Lot
- 21 Expansion/Remodel of City Hall
- 22 Jailhouse Renovation
- 23 Brownfield Site Clean-Up
- 24 Bobby Grant Center and Water Tower Renovation

Private Accomplishments

- A Main Street Mixed Use Development
- B Dallas Street Mixed Use Development
- C Historic Rehab: Trackside Restaurant
- D Historic Rehab: Burger Fi Restaurant
- E Commercial Redevelopment
- F Historic Rehab: Bridal Shop
- G Lazy Guy Distillery
- H Historic Rehab: Restaurant
- J Fuller's Chase Phase I: Commercial
- K Fuller's Chase Phase II: Townhomes
- L Day Break Village Building Expansion
- M Pro Build Building Expansion
- N Community Garden Master Plan
- P Windsor Retail Redevelopment
- Q Kennesaw Village Redevelopment
- R Pisano's Renovation
- S New Building: Karate Academy
- T Historic Rehab: Front Porch
- U Kennesaw First Baptist Church Expansion
- V Stone Forest Facility Improvements
- W Historic Rehab: Historic Church on Cherokee Street
- X Historic Rehab: Two Homes on Cherokee Street

2.3 Land Use and Zoning

This section describes existing land use, future land use, zoning, character areas, and historic districts within the study area. Maps and information as found in the City of Kennesaw's Comprehensive Plan are the basis for this analysis. The information found within this section provides an understanding of land use conditions and the City's goals and aspirations for future development within the study area.

Existing Land Use

The City of Kennesaw Existing Land Use Map, per the 2006-2026 Comprehensive Plan, is provided in Figure 2.3a. Within the study area, the existing land uses, as based on the Georgia Department of Community Affairs "Standard Land Use Classification System", include Community Activity Center; Public Service/Institutional; Downtown Activity Center; Central Business District; Park/Recreation/Conservation; Industrial; Neighborhood Activity Center; and Residential Low/Medium.

Community Activity Center (CAC)

The Community Activity Center category aims to meet the immediate needs of several neighborhoods or communities. Encouraged land uses include low to medium intensity office, retail, and commercial services. Within the study area, parcels adjacent to Cobb Parkway and a portion of the Moon Station Road are considered Community Activity Center existing land uses. Cobb Parkway is home to retail and commercial uses, including strip mall retail centers, automobile services, restaurants and motels.

Public Service/Institutional

The purpose of this category is to illustrate public or semi-public land uses in the City, including public parks, cultural, community service, and institutional land uses. Within the study area's existing land uses, the Martha Moore School, the City Cemetery, and other city owned land is included in this category.

Downtown Activity Center (DAC)

The Downtown Activity Center's purpose is to reinforce the unique role and character of the downtown area. New development and redevelopment are encouraged to be compatible in use, scale, and appearance with the City's Downtown Activity Center. Within the existing land use map, the DAC includes much of the property along Main Street, Depot Park and surrounding parcels, Adams Park, and Camp McDonald Park.

Central Business District (CBD)

The Central Business District as identified in the existing land use map, is at the core of Downtown. Much of the CBD, as identified in Figure 2.3a, is being redeveloped into the Main Street Mixed Use Development, as described in Section 2.2.

Park/Recreation/Conservation

The purpose of this category is to illustrate the public or semi-public land uses in the City, focused on parks and recreation areas. Included in the Existing Land Use Map is the Ben Robertson Community Center.

Industrial

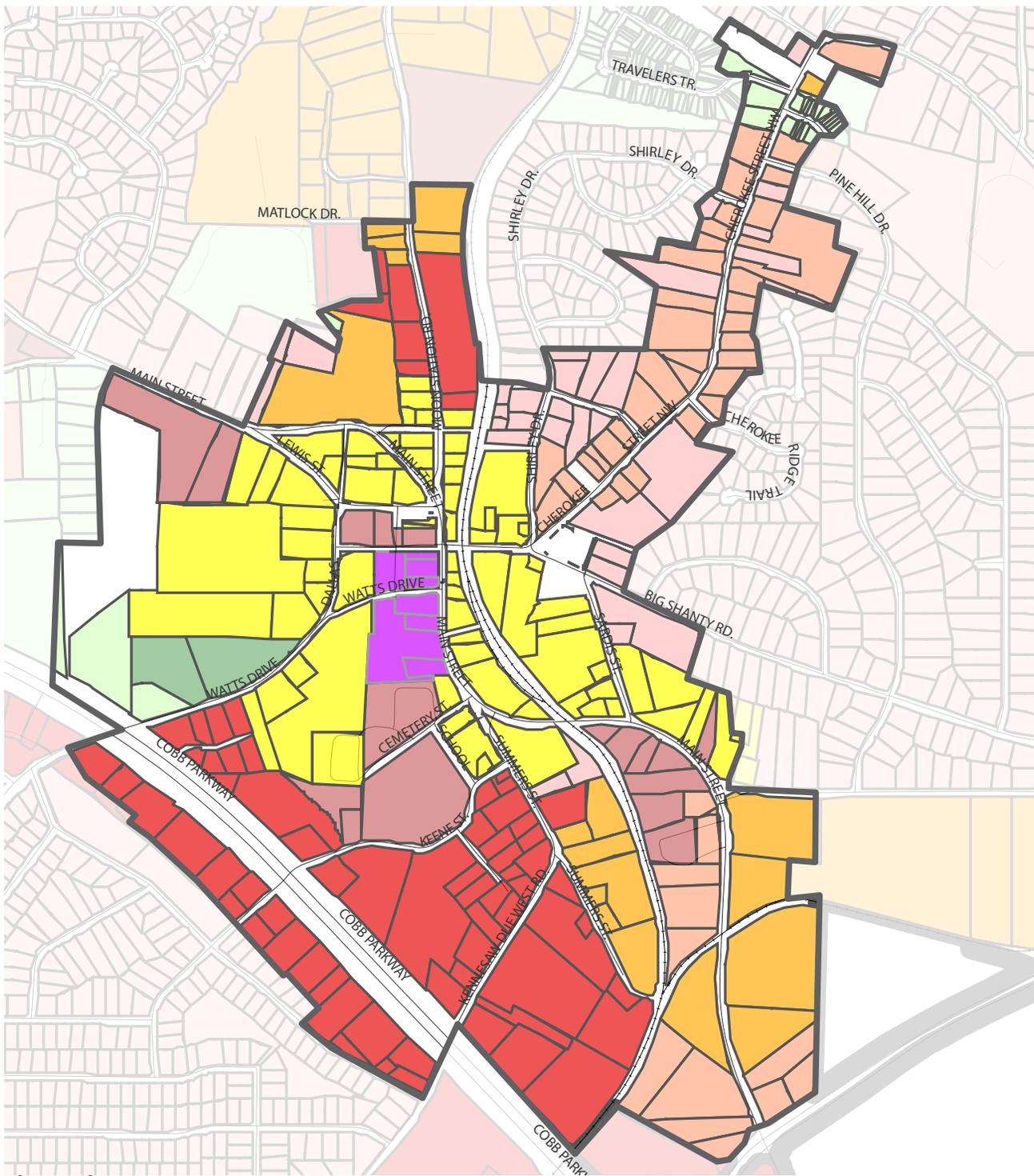
The purpose of the Industrial category is to provide for areas that can support light industrial, office/warehouse, and distribution uses as well as heavy industrial and manufacturing, providing regional-serving job centers. Industrial existing land uses, within the study area are focused at the southern end of Main Street, where it parallel's the railroad track, with additional industrial existing land use at Main Street and Moon Station Road, which is actually the current site of Kennesaw First Baptist Church.

Neighborhood Activity Center (NAC)

The purpose of the Neighborhood Activity Center category is to provide for areas that serve neighborhood residents and businesses. Typical land uses for these areas include small offices, limited retail and grocery stores. Within the existing land use map areas defined as NAC include parcels along Cherokee Street and smaller retail parcels south on Main Street, near McCollum Parkway.

Residential Low/Medium

The purpose of the Low/Medium Density Residential category is to provide for areas that are suitable for low to moderate density housing between one (1) and four (4) dwelling units per acre. There are few residential low/medium parcels within the study area, although the majority of this existing land use is identified adjacent to Cherokee Street, where land uses, in general, become more residential.



Legend

- | | | |
|---------------------------------|---|--|
| City Limits | Lake | RAC - Regional Activity Center |
| Existing Land Use | NAC - Neighborhood Activity Center | RH - Residential High |
| CAC - Community Activity Center | PI - Public Service/Institutional | RL - Residential Low/Medium |
| CBD - Central Business District | PRC - Park/Recreation/Conservation | TCU - Transportation Communication Utilities |
| DAC - Downtown Activity Center | PUD - planned Unit Development | |
| I - Industrial | R-20 - Single Family Residential District | |

Figure 2.3a: Existing Land Use Map

Future Land Use

The City of Kennesaw Future Land Use Map, per the 2006-2026 Comprehensive Plan, is provided in Figure 2.3b. Within the study area, the existing land uses as based on the Georgia Department of Community Affairs “Standard Land Use Classification System”, include: Community Activity Center; Public Service/Institutional; Downtown Activity Center; Park/Recreation/Conservation; Industrial; Neighborhood Activity Center; and Residential Low/Medium.

Community Activity Center (CAC)

The Community Activity Center category aims to meet the immediate needs of several neighborhoods or communities. Encouraged land uses include low to medium intensity office, retail, and commercial services. Within the study area, identified parcels on the future land use map, align very closely with the existing land use map. CAC land uses are primarily located adjacent to Cobb Parkway with a portion of the Moon Station Road included.

Public Service/Institutional

The purpose of this category is to illustrate public or semi-public land uses in the City, including public parks, cultural, community service, and institutional land uses. Similar to existing land uses, future public service/institutional land uses include the Martha Moore School, the City Cemetery, and other city owned land is included in this category. City Hall’s current location at Watts Drive and Dallas Street, is included in the future land use map.

Downtown Activity Center (DAC)

The Downtown Activity Center’s purpose is to reinforce the unique role and character of the downtown area. New development and redevelopment are encouraged to be compatible in use, scale, and appearance with the City’s Downtown Activity Center. The future land use map’s DAC parcels align closely with the existing land use map, with much of the DAC including property along Main Street, including the existing land use map’s Central Business District designation. Depot Park and surrounding parcels, Camp McDonald Park, and parcels adjacent to Adams Park are also included.

Park/Recreation/Conservation

The purpose of this category is to illustrate the public or semi-public land uses in the City, focused on parks and recreation areas. The Future Land Use map similar to the Existing Land Use map includes Ben Robertson Community Center and adds Adams Park.

Industrial

The purpose of the Industrial category is to provide for areas that can support light industrial, office/warehouse, and distribution uses as well as heavy industrial and manufacturing, providing regional-serving job centers. In the future land use map, fewer parcels are identified as Industrial compared to the Existing Land Use map, The only parcel identified is located near Summers Street and the railroad track, the current site of Pro-Build.

Neighborhood Activity Center (NAC)

The purpose of the Neighborhood Activity Center category is to provide for areas that serve neighborhood residents and businesses. Typical land uses for these areas include small offices, limited retail and grocery stores. Similar to the Existing Land Use map, the Future Land Use map defines NAC parcels mainly along Cherokee Street and south on Main Street, near McCollum Parkway.

Residential Low/Medium

The purpose of the Low/Medium Density Residential category is to provide for areas that are suitable for low to moderate density housing between one (1) and four (4) dwelling units per acre. Residential low/medium parcels in the Future Land Use map, similar to the Existing Land Use map, are few and confined to the northern boundaries of the study area, particularly adjacent to Cherokee Street and the northern portion of Main Street.

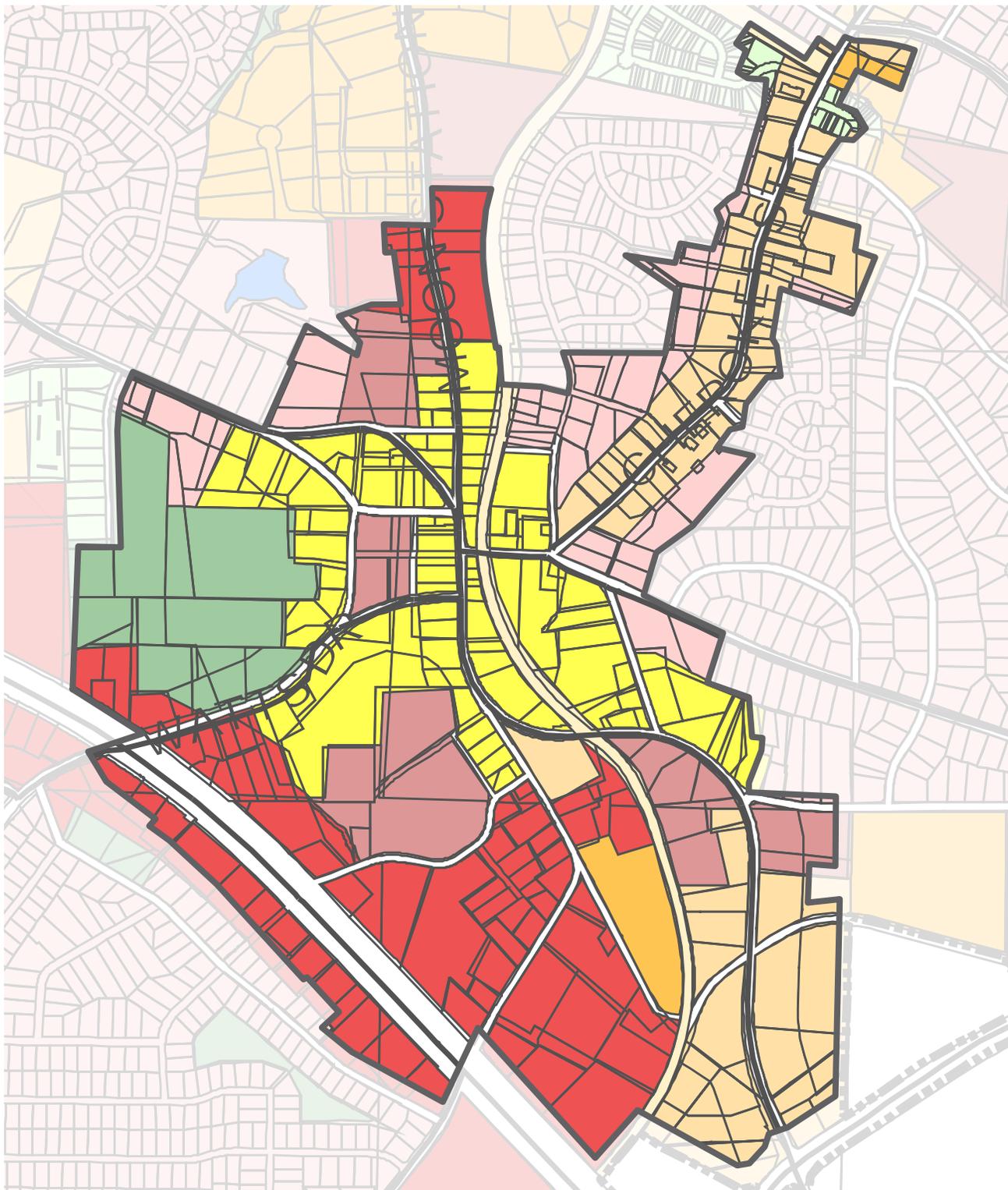


Figure 2.3b: Future Land Use Map

Zoning

Existing Zoning is displayed in Figure 2.3c. Following is more information on each zoning district found in the study area.

The City of Kennesaw is currently undergoing zoning updates, focused on Downtown and Cherokee Street, via the City of Kennesaw Design Based Code. Once approved this new code document will supersede the existing zoning regulations.

Historic District Overlay (HIS)

The historical and architectural heritage of Kennesaw is among its most valued and important assets. The purpose of the Kennesaw Historic District (HIS) is to promote the cultural, economic and general welfare of the city, and the preservation and protection of the old, historic or architecturally worthy structures in quaint areas or neighborhoods which impact a distinct aspect of the city and which serve as visible reminders of the cultural, social, economic and architectural heritage of the city, the state, and the nation. A large portion of the study area is within the Historic District Overlay. Parcels within the historic district are overseen by the Kennesaw Historic Preservation Commission and guided by the Historic Preservation Commission's Design Standards.

Historic Preservation District Overlay

The HPV district is established to set aside certain properties for the purpose of providing an area that will be designed and used as a historic village. The classification is primarily intended for properties located within Land Lot 138, 20th District, 2nd Section, and is bounded on the North by Cherokee Street and Big Shanty Road, on the east by Sardis Street, on the South by Old Highway 41, and on the West by CSX Railroad. Parcels within this historic district are also overseen by the Kennesaw Historic Preservation Commission and guided by the Historic Preservation Commission's Design Standards.

Central Business District (CBD)

The CBD is established in order to preserve and protect the cultural and historic aspects of downtown Kennesaw and simultaneously provide for the stimulation and enhancement of the vitality and economic growth of this special area. The classification is primarily intended as a focal point for upscale retail trade, tourism, and financial and public uses. The intent of the CBD is to develop a compact core to encourage and facilitate pedestrian movement and provide convenient access to the ameni-

ties of Historic Downtown Kennesaw. Much of the study area is within the Central Business District zone. A mix of uses is encouraged in this district to create a live, work, meet, and play environment.

Highway General Business District (HGB)

The HGB district is established to provide locations for commercial and service uses which are oriented toward general and specialty service businesses and interstate and state highway travelers. This zoning district aligns Cobb Parkway.

General Commercial District (GC)

The GC district is established to provide locations for retail commercial and service uses which are oriented towards a diverse range of businesses that are service and product intensive with a need for major road access and visibility. Several GC parcels are found within the study area, mostly on the south edge, adjacent to Cobb Parkway and McCollum Parkway.

Office/Institutional district (OI)

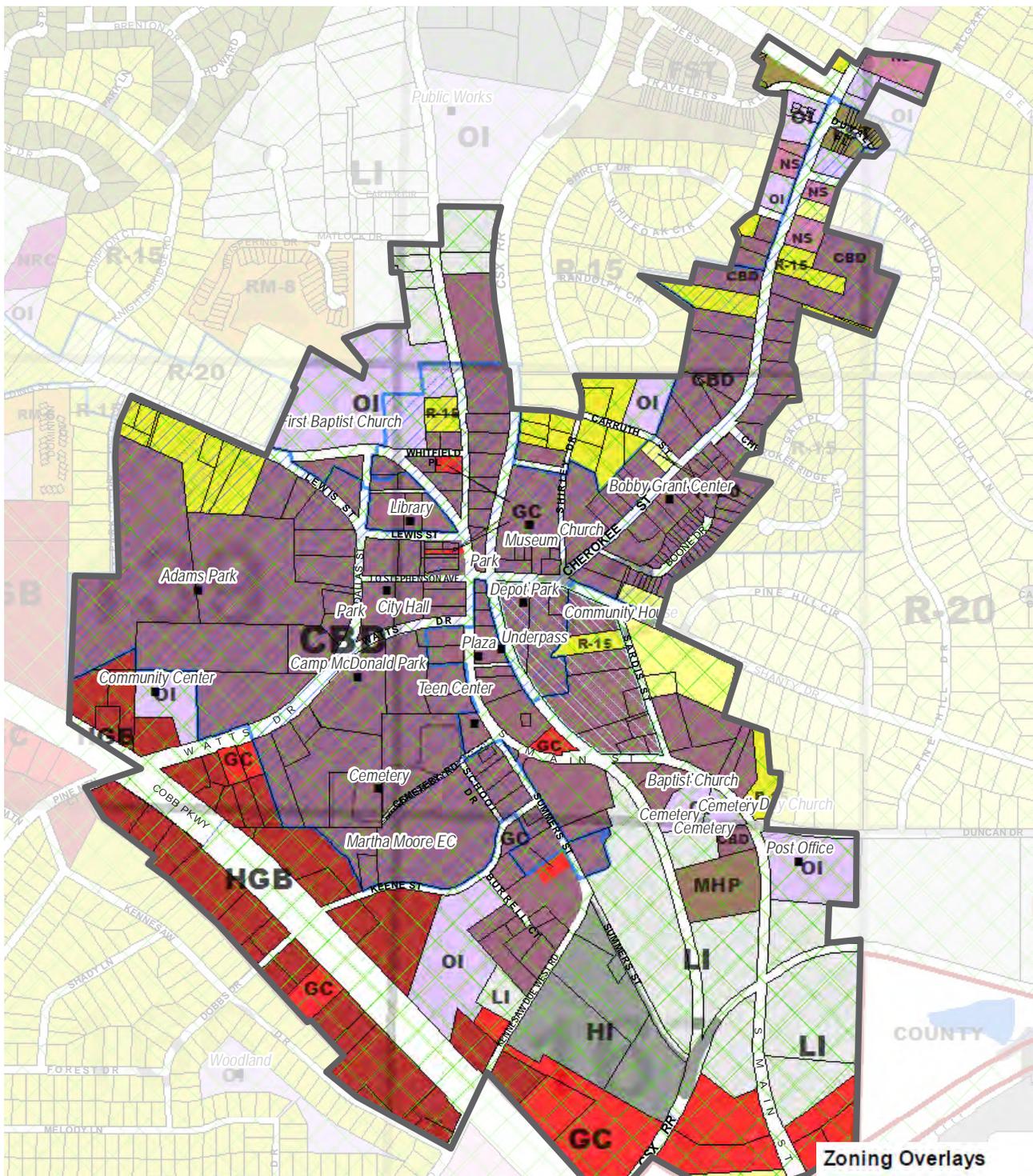
The OI district is established to provide locations for non-retail commercial uses such as offices and financial institutions. The OI district is designed primarily to provide for four story and smaller office developments, office uses, motels, hotels, banking and professional offices that complement and provide step down nodal zoning away from more intensive commercial uses. There are several OI parcels through out the study area, particularly on the edges of the CBD.

Heavy Industrial District (HI)

The HI district is established to provide locations for heavy industrial uses such as intensive automobile repair and service, heavy manufacturing, chemical manufacturing and storage, petroleum and petrochemical storage, warehousing. When located on the perimeter of an industrial node, the HI district should provide for uses that are lower in intensity and scale such to ensure compatibility with surrounding properties. There are several HI parcels near Cobb Parkway and Kennesaw Due West Road, where ProBuild is currently located.

Light Industrial District (LI)

The LI district is established to provide locations for light industrial uses such as low intensity automobile repair and service, commercial greenhouses, distribution centers, warehouse and storage, transportation terminals. When located on the perimeter of an industrial node, the LI dis-



Zoning Districts			
CBD	HGB	NS	R-30
CRC	HI	OI	R-10
FST	LI	PSC	R-12
GC	MHP	PUD-R	R-15
NRC	PVC	R-20	UVC
R-15	R-20	R-15	R-20
R-20	R-15	R-20	R-15

Zoning Overlays	
	Airport Hazard District
	Historic Districts
	Historic Preservation Village
	Senior Living

Figure 2.3c: Zoning Map

tract should provide for uses that are low in intensity and scale such to ensure compatibility with surrounding properties. LI parcels, within the study area, are located in the south-east portion of the study area, near the railroad tracks and Main Street. There are also several LI parcels along Moon Station Road.

Mobile Home Park District (MHP)

This district is established to provide areas where mobile home parks may be appropriate. There is one MHP parcel within the study area, along Main Street, currently occupied by the Old South Village mobile home park.

Neighborhood Shopping District (NS)

The NS district is established to provide locations for specialized and/or limited low intensity shopping facilities which are on properties delineated within a neighborhood activity center, community activity center, or regional activity center as defined and shown on the City of Kennesaw Comprehensive Plan, and as may be amended from time to time. These convenience shopping facilities should have low intensity retail commercial uses that have a neighborhood-oriented market and which supply necessities that usually require purchasing with a minimum of consumer travel. There are several NS parcels along Cherokee Street, within the study area.

Single-Family residential district - 15,000 sf (R-15)

The R-15 single-family residential district is intended to provide suitable areas for single-family, detached dwellings at medium densities as defined by the City of Kennesaw Comprehensive Land Use Plan, with access to both public water and sewerage. There are several R-15 parcels on the periphery of the study area.

Character Areas

Character areas, as defined in the 2006-2026 Comprehensive Plan are shown in Figure 2.3d. Character area planning focuses on the way an area looks and how it functions. Applying development strategies to character areas in Kennesaw can preserve existing areas and help others function better and become more attractive. They help guide future development through policies and implementation strategies that are tailored to each situation. Following is more information on each character area found within the study area.

Historic Central Business District (CBD)

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, much of this area is in need of revitalization. Without a plan for growth, an unstructured commercial fabric with aging structures, vacant buildings, and an insufficient retail core, has evolved.

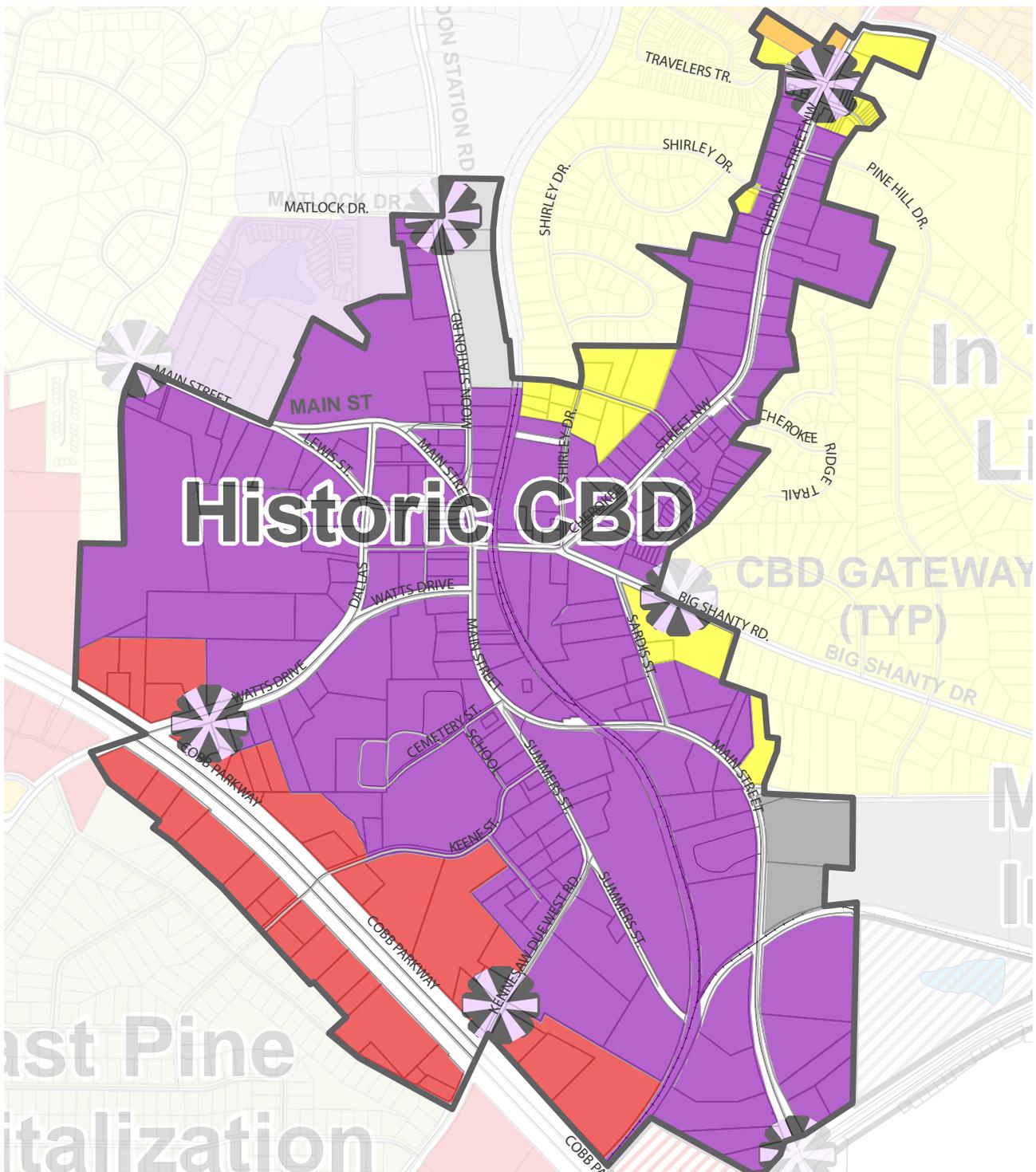
Cobb Parkway Commercial Corridor

The Cobb Parkway Commercial Corridor is the most significant commercial corridor in Kennesaw. The corridor's appearance and function has been affected by vacated 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.

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, given the tenure of the homes, redevelopment may become an option if homes fall into disrepair. Redevelopment should occur on multi-parcel levels to be most effective. If redevelopment occurs, the type of redevelopment should be closely affiliated and complementary



Legend		Character Areas Within City Limits	
	City Limits		Baker - Jiles Suburban Living
	Acworth City Limits		Barrett 41 Suburban Village
	Marietta City Limits		Campus Living
	Parcels		Cherokee St. Commercial Corridor
			Cobb Parkway Commercial Corridor
			East Pine Revitalization District
			Historic CBD
			Cobb Parkway Industrial
			McCollum Industrial
			Moonstation Industrial
			North Cherokee Residential
			East and West Pine Suburban Living
			Ridenour Suburban Village
			CBD Gateway
			City Gateway
			Future City Gateway
			Wade Green Interchange District (Potential)

Figure 2.3d: Character Area Map

with the redevelopment activities in the Historic CBD and surrounding homes and neighborhoods.

McCullum Parkway Industrial

The McCullum Parkway Industrial character area is located along a one mile section of McCullum 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 stones facades that face McCullum parkway. Access to McCullum 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 McCullum Airport to the south and the In-Town Living character area directly to the north.

Future development in this area should maintain a low to moderate industrial land use and impact. Natural landscape buffers should be maintained between parcels, but more so between the In-Town Living character area to the north.

Moonstation Industrial

The Moonstation Industrial character area is a 1-1/2 mile segment of light industrial development located between Moonstation Road and the CSX rail line, directly north of the CBD. A portion of this area is also located along a short section of Jiles Road between Moonstation 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.

Future development of this area should focus on filling the existing vacant office and warehouse space that is available. Signage and building appearance should become more standard with emphasis on improving overall aesthetics.

Historic Districts

The National Registry of Historic Places recognized four (4) Historic Districts and one (1) Historic Site within the study area. Refer to Figure 2.3e for the Historic Districts and Site Map.

The Historic Preservation Commission shall evaluate all properties as designated on the Official Historic Properties Map of the City of Kennesaw, and the Official Zoning Map of the City of Kennesaw. Historic District Design Standards are enforced within these districts.

The four (4) National Register Historic Districts in Downtown Kennesaw include:

North Main Street

The North Main Street Historic District is a predominantly historic residential district.

Cherokee Street

Cherokee Street Historic District is was the principle wagon trail into the City.

Big Shanty

Big Shanty Historic District is at the heart of the historic districts and the City's original name.

Summers Street

The Summers Street Historic District contains historic properties and structures along Summers Street.

Camp McDonald

The Camp McDonald Historic Site is the former Confederate army training camp. 7.5 acres of this site, east of Watts Drive, was purchased by Cobb County and with the help of Friends of Camp McDonald, a Master Plan for this park has been created to conserve the site while providing walking and hiking amenities.

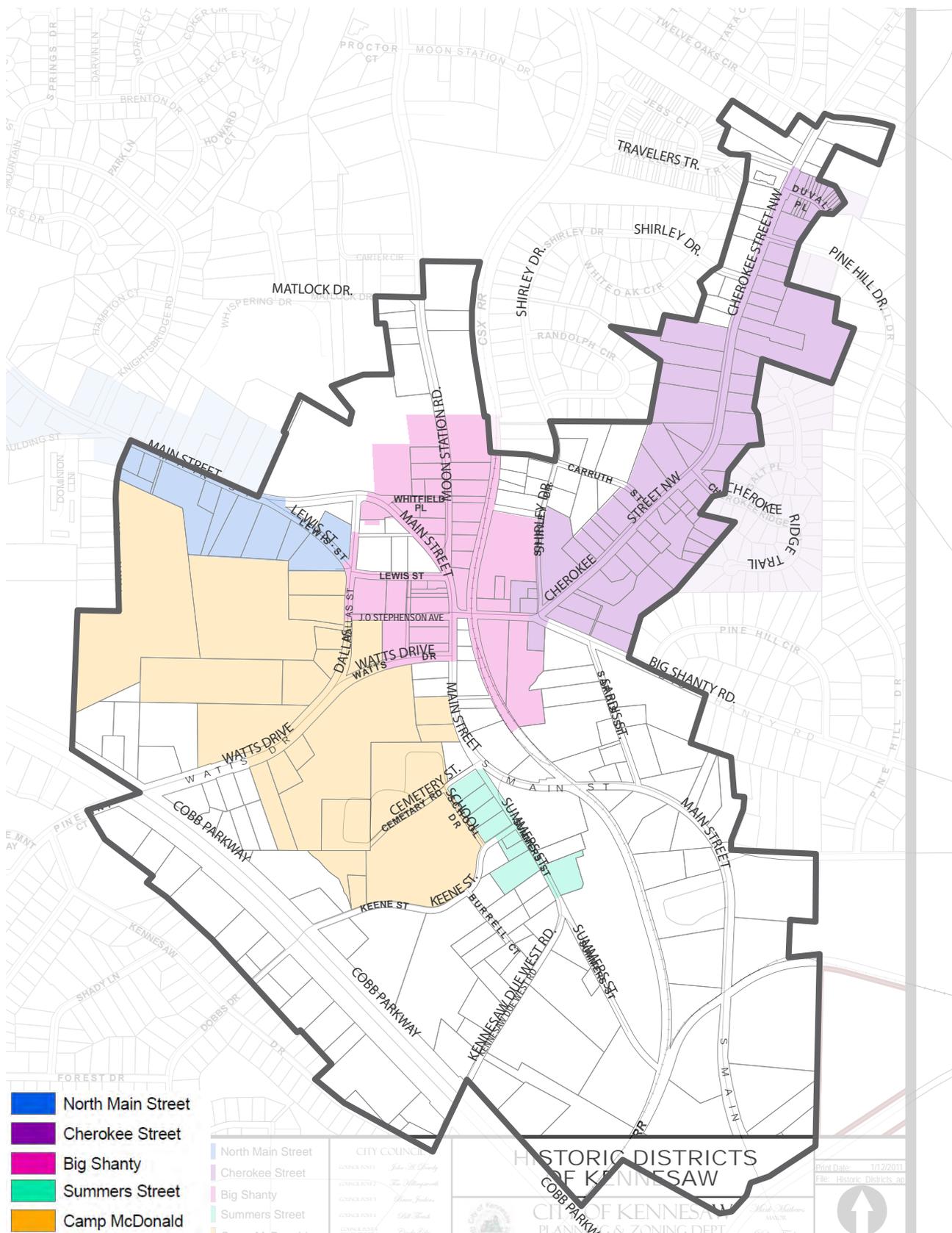


Figure 2.3e: Historic Districts Map

Topography and Water

Topography

Figure 2.3f highlights low and high topographic points. The large H and the large L are the highest (H) and lowest (L) points in the study area. The topography within the study area indicates high points along major roadways and the railroad tracks, with low points along streams. The highest topographic point can be seen along Cherokee Street, while the lowest point is where the stream runs under Cobb Parkway. Refer to Figure 2.3f.

Water

There are several small streams that extend into the study area. The most prominent is the stream that crosses under Cobb Parkway and into Camp McDonald Park. As Cobb Parkway already bridges over this stream, there may be potential to create a safe pedestrian/bicycle connection under the roadway, allowing for connections to other trail systems in the region.

Additionally, a spur of Noonday Creek touches the study area just north of Cobb Parkway. There is potential to connect to the Noonday Creek trail system, that currently connects the Town Center Area to Kennesaw Mountain.

The City has been proactively planning for stormwater management, in conjunction with future growth and development in Downtown Kennesaw. The City has identified opportunities for regional retention, including the Downtown Regional Detention Pond project, located just outside of the study area adjacent to Kennesaw Drive, near Pine Mountain Court. The project encompasses upgrading an existing detention area into a regional stormwater facility that would manage stormwater runoff from the downtown area watershed and future development (250± acres) area, as pictured in Figure 2.3g. Stormwater from impervious surfaces post-construction will be managed through post-construction Stormwater Management Plan in accordance with Georgia regulations defined in the Georgia Stormwater Manual.

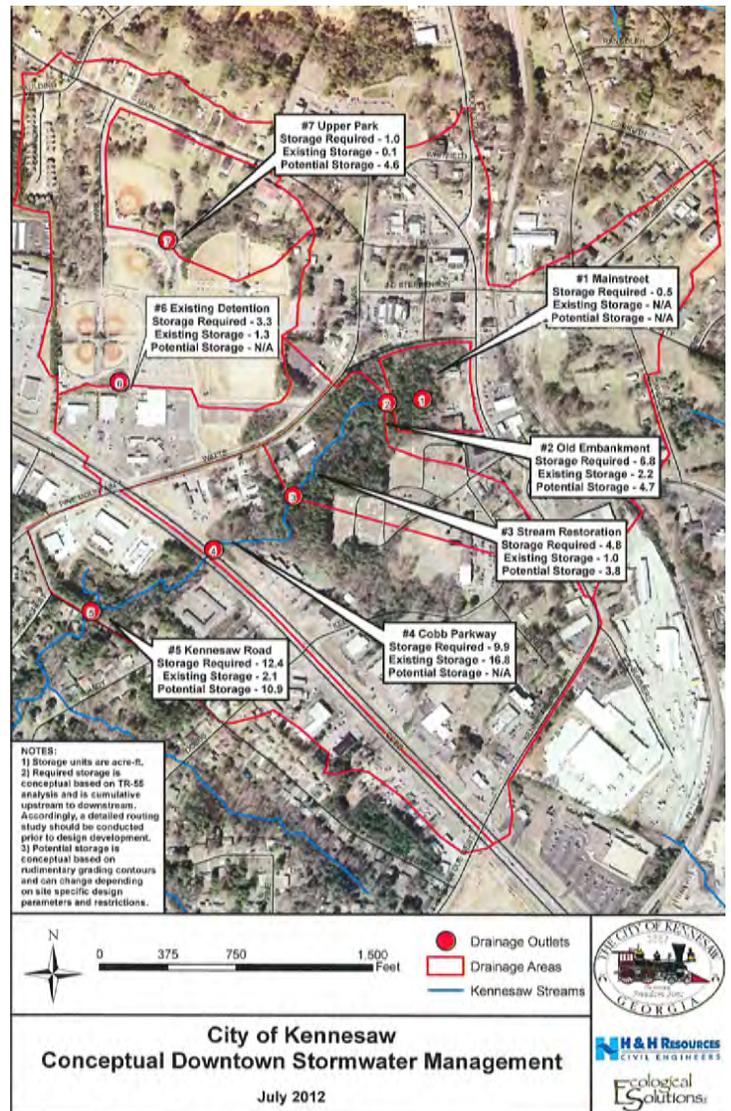


Figure 2.3g: Downtown Watershed Basin Diagram

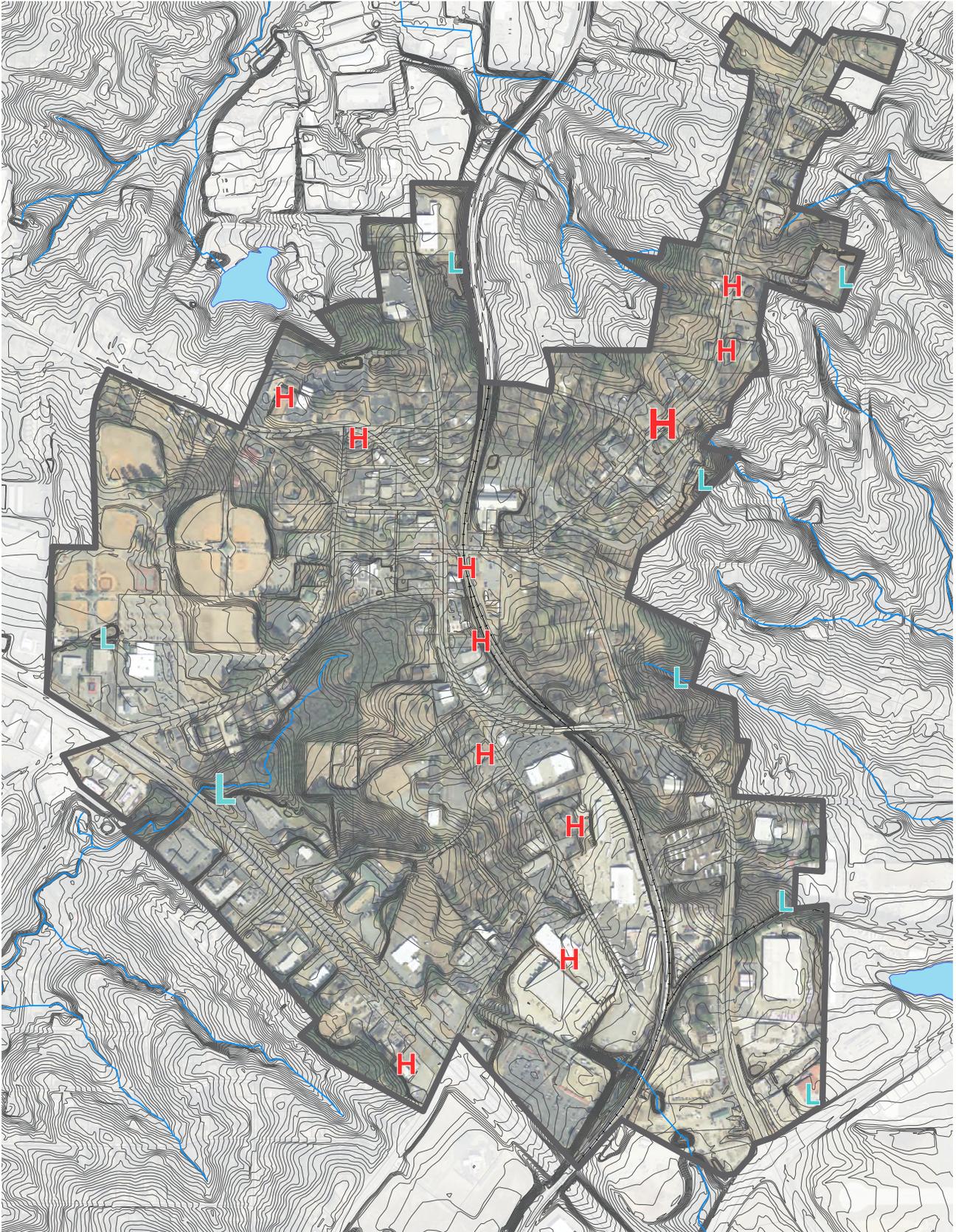


Figure 2.3f: Topography and Streams Map

2.4 Health

The City of Kennesaw has made health and fitness a community priority. To help achieve this goal, the City initiated Fit City Kennesaw. Fit City is a city-wide initiative launched in 2012 to address the increasing rate of obesity and concerns over the health of Kennesaw residents. The overall goal is to help prevent and control obesity and other chronic diseases in children, teens and adults by promoting healthy eating habits and regular physical activity. The program was recognized by the White House in 2013 for its successes.

To build on the City's health initiatives, the Consultant Team included health experts who conducted a health analysis of the study area.

The objective of this section is to provide health data and a health analysis that can be utilized by the designers to influence positive health outcomes through the planning and design of Downtown Kennesaw.

The environment where one lives can influence behavior decisions that affect an individual's health. There have been studies on how the design of the environment and neighborhoods affect health of a community and foster healthy behaviors, such as healthy eating and physical activity. In addition, these features can also affect the mental wellbeing of individuals. The goals of the Livable Centers Initiative (LCI) align well with these concepts and provide an opportunity to transform downtown into a healthy community through policy, planning and design.

The Downtown Kennesaw LCI process incorporates the health analysis and design principles necessary to create healthy projects. Elements and strategies are identified and utilized that directly mitigate the community's leading health issues. In Kennesaw social interaction, meditation/relaxation, physical activity, diet, safety and transportation were considered the most influential factors. Spaces within the study area can be designed to incorporate the previously identified influencing factors with the supporting health data and in turn mitigate the leading health issues.

The LCI study area in the City of Kennesaw focuses on the downtown district. The following health analysis and design strategies focus on this study area and that of Cobb County.

Health Analysis

Leading Health Issues and Influencing Factors

Existing data were reviewed using county-level data and some census tract data, due to the narrowed focus area of the LCI study area. Refer to Figure 2.4a for a summary of the Health Analysis.

According to the Community Health Needs Assessment (CHNA) completed by WellStar Cobb, the leading causes of death are:

1. Cardiovascular disease
2. Lung cancer
3. Mental and Behavioral Health Disorders
4. Stroke
5. Respiratory disease

Twenty-three (28%) percent of adults in Cobb are reported to be obese (BMI >30). Nearly 38% are overweight (25 < BMI < 30), which exceed state and national rates. Therefore, more than 50% of adults are either overweight or obese. Overweight and obesity increase one's risk for cardiovascular disease, stroke, diabetes, and some cancers.

Influencing Factors

The leading health issues are largely related to individual health behavior—poor diet, physical inactivity, and tobacco use. These behaviors significantly contribute to obesity, cardiovascular disease, cancer, diabetes and stroke. In addition, poor diet and physical inactivity largely contribute to high blood pressure and high cholesterol, which often lead to stroke and cardiovascular disease. For the most part, the context of where individuals live, work and learn, can determine health behavior choices.

Healthy diet is measured by the number of fruits and vegetables regularly consumed each day. According to the Centers for Disease Control and Prevention (CDC), individuals consuming at least 5 fruits and vegetables each day are considered healthy eating/diet. About 76% of the adult population does not consume the recommended amount of fruits and vegetables each day. In Georgia, nearly 42% consume less than 1 fruit each day and nearly 23% consume less than 1 vegetable each. On average, Georgians consume less than 3 fruits and/or vegetables each day.

The Kennesaw Downtown LCI area is located in an area defined by the U.S. Department of Agriculture (USDA) as having limited access to healthy foods, primarily due to an absence of grocery stores (at least 33% of the popu-

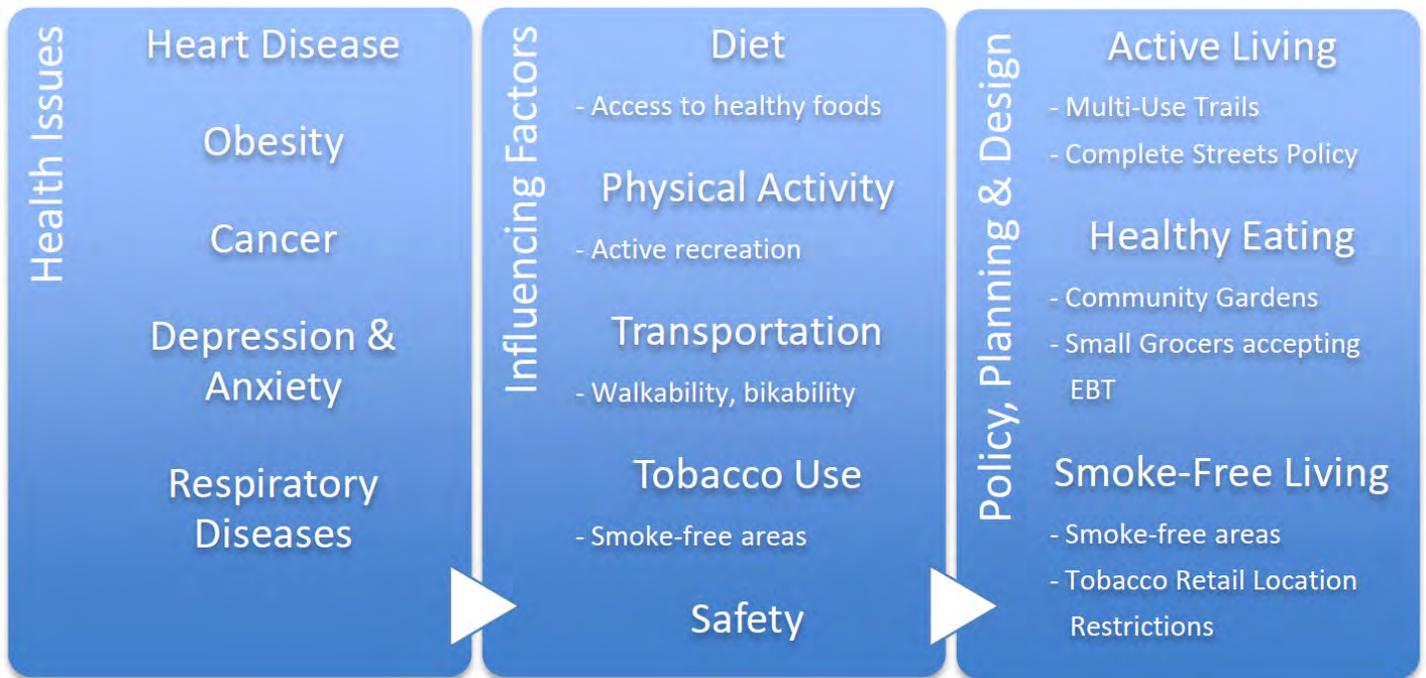


Figure 2.4a: Health Analysis Overview

lation within the study area census tract is farther than 1 mile away from a grocery store in a defined urban area). There is potential to leverage this data to obtain health based funding for projects that get people safely to healthy foods. It should be noted that a Publix Supermarket exists just outside of the study area on Cobb Parkway at Jiles Road. Additionally, there is a seasonal farmers' market at Depot Park, within the study area.

The CDC recommends adults engage at least 150 minutes of moderate physical activity each week. Nearly 23% of adults in Cobb County do not engage in physical activity of any kind, which is comparable to the state rate. In Georgia, about 66% of adults report some physical activity. Regular physical activity decreases risk of obesity, cardiovascular disease, diabetes, and depression.

The most common form of physical activity among adults is walking. However, while the majority of the study area has pedestrian amenities there is a lack of accessibility and infrastructure connecting surrounding communities making, limiting walking as a form of active recreation and active transportation. Residents and visitors must depend on a vehicle to get to destinations within the study area. This causes more sedentary behavior. A walkable community satisfies the public's interest in walking as a form of active recreation; but also serves as a form of transportation.

Lastly, when residents feel comfortable and connected in their community, they are more likely to engage in outdoor and social activities with their neighbors. This sense of community increases social connectedness and reduces crime, depression, and anxiety.

Public Input

Based on feedback from the community, residents are looking for safe and comfortable opportunities to walk and bike. They would like to see improvements in sidewalks and traffic. Also, they would like to see more parks and public gathering spaces and access to healthy foods and restaurants.

Policy, Planning and Design Recommendations

The policy, planning and design recommendations described below are reflections of the outlined health issues, influencing factors and analysis.

Policy Recommendations

While not necessarily within the scope of this LCI Study analysis, health policies can ensure sustainable change for livability in this study area and beyond to the entire community.

Physical Activity/Active Transportation

Complete Streets Policy

Complete Streets Policies allow transportation plans to ensure all modes of transportation are considered for all users and all abilities. Currently, Georgia does not have a statewide street-scale urban design/land use policy. Georgia Department of Transportation, however, which oversees Cobb Parkway, does have a complete streets policy, which can be used in future redesign planning. The City of Kennesaw should consider adopting a complete streets policy for all road redesign and new street connections.

Safe Routes to School

While there are currently no schools in the study area, safe connections through the study area should be considered for surrounding residents. Municipalities can adopt a "Safe Routes to School" policy that will ensure priority for safe walkable/bikeable opportunities in school placement and/or subdivision placement. In addition, transportation improvements can prioritize residential area connections with neighboring schools for increased walkability/bikability and safe connectivity.

Mixed-use Zoning

Zoning policies for mixed-use supports walkability and bikability in communities by ensuring connectivity between residential, public uses, and commercial/retail areas.

Healthy Food Access

Food Policy/Security Council

Addressing food deserts requires a coordinated approach and thorough understanding of food security needs and capacities. A Food Policy Council or Food Security Council brings together diverse representation of community members, community organizations, business owners, and local government agencies to develop a comprehensive strategy to increase the availability, accessibility and affordability of healthy foods.

Ordinances for Healthy Food Access

Municipalities can pass zoning ordinances that allow and encourage for healthy food retail to locate in areas that are underserved. Also, ordinances can establish restrictions to density of fast food restaurants. In addition, municipalities can pass ordinances that require allocating a proportion of floor space for the sale of healthy foods in retail establishments selling food.

Leading Health Issues

- Heart Disease
- Obesity
- Cancer
- Depression/Anxiety
- Respiratory Disease

	Social Interaction	Meditation/ Relaxation	Physical Activity	Diet	Safety	Transportation
Selected Design Recommendations	Influencing Factors					
Connectivity	X		X		X	X
Fresh Food	X			X		
Healthy Policy and Zoning Integration		X		X	X	X
Undisturbed Natural Vegetation		X				
Active Recreation Space	X		X		X	
Passive Space		X			X	
Plantings		X			X	
Gathering Spaces	X				X	

Figure 2.4b: Health Design Matrix

Smoke-Free Communities

Zoning Tobacco Retail Locations

Almost one in five adults smoke in Cobb County. This is comparable to the national rate of adult smoking, but above the national benchmark of 13%. About 90% of all lung cancers are caused by tobacco use. In addition, about 30% of all heart disease deaths are related to cigarette smoking. Location of tobacco retail can foster tobacco initiation, especially among youth.

Municipalities can pass a zoning ordinance prohibiting the sale of tobacco products within a certain distance from places that are predominantly populated by youth. Several studies have shown that this approach helps reduce youth access to tobacco products and youth initiation.

Smoke-Free Ordinances

While there may be a smoke-free indoor policy, municipalities can expand this policy to include all outdoor public places such as parks, plazas, trails, etc. This not only prevents secondhand smoke exposure, but also reduces visibility and social acceptability of tobacco use.

Smoke-Free Multi-Unit Housing

Secondhand smoke exposure is becoming one of the leading causes of lung disease and other respiratory illnesses. Since there is no healthy level of smoke exposure, smoking allowed in multi-unit housing presents a risk for non-smokers through a facility's HVAC system. Municipalities can incentivize developers and property managers to designate smoke-free housing facilities to prevent tenant exposure to secondhand smoke.

Planning and Design Recommendations

Multi-Use Trails

A network of multi-use trails will allow residents to bike or walk throughout the downtown area and through the LCI study area. Trails lined with trees will provide shade that protects users from the heat and dangerous UV radiation. Benches along trails will also allow users to rest when needed. In addition, trails with smooth surfaces will encourage safe mobility and universal accessibility.

Connectivity

Connecting trails and pathways between residential neighborhoods, public uses and commercial/retail areas support walkability and bikability. Residents and visitors are more likely to walk/bike to destinations if routes are safe and connected encouraging physical activity. Pedestrian scaled wayfinding signage offers direction for users and enhances accessibility.

Parks and Public Plazas

Parks provide opportunities for passive and active recre-

ation as well as social gathering. These open spaces offer venues for community events and support a strong sense of community. In addition to the social benefits of these spaces public areas also provide space for shade trees and other vegetation which softens the effects of the built environment.

Safety

Personal safety is often the leading barrier to active recreation in public spaces and walking/biking as forms of transportation. Whether real or perceived fear, residents want to feel safe from crime. Design features should optimize safety and visibility, such as adequate lighting and appropriate signage. Proper use of vegetation to optimize surrounding visibility will also elevate the overall safety of an area.

Pedestrian and bicycle interactions with vehicular traffic should also incorporate appropriate safety measures to promote the active living lifestyle. The strategies utilized can coincide with efforts addressing connectivity. Some simple strategies include safe bike lanes, marked crosswalks, reduced speed limits, road diets (reducing the number of dedicated car lanes), speed tables, wide sidewalks, street trees located between the sidewalk and street, etc. The use of street trees and vegetated bump outs has also been shown to reduce dangerous street conditions.

Public Transit

Residents using public transportation regularly are more likely to get the recommended amount of physical activity each week. The public input results show residents are seeking opportunities for more public transit that connects to more destinations such as MARTA rail, Kennesaw State University, and popular places in Atlanta. In addition, transit stops can be located to local attractions such as prominent public spaces and farmer's market locations.

Transit facilities and shelters should be attractive, efficient and encourage a feeling of safety. The addition of transit routes and pedestrian wayfinding signage will also provide a sense of clarity and direction for users.

Increase access to healthy foods

Gardens

Community gardens offer opportunities for community engagement and access to healthy foods. The act of gardening has been shown to have a therapeutic effect on participants and enhances a sense of belonging for residents within a community. These gardens can be placed in public spaces, such as parks, and can be integrated with a public recreation program or other community programs. Programs can help participants and community members

Healthy Design Elements Matrix

Design Elements	Influencing Factors					
	Social Interaction	Meditation/Relaxation	Physical Activity	Diet	Safety	Transportation
Lighting	X		X		X	
Complete Streets	X		X		X	X
Edible Gardens (FOOT model)		X		X		
Farmers Markets	X			X		
Multi-use Fields	X		X			
Shade Trees		X				
Courtyards	X	X			X	
Amphitheater	X					
Seating	X	X			X	
ADA Accessibility			X		X	
Water Features		X			X	
Open Green Space	X	X	X			
Picnic Areas/Shelters	X	X			X	
Views of Natural Landscape		X				
Wildlife/Biodiversity		X				
Dedicated Bike Lanes		X			X	X
Playgrounds	X		X		X	
Pedestrian Connectivity						
Sidewalks (at least 5' wide)	X	X	X			X
Multi-Use Trails			X		X	X
Natural Trails			X			X

Figure 2.4c: Healthy Design Elements Matrix

develop skills in horticulture and gardening. Harvests from edible gardens can help supply healthy, affordable foods for community food pantries, school meals and other community organizations.

A locally built garden can contribute produce to a local farmers market. This farmers market can be a destination popular for both residents and visitors. It is recommended that the community continue efforts to develop the Fountain Gate Gardens master plan, to provide this great amenity to the community.

Farmers' Markets

While there is a seasonal farmers' market, the Kennesaw Farmers' Market, there are ways to increase utilization and demand, especially for low-income families. Locating farmers' markets in centralized public places can optimize sense of community and provide easy, safe access for residents and visitors. These easily accessible areas can be public plazas or parks that are connected surrounding areas which will encourage active transportation and physical activity. To increase affordability, vendors at farmers' markets should accept public nutrition assistance benefits such as Women, Infant, and Children Nutrition Supplement Program (WIC) and Supplemental Nutrition Assistance Program (SNAP).

Small Grocer/Food Retail

It's not uncommon for large chain grocery stores to not locate in neighborhoods despite local public demand. This is often due to market analysis and feasibility related to corporate criteria. Having a grocery store located in the downtown area with connectivity to surrounding areas will encourage users to walk and bike to it. These alternate modes of transport will reduce the amount of cars and utilize physical activity.

In addition, these small retail establishments should accept public nutrition assistance benefits such as Women, Infant, and Children Nutrition Supplement Program (WIC) and Supplemental Nutrition Assistance Program (SNAP).

Conclusion

A livable community is a community that prioritizes health and quality of life for its residents. The health status in this LCI study area is comparable to what is seen throughout neighboring communities and throughout Georgia. Behaviors largely influence the health outcomes of residents. This includes diet, physical activity, and tobacco use. However, the context of where people live, work and play determines if healthy behaviors are realistic, or even possible. For example, in this LCI study area, gro-

cery stores are not in the area creating a major challenge in terms of healthy eating.

The design of parks, connections, and each space within the area has a major influence on a person's health. In most instances users are not consciously aware they are in a healthy space. If an area is designed with health and aesthetics in mind people will automatically be drawn to the space. This will encourage healthy behavior and reduce the health risks of an area. For example, as a person walks down a sidewalk, they may not realize that the street trees block the harmful UV rays or that a wide sidewalk and street trees provide a comfortable distance between them and cars driving by or even that they are gaining valuable exercise as they walk. The subconscious comfort gained from the trees, pavement width and connectivity are factors that make people want to utilize a space.

This report details the health data and analysis in conjunction with policy, planning and design recommendations that will encourage the public's desire to use community spaces and in turn improve the health of the community and the community's livability within the study area. This health analysis can be utilized to gain support and funding (through health based grants) for implementation of many of the recommendations found in Section 4.0.

DOWNTOWN KENNESAW

LCI Study

2.5 Transportation

Roadway Network

The study area includes four urban minor arterial streets: Cobb Parkway (US 41), Main Street, McCollum Parkway, and Cherokee Street. The area also includes one urban collector street which is Kennesaw Due West Road.

Based on Annual Average Daily Traffic (AADT) counts from the Georgia Department of Transportation (GDOT), Cobb Parkway carries over 38,000 vehicles per day, the highest traffic volume in the study area. McCollum Parkway has the next highest traffic volume in the area with approximately 27,000 vehicles per day. Main Street, Cherokee Street, and Kennesaw Due West Road carry approximately 13,000, 12,000, and 5,000 vehicles per day, respectively. Cobb Parkway is a primarily vehicle-oriented roadway with higher speeds, higher vehicular volumes, and more limited pedestrian crossing opportunities. Many of the smaller roadways throughout the study area, however, have segments that provide good access for other modes of transportation since they have lower vehicular volumes and speeds, attractive sidewalks and intersection and mid-block crosswalks. Figure 2.5a includes study area photos of Cobb Parkway, Cherokee Street, and Main Street. Figure 2.5b illustrates the existing roadway network.

The County wide Existing Conditions & Needs Assessment of the Cobb County Comprehensive Transportation Plan identifies the intersection of Cobb Parkway at Kennesaw Due West Road as a crash hotspot.



Cobb Parkway



Cherokee Street



Decorative intersection at Main Street and Cherokee Street/J.O. Stephenson Avenue

Figure 2.5a: Study Area Roadway Images

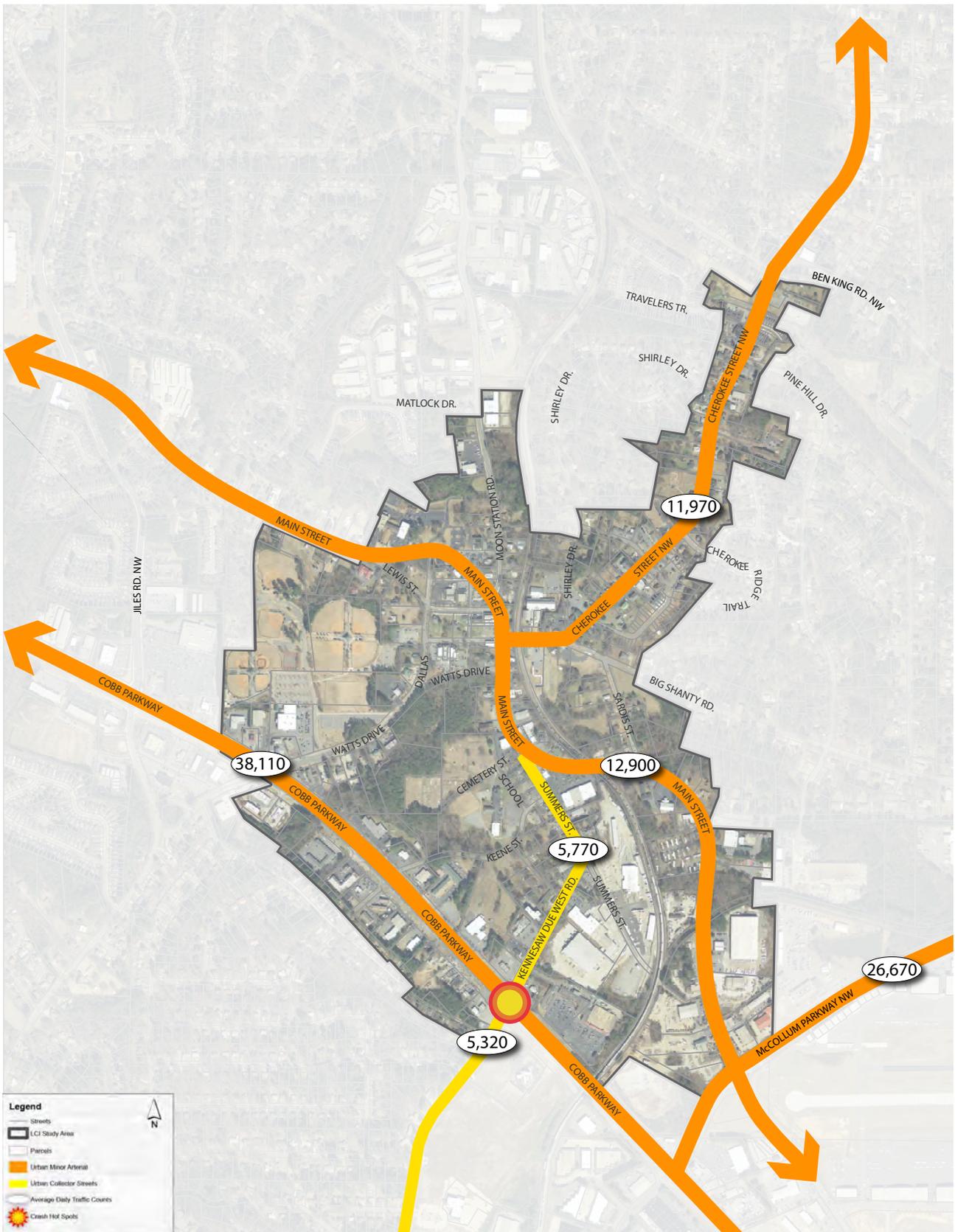


Figure 2.5b: Annual Average Daily Traffic (AADT) from Georgia Department of Transportation (GDOT)

DOWNTOWN KENNESAW

LCI Study

Existing Sidewalks

Main Street and J.O. Stephenson Avenue/Cherokee Street primarily have sidewalks on both sides of the roadway with complete connections (100% both sides). The other roads in the downtown Kennesaw area, Dallas Street, Lewis Street, and Watts Street all have sidewalks on at least one side of the road. Numerous mid-block pedestrian crossings exist in the downtown area. The roadways with the least amount of pedestrian accommodations are Cobb Parkway and Keene Street. These roadways have significant portions without sidewalks on either side of the roadway. Most sidewalks along Cobb Parkway do not have buffers separating them from the roadway. Crossing locations are limited to only signalized intersections which are spaced far apart from each other (over 1,000 feet or more). Crosswalks that exist along Cobb Parkway are long (100 feet or more) and do not provide pedestrian refuge areas. These attributes make crossing this roadway unpleasant for pedestrians. Figure 2.5c provides images of crosswalks and sidewalks in the study area. Figure 2.5d illustrates the existing sidewalk network.

Existing Transit

The Georgia Regional Transportation Authority (GRTA) operates an Xpress bus route along I-75 to Midtown with park and ride stops in Acworth, Busbee, and Town Center. Cobb County Transit routes 100 and 102 operate from park and ride stops to Midtown. Cobb County Transit routes 10C, 40, and 45 provide local service surrounding the Town Center area. Kennesaw State University's Big Owl Bus provides bus service around the campus and Town Center area. Currently, there is no transit service within the study area. The close proximity of systems, as listed above, however, provide opportunities to connect Downtown Kennesaw to regional transit systems.



Decorative sidewalks along Main Street



Decorative crosswalk near City Hall. Sidewalk infrastructure is missing in this area



Crosswalks on Cobb Parkway

Figure 2.5c: Study area existing crosswalks and sidewalks

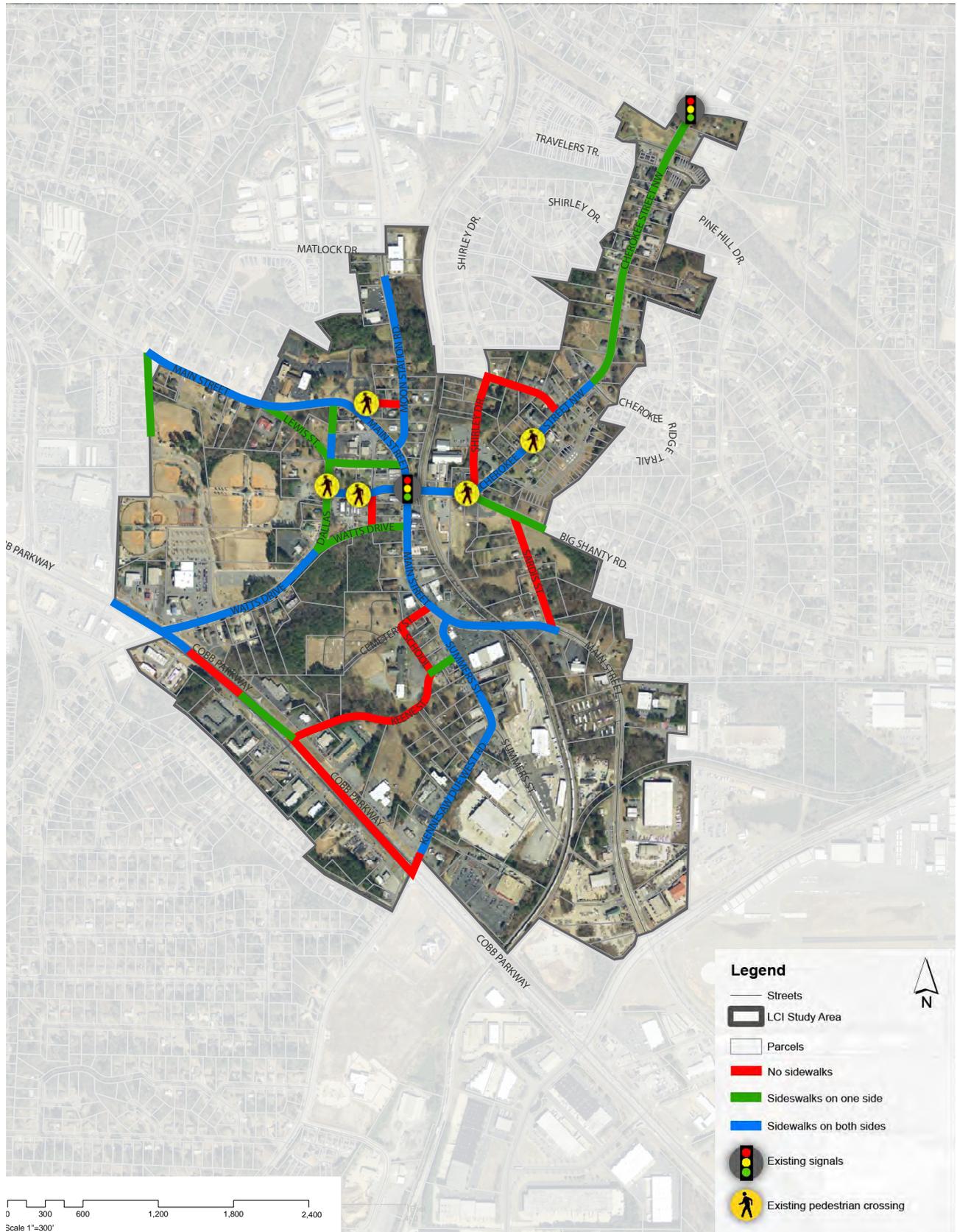


Figure 2.5d: Existing Sidewalk Network

Regional Transportation Plan – Plan 2040

The Atlanta Regional Commission (ARC) adopted the Regional Transportation Plan component of PLAN 2040 in 2009, as required by the U.S. Department of Transportation (USDOT). The plan's five objectives focus on the following: serving people, building community, enhancing mobility, preserving the environment, and growing the economy.

There are two projects from the plan that are located within the LCI boundary. The first project is upgrading and adding additional truck route signage throughout the City of Kennesaw to improve safety and road operations for both truck drivers and motorists. This project is currently programmed and expected to be completed by 2016. The second project is the widening of Cobb Parkway from Third Army Road Connector to the SR 5 Connector. This project is in the aspirations plan and has no funding or network year identified. Figure 2.5e highlights planned projects in the study area.

Kennesaw LCI

Kennesaw Redefined, the most recent Livable Communities Initiative plan, was released in 2003. This LCI study update includes a larger study network than the previous study. Several projects were identified in the previous LCI study that have not yet been implemented. Gateways were proposed at the intersections of Cobb Parkway at Watts Drive, Cobb Parkway at Keene Street, and Cobb Parkway at Kennesaw Due West Road and a Cobb County Transit bus route through the downtown area connecting Kennesaw State, Kennesaw Mountain, and the Southern Museum was proposed. Project successes from the original LCI include the development of a railroad underpass to provide pedestrian and bicycle access across the railway into Downtown.

Cobb County CTP

Cobb in Motion, Cobb County's Comprehensive Transportation Plan, is currently underway. This plan encompasses Cobb County and the cities of Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna. Coordination with Cobb in Motion and recommendations found in this plan is encouraged.

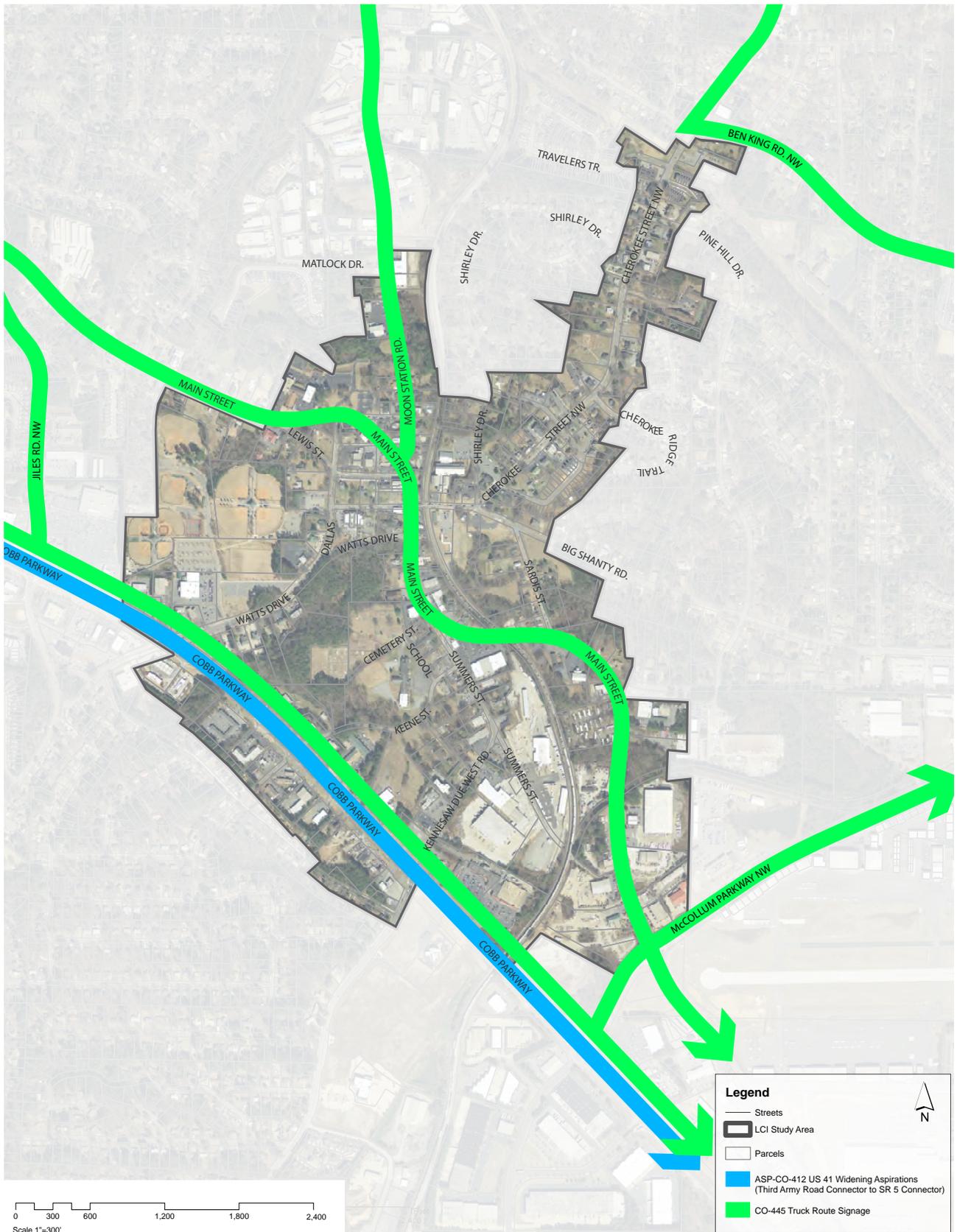


Figure 2.5e: Planned Projects

DOWNTOWN KENNESAW

LCI Study

3.0 Community Participation

3.1 Community Participation

Public involvement is a key component of the LCI program and is critical for truly understanding the vision, goals, and needs of the Kennesaw community. As such, all LCI studies must involve the public in a meaningful way and at key study milestones. Establishing many ways for people to engage in the planning process helps to ensure that local knowledge is accessed and used in developing master plan recommendations. It also maximizes the opportunities for the public to become involved in the overall process. The Downtown Kennesaw LCI public participation process engaged stakeholders at three levels throughout the planning process: The Project Management Team, the Core Team, and the General Public.

A Project Management Team consisting of consultants, City of Kennesaw staff, and the Atlanta Regional Commission was convened. The purpose of the team was to develop initial goals and visions, discuss the progress of the plan, to brainstorm solutions and strategies to address challenges and needs, and to plan community engagement opportunities at a very high level. This team met one to two times per month either in person or by conference call.

The Core Team consisted of stakeholders within the Downtown Kennesaw LCI study area with knowledge and expertise that could lend to the study process. Core Team members included community residents, property owners, business owners, and representatives from the Downtown Development Authority, the Historic Preservation Commission, and Kennesaw State University. This group was instrumental in guiding the course of the study through the identification of issues and opportunities, development of plan goals and objectives, and review of the feasibility and effectiveness of recommendations. Three sessions were held with the Core Team at key milestones throughout the process.

The general public which includes the study area community, at large, was engaged at six opportunities: four kick-off and goal setting events, a design workshop, and master plan presentation and open house event. All outreach opportunities were designed to inform, invite and communicate with stakeholders about the LCI study.

The public involvement process included a variety of outreach tools including key stakeholder interviews; an online project website; meetings, workshops, and open house events; and an online community survey. This focus on multiple means of collection and distribution of infor-

mation, along with careful timing of activities to tie them directly to the anticipated completion of technical tasks and key milestones of the project allowed for public input to be incorporated into the technical process in a meaningful way. Refer to Figure 3.1a and b for images of the community process.

Stakeholder Interviews

During the months of August, September and October the consultant team conducted stakeholder interviews with members of the Core Team and other key stakeholders in the study area. Key stakeholder interviews helped to promote a clear understanding of the goals, objectives, existing market opportunities, and social economic context in the study area. They also provided insight into the overall vision for the study area. Interviews were consistent in format utilizing a prepared questionnaire that included a range of discussion points.

Each interview began with an introduction to the study followed by background information prior to beginning the interview. From the interviews, stakeholders provided insight into their overall vision for the study area. Main transportation and land use needs and concerns were also discussed. Suggestions for how best to involve and inform the public concluded the interviews. A total of 9 stakeholder interviews were conducted.

Core Team Meetings

The Core Team met at three points during the planning process. The following are brief summaries of these meetings.

1. Core Team Meeting #1 was held on August 7, 2014: The purpose of the first Core Team Meeting was to introduce the project and Core Team members; identify study area goals and issues; and discuss the upcoming community meeting agenda. The consultant team also provided a presentation on health and wellness and discussed how analysis of the Kennesaw community's health would impact the planning process.
2. Core Team Meeting #2 was held on September 16, 2014: The purpose of the second Core Team Meeting was to present the results of community input to date, including results of the first community meeting's vision and goal setting exercise and the community survey. The areas of focus for the design workshop were also discussed.



Figure 3.1a: Design Workshop



Figure 3.1b: Design Workshop

3. Core Team Meeting #3 was held on November 13, 2014: The purpose of the third and final Core Team Meeting was to review the draft Master Plan concepts and discuss recommendations and implementation strategies. The final meeting also served as a chance to review plans for the third community presentation.

Public Workshops & Open House Events

The Kennesaw community needed a unique outreach strategy to engage its diverse and growing population. It is a City seeing new growth due to its proximity to the rapidly growing Kennesaw State University, bringing new students, faculty and staff to the Downtown area. The community is also one with strong roots as many residents and businesses have been a part of this community for multiple generations. In order to reach a broad cross section of this community, the team developed several outreach strategies, ranging from attending an annual community festival, a weekly food truck event, and hosting community sessions at local businesses. Refer to Figures 3.1c and d. A summary of each outreach event is included below.

1. Four **Kick-Off and Goal Setting** opportunities were conducted in August and September.

Kick-Off Session 1: Pigs and Peaches Festival

The first Kick-Off event was held on August 23 at the annual Kennesaw Pigs and Peaches Festival. At this event, the consultant team set up project maps next to the Downtown Development Authority festival tent and discussed the study process and community goals with event attendees. The team's presence at the festival was announced to the community via the City's website, the City marquees, the project website, social media outlets, and email distribution by the consultant and Core Team. The purpose of this outreach effort was to introduce the project to the public, to educate them on the LCI study process, and engage the public in an interactive goal setting session. Participants were asked questions based on four topics, what they wanted to:

- Preserve
- Change
- Create
- Connect

Community feedback was recorded directly onto study area maps, allowing ideas to be easily shared among community members.

Kick-Off Session 2: Food Truck Monday at the Depot

The second Kick-Off event was held on August 25 at Food Truck Monday at the Depot. Similar to the Pigs and Peaches Festival outreach event, community members in attendance were encouraged to engage with the team to learn about the study process and share their goals and visions for Downtown Kennesaw. Study area maps were set up within the event site and participants were asked what they would like to preserve, change, create, and connect. Participants' ideas and visions were recorded directly on the study area map. The project team's attendance at this event was shared on the City's website, the City's marquee, the project website, via social media, and emails from the consultant team and Core Team.

Kick-Off Session 3: Core Team Led Session at Big Shanty Barber Shop

To provide further opportunities for community members to engage, Core Team members who owned businesses in downtown volunteered to host Kick-Off and Goal Setting sessions at their place of business. The Big Shanty Barber Shop, the oldest barber shop in Kennesaw, is owned and operated by a 4th generation Kennesaw barber. This barber shop is a community gathering place and was a natural location for community outreach. The barber shop owner and City of Kennesaw representatives hosted this outreach session on September 4, 2014, with assistance from the consulting team. This session focused on presenting the study process to the community and engaging participants in goals setting.

Kick-Off Session 4: Core Team Led Session at Fuller's Chase

The second Core Team led session was held on September 11, 2014 at Fuller Chase. Similar to the session at Big Shanty Barber Shop, this outreach event was led by the owner of Fuller Chase and a City of Kennesaw representative, with assistance from the consultant team. This session allowed community members to learn about the study process and discuss goals and desired outcomes for Downtown Kennesaw.



Figure 3.1c: Kick-Off and Goal Setting Session at Kennesaw Food Truck Monday at the Depot



Figure 3.1d: Project Kick-Off and Goal Setting Session at Kennesaw Pigs and Peaches Festival

2. A **Design Workshop** was held on September 25, 2014 from 9am to 4pm, with a community Open House following from 6:30-8pm: The design workshop was an opportunity for stakeholders to provide their vision for the Downtown Kennesaw LCI study in a workshop setting. The workshop began with a welcome and overview of the LCI study and objectives of the day. The consultant team then gave presentations on community input results (including the survey results, key stakeholder interviews, and the public kick-off meetings) and land use, transportation, and market analysis. A walking tour of the study area followed, with the tour led by the consultant team.

The afternoon was an intensive work session where consultants and charrette attendees joined a table of interest to develop ideas and solutions as related to following topics:

- Transportation: Auto/Ped/Bike/Transit
- Placemaking: Community and Branding
- Land Use and Economic Development: Redevelopment

Health and Wellness was an over-arching goal for all topics. Goals, as identified in the Health analysis section, included:

- Active Living Opportunities
- Access to Healthy Foods
- Smoke Free Living

An Open House followed the day long work session, from 6:30-8pm, to allow community members that were unable to stop in during the day to provide input on the concepts and recommendations.

3. The **Master Plan Presentation and Open House** was held on November 19, 2014: This final community event was held at the Ben Robertson Community Center. At this meeting, the consultant team presented the master plan concepts and recommendations. An open house session followed, where participants could engage with the project team to better understand the plan and concepts.

Project Website

A project website was established as the hub of information for the LCI study. The site provided basic information about the purpose of the study, a description of the study area, a “Frequently Asked Questions” page, and information on how the public could remain involved. Contact information for the City of Kennesaw Project Manager and Consultant Team members was also available on the website:

<https://sites.google.com/site/tcacidandkennesaw/>

Online Community Survey

Surveys are an important method of information gathering generating data that is essential for developing an understanding of the community and its needs. As such, a community survey was designed to gather input regarding the vision for this study. The survey was made available online from August 25 through October 31, 2014. The following methods were used to share the link for the online survey:

- By email via the Consultant Team to the study area stakeholder database
- Through the City of Kennesaw website
- By the Atlanta Regional Commission to the Community Engagement Network e-newsletter and the Transportation Spotlight e-newsletter distribution lists
- By the LCI Core Team and social media
- Via the project website

A total of 452 surveys were completed. Results of this survey were used to supplement statistical and market data and to represent the public’s voice regarding the future development of the study area. A full summary of the online community survey can be found in the Appendix.

Following is a brief summary of the community survey results. Figure 3.1e shows word clouds of two of the survey questions regarding what community members would like to see preserved and created in the study area.

452 Responses

Who Responded:

- 25% Downtown Kennesaw Residents
- 3% Downtown Kennesaw Business Owners
- 53% Run Errands in the Study Area
- 7% Students attending school near Downtown Kennesaw

What should be **PRESERVED** in the study area?



What should be **CREATED** in the study area?



Figure 3.1e: Word clouds of results from the community survey questions “What should be preserved in the study area?” and “What should be created in the study area?”. The larger the word, the more often it was stated.

DOWNTOWN KENNESAW

LCI Study

4.0 Recommendations

4.1 Master Plan Overview

The **Visionary Plan**, a 25-year initiative, as pictured in Figure 4.1a and as described within the recommendations, 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. Following is a list of the major initiatives to accomplish this vision. Initiatives are further described in Sections 4.2-4.5.

KEY CONCEPTS:

The Visionary Plan focuses on 5 main concept areas:

1. Main Street Infill
2. Greenspace Improvements
3. Cobb Parkway Infill
4. Economic Development
5. Transportation Improvements

The recommendations, as listed below, focus on actions to be completed in the next 5-10 years to help accomplish this vision. Numbers 1-3 below align with numbers on Figure 4.1a.

1. Main Street Infill

Continue infill and redevelopment along Main Street, in a manner that preserves it's small town charm and character. Main Street has historically been the primary retail and restaurant corridor and infill is vital to the economic prosperity and growth of Downtown. Next steps for Main Street Infill include:

- Design Based Code: Adopt the Kennesaw Design Based Code, underway as of the writing of this report, for Downtown Kennesaw.
- Main Street development incentives: Utilize existing economic development incentives per the City of Kennesaw Economic Incentives Package Program to encourage infill development along Main Street.
- Gateway Block Realignment: During the preliminary engineering phase of SPLOST funded Sardis Street Expansion and Sardis Street Overpass, study the realignment and redevelopment of the Main Street block 1A. As the Sardis Street realignment project is implemented, this block will become a new entrance and gateway into Downtown Kennesaw.
- Trail connectivity: Incorporate, into the Kennesaw Design Based Code, requirements or incentives to provide connections to the multi-use trail system, in accordance with the Cobb County Trail Map and

as identified within this report. Trail connectivity will allow better access to Downtown from the surrounding community, including to Kennesaw State University, the Mall at Town Center, and regional employers throughout the Town Center Area CID.

- Historic Building Preservation: Develop local funding programs to maintain and restore the character of historic buildings within the Historic Districts.
 - Parking Strategies: Work with existing property owners, developers, and within existing street right-of-ways to incorporate additional parking into Downtown.
- ### 2. Greenspace Improvements
- Depot Park: Update the Depot Park Master Plan and develop the updated plan. Refer to 2A on Figure 4.1a.
 - Trail head facility at Depot Park: As a first step towards future transit stops and as an entrance to Downtown Kennesaw, design and build a trailhead facility.
 - Relocate the CSX rail repair staging area: Work with CSX to relocate the current rail maintenance staging area, key to renovation of Depot Park.
 - Public space activation: Reinvigorate and enliven the public plazas and pocket parks throughout Downtown with health design strategies and art per recommendations within Figure 4.3d.
 - Camp McDonald Improvements: Cobb County and the Friends of Camp McDonald Park are encouraged to continue to pursue private and grant funding to develop the Camp McDonald master plan. Refer to 2B on Figure 4.1a.
 - City Hall Park Improvements: Design and develop the master plan for the City Hall park in conjunction with the design and development of the Watts Drive/Dallas Street Improvements, the Watts/Dallas roundabout, and connections to Camp McDonald Park. Refer to 2C on Figure 4.1a.
 - Gateway Improvements: Provide wayfinding and beautification for major gateway nodes into Downtown.
- ### 3. Cobb Parkway Infill: Cobb Parkway
- Cobb Parkway Overlay: Develop a Design Based Code for Cobb Parkway.

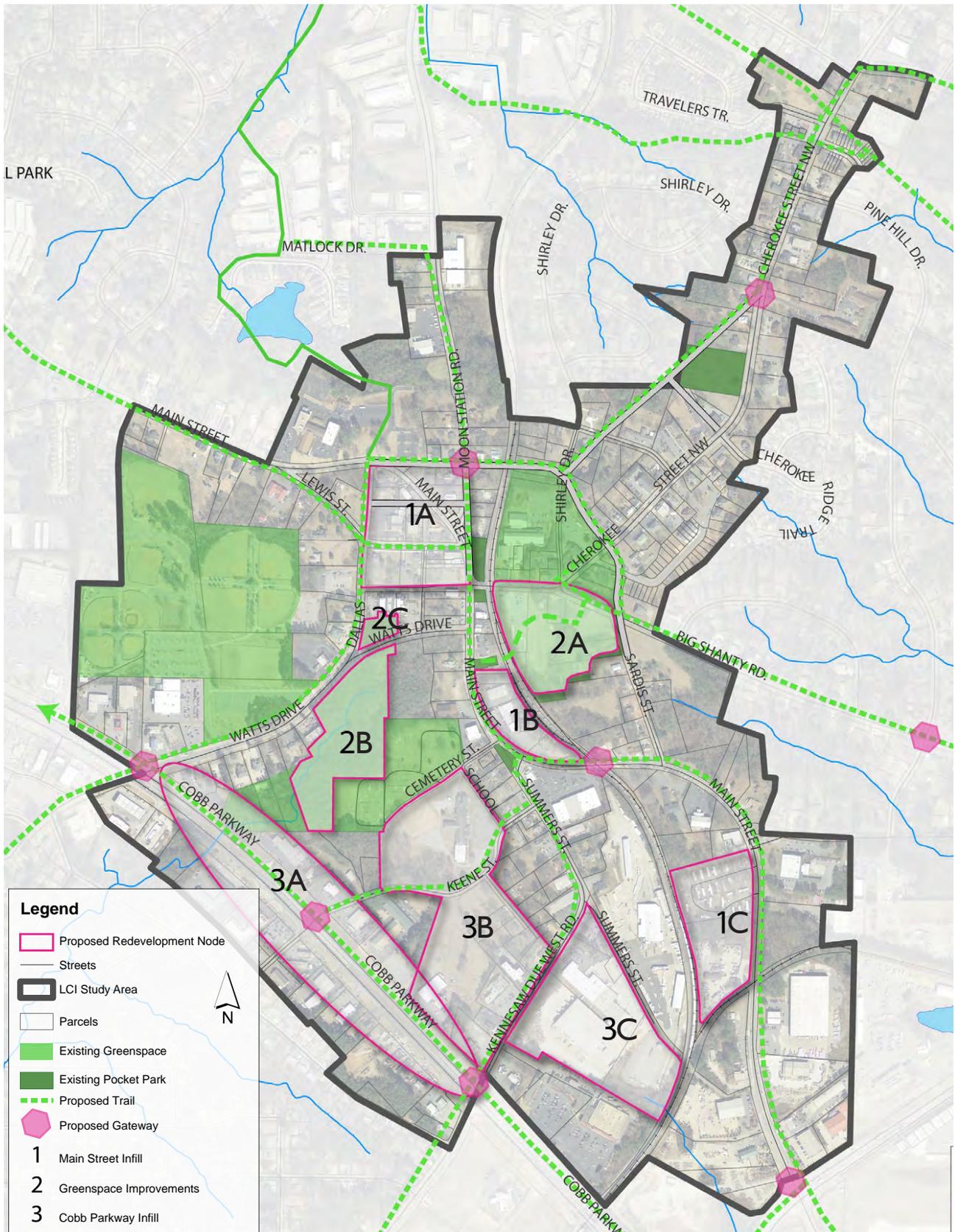


Figure 4.1a: Visionary Plan

- Potential Transit Oriented Development: To support future transit along Cobb Parkway and a future station in Kennesaw, pursue transit oriented development at key sites along Cobb Parkway. Refer to 3A-3C on Figure 4.1a. Cobb County recently adopted a Comprehensive Transportation Plan, which includes recommendations for Bus Rapid Transit connecting Kennesaw State University to Downtown Atlanta. Cobb County voters will need to approve funding to implement this transit opportunity. If and when transit systems are implemented in Cobb County, Cobb Parkway could provide transit extension opportunities, with potential for a City of Kennesaw station along Cobb Parkway.

4. Economic Development Strategies

- In addition to other economic development strategies, listed above, develop a Market and Branding Campaign: The Kennesaw DDA is encouraged to develop a market and branding campaign for Downtown Kennesaw that highlights its local small town village charm. Refer to Section 5.0 for more details along with funding and implementation strategies.

5. Transportation Improvements:

Transportation Improvements, as listed below, support revitalization of Main Street Infill, Greenspace Improvements, and Cobb Parkway Infill by allowing for better access, connectivity, and visibility to key sites in the study area. Numbers below align with numbers on Figure 4.1b.

- T1: Sardis Street Overpass: Pursue the Sardis Street Overpass project, per the 2016 SPLOST. Consider the following alterations to existing plans: install a roundabout at the intersection of Moon Station Road and Whitfield Place to enable easier left-hand turns into the Downtown area and work closely with CSX officials in developing a pedestrian railroad crossing concept for the existing Cherokee Street at-grade crossing.
- T2: Sardis Street Extension Project: Pursue the Sardis Street Extension Project per the 2016 SPLOST.
- T3: Dallas/Watts Drive Improvements: Pursue the Dallas/Watts Drive Improvements Project per the 2016 SPLOST. Consider the following alteration to the existing plan and/or as a next step: install bike lanes or a multi-use side-path along Watts Drive and Dallas Street.
- T4: Roadway Improvements

It is recommended that the City perform a supplemental engineering and planning study to develop a long-range vision and design standards for Main Street.

B. Downtown East-West Road Multimodal Enhancements: Similar to the project above, perform a supplemental engineering and planning study to develop a long-range vision and design standards for the east-west roads through downtown Kennesaw including Watts Drive, J.O. Stephenson Avenue, Lewis Street, the proposed new east-west connection, and Whitfield Place.

- T5: Trail Connections

Create safe and attractive bicycle and pedestrian connections between Downtown and nearby neighborhoods and destinations.

- T6: Sidewalk Infill

Infill missing sidewalk connections throughout Downtown.

Long Term & Additional Infrastructure Projects

In addition to the short term projects listed above, the following projects have been identified:

1. Intersection Improvements along Cobb Parkway: As Cobb Parkway continues to develop, improve intersections for pedestrians, including wider medians and reduced lane widths.
2. Cobb Community Transit: As redevelopment continues in Downtown Kennesaw, coordinate with Cobb Community Transit to extend bus routes to Downtown Main Street.
3. Extend the Connect Cobb Arterial Rapid Transit Project to Kennesaw: As redevelopment continues in Downtown Kennesaw, coordinate with Cobb Community Transit to extend Arterial Rapid Transit to Kennesaw via Cobb Pkwy.
4. Regional Retention: It is recommended that the City continue to pursue the development of the Kennesaw Drive and Cherokee Street regional stormwater facilities to manage runoff from the downtown area watershed. Consider turning this facility into an asset for the community via trails, access, and improved landscaping.
5. Kennesaw State University Bus Expansion: As redevelopment continues in Downtown Kennesaw and Depot Park redevelops, coordinate with Kennesaw State University, to extend the Big Owl Bus (B.O.B.) system to Downtown Kennesaw.

DOWNTOWN KENNESAW

LCI Study

4.2 Main Street Infill

Main Street has historically been the primary retail and restaurant corridor in Downtown Kennesaw. In recent years a few historic buildings have been renovated into new restaurant and retail uses, drawing more patrons to Main Street. Continued infill and redevelopment along this corridor, in a manner that aligns with the historic character, is vital to the economic prosperity and growth of Downtown. Examples of successful main streets, which are economically thriving and activated with a 24-hour population, are pictured in Figure 4.2a. These images showcase successful main streets with 2-3 story historic buildings, a sense of enclosure created by having buildings on both sides of the street, parallel parking, a mix of old and new buildings, wide and attractive sidewalks, and streets lined with trees.

Downtown Kennesaw’s Main Street Infill is recommended to meet the following requirements, in accordance with the Kennesaw Design Based Code, currently being produced at the writing of this report:

Height: 3 stories, with potential height bonuses of up to a maximum of 4 stories;

Setbacks: 15’ maximum front setbacks; 0’ maximum side setback; 3’ maximum rear setback;

Density: 10 units/acre minimum, 30 units/acre maximum, with potential density bonuses of up to 50 units/acre.

In order to accomplish the recommended Main Street infill, the following action steps are recommended. The following numbering, L1, L2, etc., references numbering in the Implementation Section 5.0.

- **L1: Design Based Code:** Adopt the Kennesaw Design Based Code, underway as of the writing of this report, for Downtown Kennesaw to support concepts, densities, and building heights to meet recommendations for Main Street infill development as identified in this report.
- **H1-H4: Housing Initiatives:** The City of Kennesaw has a diverse population with a wide range of ages from young families to college students to active seniors. In order to accommodate the different housing needs of this unique population, it is recommended that the City of Kennesaw incorporate Housing Initiatives into the Design Based Code. These initiatives aim to provide housing options that accommodate all incomes and space needs. Initiatives include:



Senoia, Georgia



New Britain, Connecticut

Figure 4.2a: Main Street Examples

DOWNTOWN KENNESAW

LCI Study

- H1: Include incentives for employer assisted housing, such as tax credits and matching funds from County or State housing departments.
- H2: Encourage a mix of land uses and mixed building uses to provide residents access to amenities, such as retail, restaurants, and jobs.
- H3: Incorporate inclusionary zoning to allow housing options in Downtown for low to moderate income individuals. This requirement help provide affordable housing options to both students and seniors.
- H4: Establish a mix of unit sizes in new multi-family developments within the Design Based Code to provide housing opportunities for a mix of incomes and generations throughout Downtown.

- **E1: Main Street development incentives:** Utilize existing economic development incentives per the City of Kennesaw Economic Incentives Package Program to encourage infill development along Main Street. Consider adding an applicant eligibility scenario to encourage large scale (2 or more acres), mixed use, high density (15+ units/acre) development in priority Main Street areas, as identified on the Figure 4.2b, in IA, IB, and IC. In addition to existing incentives, consider adding accelerated permitting, height bonuses, and density bonuses.

Additionally, pursue additional incentives and identify funding sources to assist in attracting new small business development in Downtown Kennesaw, focused on Main Street. Incentives may include: start up funding (low-interest loans); promotional assistance via City website and City events; and financial assistance (low-interest loans) for business improvements.

- **L2: Gateway Block Realignment:** During the preliminary engineering phase of the SPLOST funded Sardis Street Expansion and Sardis Street Overpass projects (further described in Section 1.4), study the realignment and redevelopment of the Main Street block IA, bounded by the proposed Sardis overpass to the north, J.O. Stephenson Ave to the south, a realigned Main Street/Moon Station to the east, and Dallas Street to the west. As the Sardis Street realignment and overpass projects are implemented, this block will become a new entrance and gateway into Downtown Kennesaw. Mixed use development should be encouraged within these new blocks. Parking in downtown should be addressed within these blocks through streetscape

design and block layout. An example of streetscape design that provides street parking options is the city of Greenville, refer to Figure 4.2c. As this block redevelops, consider public parking locations (street, surface, and deck). Also consider intersection improvements at Moon Station and Whitfield Place from a four way intersection to a roundabout (refer to project T1 in Section 4.5).

- **L3: Trail connectivity:** Incorporate, into the Kennesaw Design Based Code, requirements or incentives to provide connections to the multi-use trail system, in accordance with the Cobb County Trail Map and as identified within this report. Trail connectivity will allow better access to Downtown from the surrounding community, including to Kennesaw State University, the Mall at Town Center, and regional employers throughout the Town Center Area CID.
- **L4: Historic Building Preservation:** Continue to develop local funding programs to maintain and restore the character of historic buildings within the Historic Districts.
 - Continue to pursue funding for the City's Facade Incentive Grant Program to improve the character of existing historic buildings.
 - Continue to pursue funding for the City's Signage Incentive Grant Program.
 - Develop a Historic Preservation Plan:
Historic Structure Audit and Programming Report: Pursue an audit of contributing and non-contributing historic structures in the City's Historic Districts. This study could also include programming recommendations for existing structures and approximate rehabilitation costs. Based on the findings from the conforming versus non-conforming audit, revisit the limits of the historic districts boundaries.
 - Review and update the Kennesaw Historic Preservation Commission Design Standards document, in line with findings from the audit and programming report.
 - Educate property owners about state and federal historic rehabilitation tax credit and incentive programs:
 - Georgia State Income Tax Credit Program for Rehabilitated Historic Property
 - State Preferential Property Tax Assessment



Figure 4.2c: The City of Greenville utilizes existing street right of way to incorporate downtown parking. A mature tree canopy makes for an attractive and shaded public space. Consider these design elements for reconfigured blocks near Main Street and Whitfield Place.

Program for Rehabilitated Historic Property

- Rehabilitation Investment Tax Credit (RITC)
- Charitable Contribution Deduction
- Historic Markers as Public Art: To educate the community about the rich history of Kennesaw, work with the newly formed Art and Culture Commission to utilize interactive public art to tell the story of Kennesaw while activating public space. It is recommended that the Art and Culture Commission pursue a Public Art Master Plan to determine key locations for art investment. Include strategies in the master plan to incentivize private development to incorporate public art. Refer to Suwannee, Georgia's Public Art's Commission incentive programs.
- Identify at risk structures, in line with recommendations from the Historic Structure Audit and Programming Report, and work with land owners to utilize public private partnerships and local funding sources to stabilize or renovate.

Parking

As Main Street continues to redevelop, parking will become an even greater challenge. Currently, public parking in Downtown is limited (especially at peak hours and during events), with on-street parking along portions of Main Street and Watts Drive to supplement a few public surface lots throughout Downtown. In 2006, the City commissioned a Downtown Parking Study. Prepared by Lanier Parking Systems, this report analyzed existing parking conditions, future demand, and provided recommendations for new parking opportunities, wayfinding and promotion, management strategies, and financing recommendations. Specific recommendations that grew out of this study include additional on-street parking on Lewis Street; planned on-street parking on Dallas Street and Watts Drive; off-street parking at Depot Park; development of parking lots near Trackside and Burger Fi on Main Street; and a public private partnership that allows Downtown visitors to use a portion of the parking spaces in the under construction Main Street mixed use development structured parking garage, the development's new off-street parking surface lot, and the addition of on-street parking spaces along Main Street and Watts Drive. The City is encouraged to continue implementation of

recommendations from the Downtown Parking Study and incorporate the following recommendations into overall parking strategies.

- **On-street parking:** On-street parking will help increase parking counts throughout Downtown, provide easy access to commercial spaces, and create a buffer between pedestrian-friendly sidewalks and automobile traffic. On-street parking should be considered as redevelopment occurs throughout Downtown, particularly in the Gateway Block Realignment as described in L2. Additional street parking on Main Street should also be considered as described in Section 4.5, item T4A, a supplemental study to identify design standards for Main Street, including on-street parking identification. Refer to Figure 4.2c for an example of street parking in Greenville, South Carolina. The proposed on-street parking spaces as part of the Dallas/Watts Streetscape Improvement SPLOST project may also help increase parking counts.
- **Surface Parking:** Surface parking can be seen throughout Downtown Kennesaw to provide access to commercial spaces. This is an economic option for new development, but should be done in an appropriate aesthetic manner. Consider including requirements in the Kennesaw Design Based Code to screen surface parking with building frontages on the primary streets and landscaping along secondary streets.
- **Structured Parking:** As larger developments occur, over 2 acres, encourage inclusion of structured parking, to be screened by buildings fronting the primary streets. Structured parking is included in the Main Street mixed use development project with shared parking spaces for visitors to Downtown. This type of agreement should be considered as additional development occurs. Downtown Main Street supportive parking structures, that support plan concepts, should also be considered at the following sites: Along the railroad tracks within 1B on Figure 4.2b, to act as a buffer for redevelopment of this site and the railroad; adjacent to Depot Park with access to the pedestrian underpass; and within redevelopment of 1A on Figure 4.2b.
- **Shared Parking:** The City should pursue shared parking strategies in Downtown, similar to what is proposed in the Downtown Parking Study and as was successfully completed with the Main Street mixed use development parking structure. Continue to work with local businesses and property owners to identify shared parking opportunities.

4.3 Greenspace Improvements

Downtown Kennesaw is abundant with parks and greenspace. Existing parks provide ample opportunity for passive and active recreation. Three large parks currently reside in the study area with smaller parks and plazas peppered throughout Downtown. Adams Park, Depot Park, and Camp McDonald Park. Smaller public spaces include City Hall Park, Commemorative Park, the pedestrian underpass plaza, and the City marquee plaza, in addition to the privately owned community garden, Fountain Gate Garden. Refer to Figure 4.3a for major park locations and Figure 4.3c for smaller public spaces. This section provides recommendations for greenspace improvement of Depot Park, small public space activations, Camp McDonald, and City Hall Park.

Adams Park was not further studied in this report for improvements, as it has seen recent investment with new trails and field improvements. Adams Park provides the most active recreation opportunities, with baseball fields, soccer fields, tennis courts, and pedestrian/bicycle trails, in addition to the Ben Robertson recreation center.

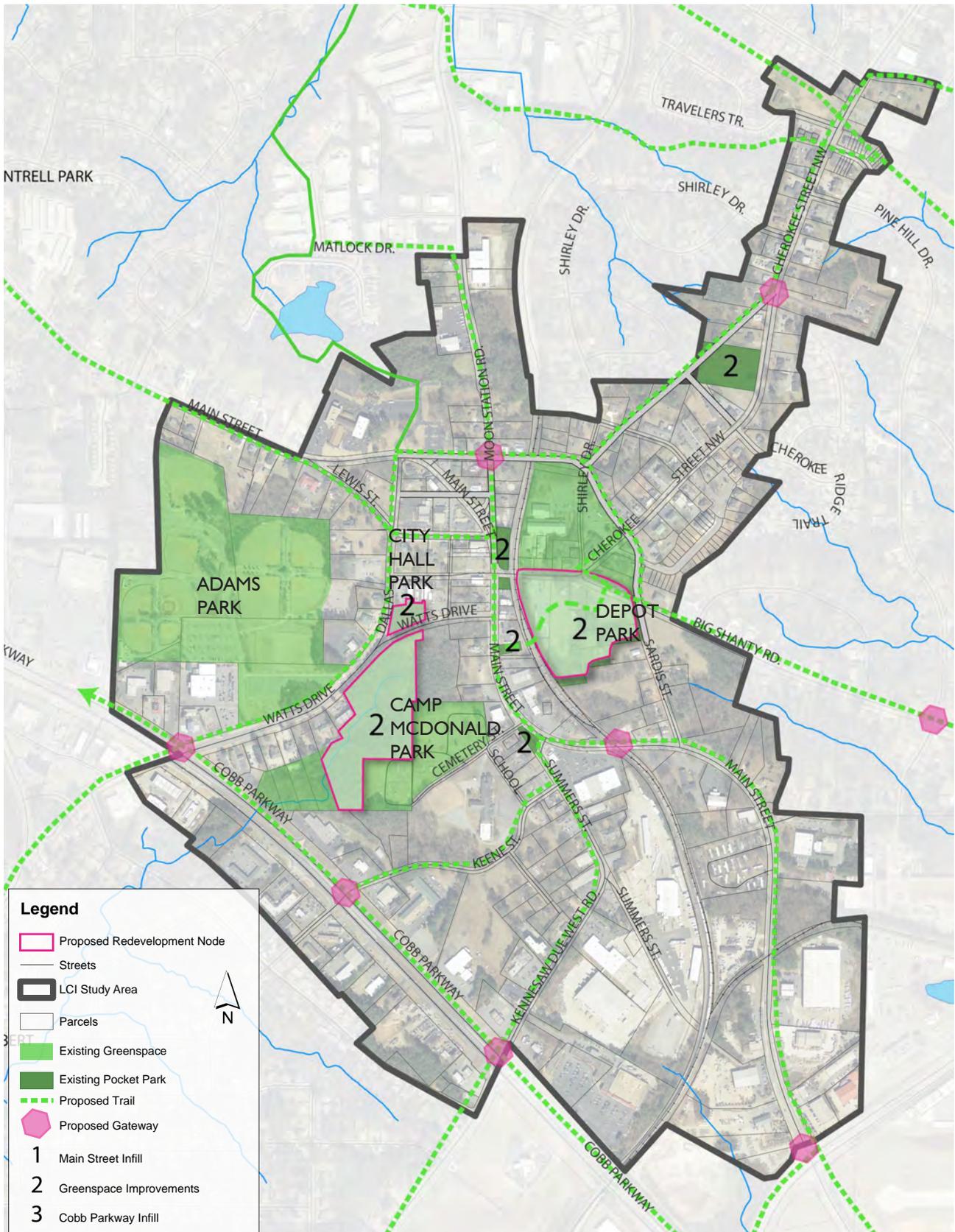


Figure 4.3a: Greenspace Improvement Nodes

Depot Park

Depot Park provides both passive and active recreation opportunities, including a rolling grassy field with a large tree canopy, a playground, the Depot Train Museum and close proximity to the Southern Museum. Depot Park is also the location of several community events, including Food Truck Mondays and the Kennesaw Farmers' Market, located within the parking lot. The Depot Park Master Plan was completed prior to this report and included an amphitheater and a train viewing platform, among other improvements. The City has included Depot Park improvements in the 2016 SPLOST project list, so there is potential funding allocated to future improvements. During this LCI process, the Depot Park Master Plan was studied, and recommendations for the Master Plan were developed to coordinate with concepts found within this report, along with other projects in the 2016 SPLOST - such as the Sardis Street Extension and Sardis Street Overpass projects (refer to the Section 1.4 for more information on SPLOST projects). Following are recommendations for Depot Park improvements. Refer to Figure 4.3b for a conceptual drawing of proposed recommendations.

- **L5: Depot Park Improvements:** Utilize SPLOST funds and pursue additional health funding to update the Depot Park Master Plan and develop the updated plan. Refer to Figure 4.3b for a conceptual park design. Based on community input and concepts found in the previous Depot Park Master Plan, this new concept includes: an amphitheater, plaza, a biergarten, a trailhead facility, additional parking, and buildings lining the street - which frames the roadway, making it more pedestrian friendly, frames the park entrances, and creates a sense of enclosure within the park. The proposed retail, commercial, and restaurant uses are shown along Cherokee Street in the conceptual rendering in Figure 4.3b. These uses may be more appropriate along Big Shanty Drive or Sardis Street, where there is more vehicular traffic. This should be explored in the Depot Park Master Plan update.
- **L6: Trailhead facility and Future Transit Station:** As a first step towards future transit stops, pursue supplemental and health funding to design and build a trailhead facility within Depot Park. The trailhead facility should be developed in line with trail connections to the park from Kennesaw State University and Noonday Creek Trail. The facility may include restrooms, locker rooms, showers, automobile and bicycle parking, small dining establishments, bicycle repair, and picnic areas. As transit opportunities become available and connect into Downtown Kennesaw, either through Cobb

County Transit or Kennesaw State University's Big Owl Bus (B.O.B), the trailhead facility may be retrofitted to accommodate a bus stop area.

- **L7: Relocate the CSX rail repair staging area:** Work with CSX to relocate the current staging area, used several times a year by CSX to stage equipment for track repair. This property is key to the expansion and viability of Depot Park. Consider relocating staging to the south, where a former rail spur bisects industrial land uses, near 1c on the Visionary Plan, Figure 4.1a. As this land redevelops, consider a land swap agreement with CSX to relocate the staging area to the south and expand Depot Park. Main Street frontage property should develop in line with the Main Street vision, per Section 4.2, within the 1c property.

Public Space Activation

The study area benefits from many different sizes and types of public spaces. In addition to the three large parks (Adams Park, Depot Park, and Camp McDonald Park), the study area includes several smaller public spaces that provide places for rest and bring pockets of usable greenspace into the area. These spaces are identified on Figure 4.3c and include City Hall Park, Commemorative Park, the pedestrian underpass plaza, the city marquee plaza, and the privately owned Fountain Gate community gardens. While these spaces provide a great asset to the community, improvements are recommended to activate these spaces and provide greater health benefits to the community.

- **L8: Public space activation:** Downtown is home to several public plazas and pocket parks. These spaces are currently underutilized and in need of amenities and features to enliven them. In line with health recommendations, these spaces should be revitalized with healthy design features, as pictured in Figure 4.3d. Additionally, Figure 4.3c identifies potential bicycle and pedestrian trails, green dashed lines, that could better connect these assets to each other, to other Downtown amenities, and to the regional trail system.

Camp McDonald Park

Camp McDonald Park is a National Register Historic Site that brings acres of beautiful undisturbed natural land to Downtown Kennesaw. A Master Plan has been developed for this park that identifies locations for trails, pavilions, and entrances. It is recommended that this plan be pursued, making Camp McDonald a true asset to Downtown and Kennesaw residents.

- **L9: Camp McDonald Improvements:** Continue to pursue private and grant funding to develop the Camp McDonald master plan.

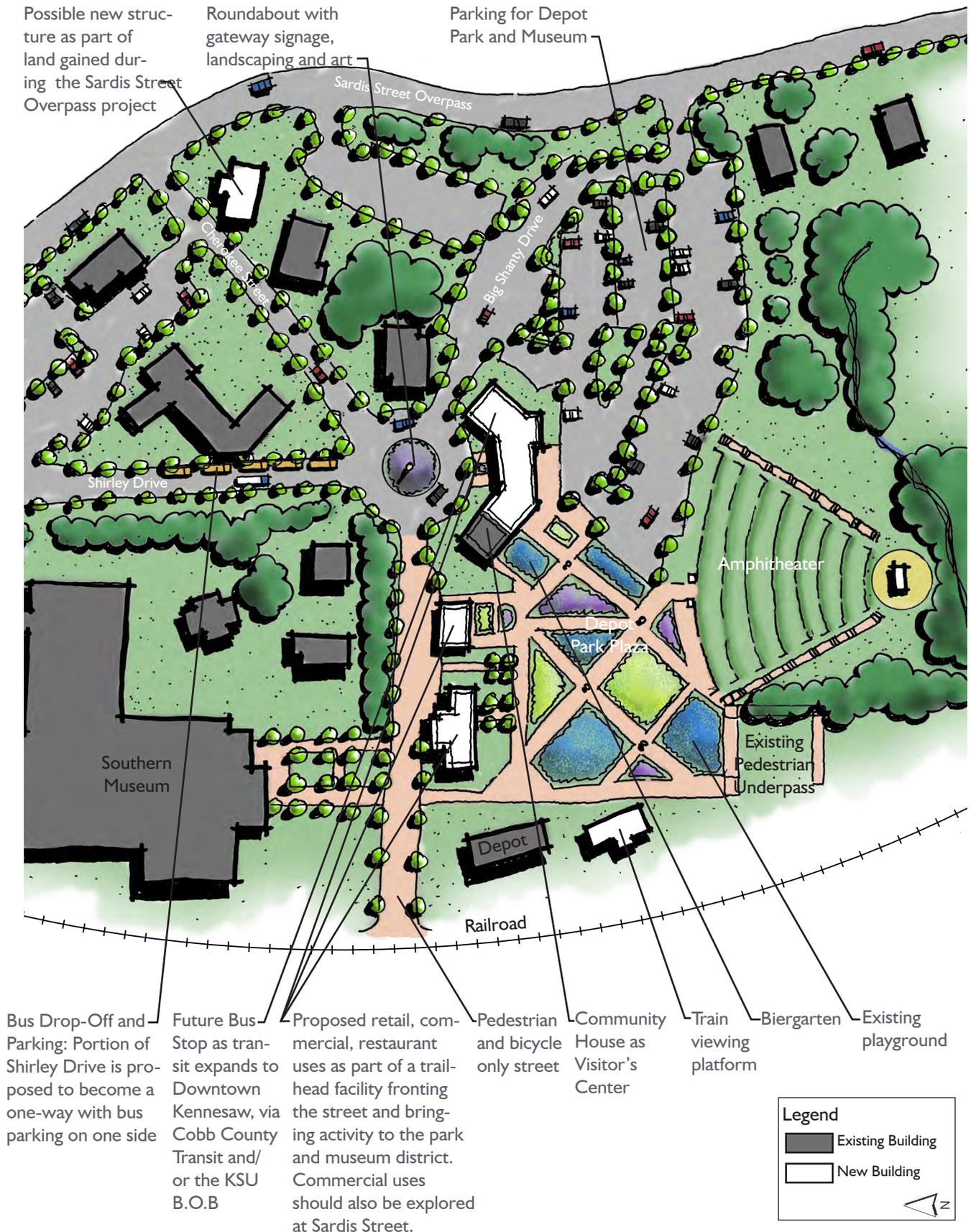


Figure 4.3b: Depot Park Conceptual Plan. This plan is a conceptual drawing only. Ideas expressed within this plan are encouraged to be considered in the Depot Park master plan design and development.

DOWNTOWN KENNESAW

LCI Study

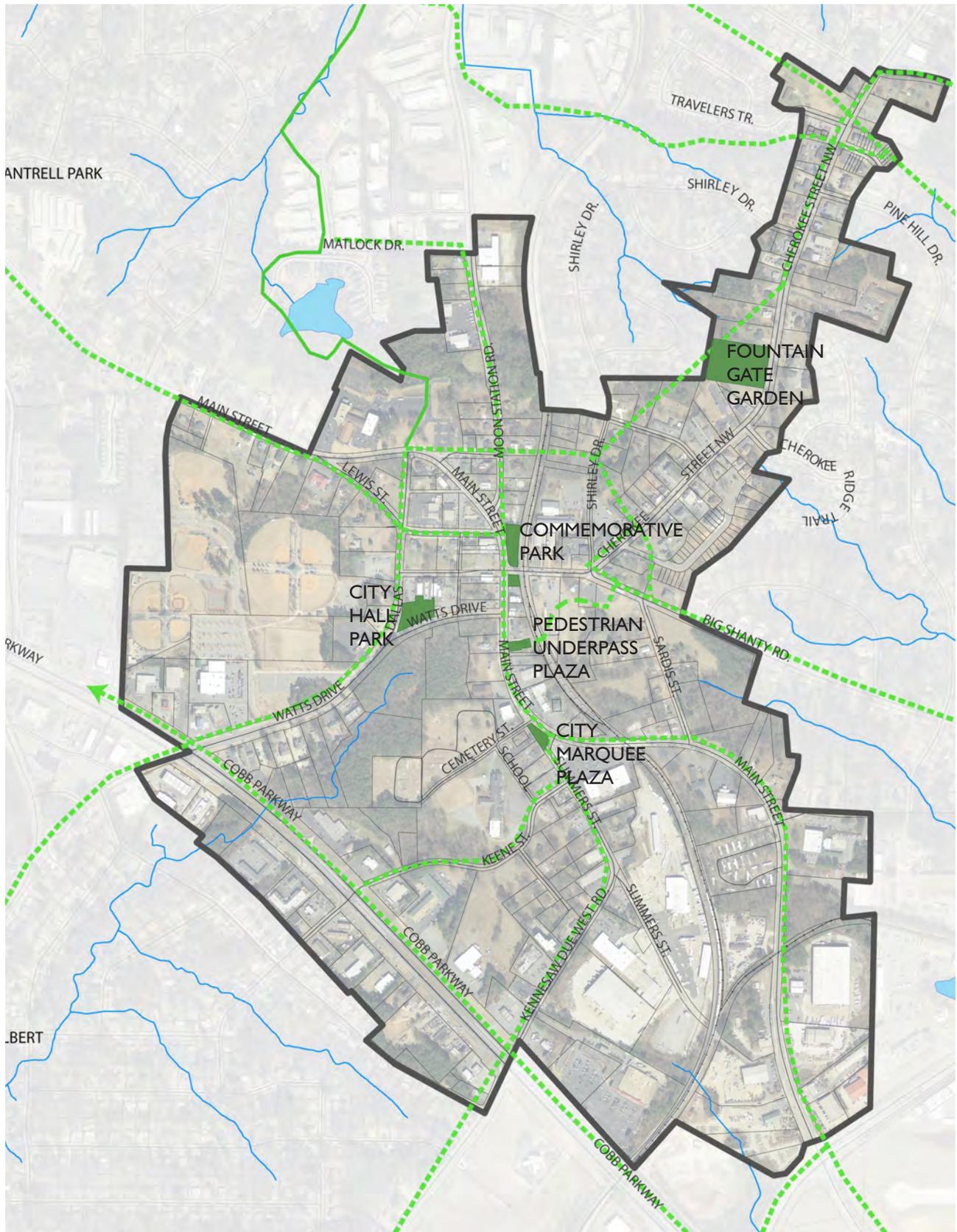


Figure 4.3c: Public space activation sites.

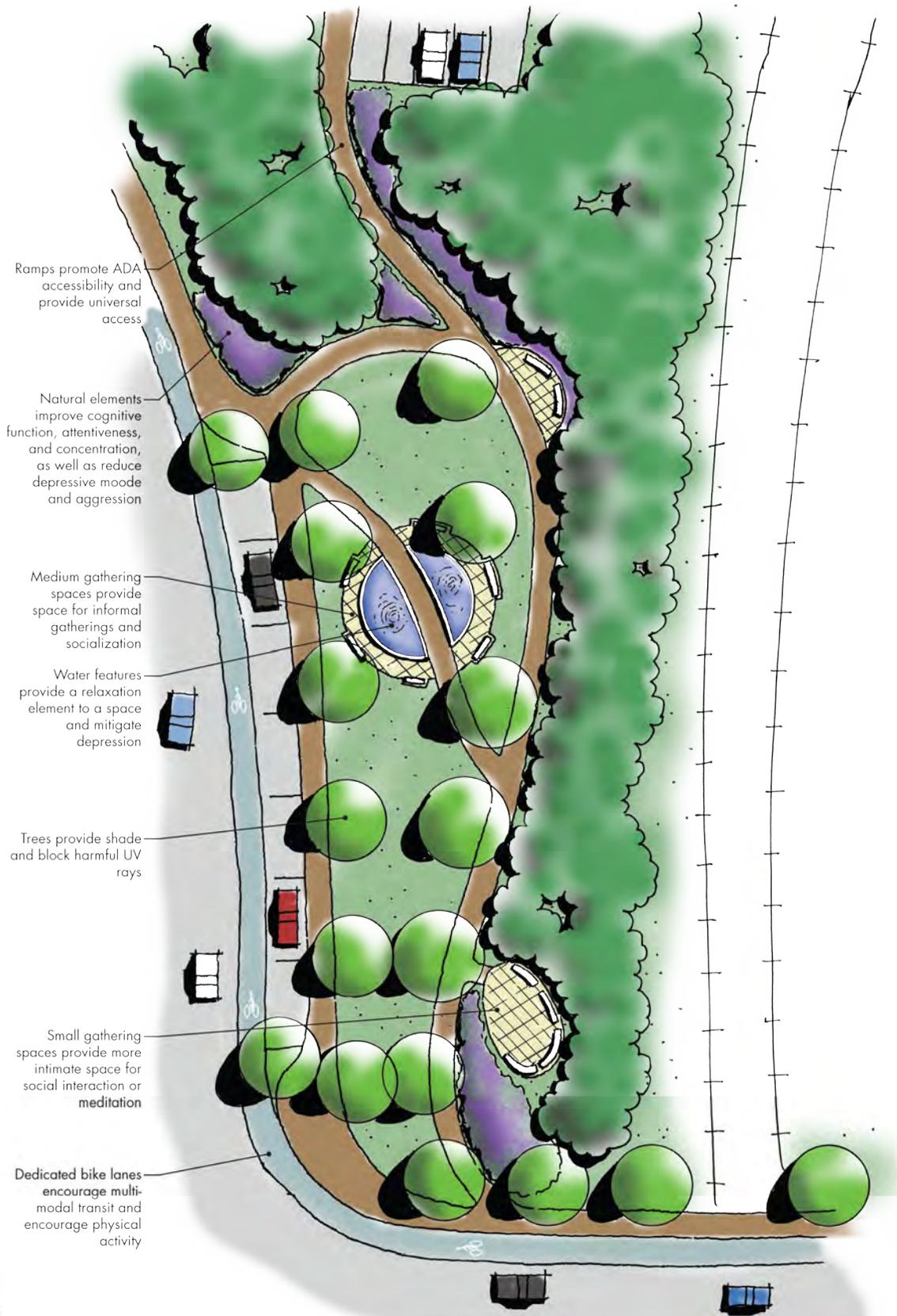


Figure 4.3d: Small public space activation healthy design concepts

City Hall Park

City Hall Park sits on Watts Street behind City Hall. This park currently provides picnic and rest opportunities, as well as ample shading due to its large tree canopy. A master plan was created, and approved by the Kennesaw City Council, prior to this LCI process and is included in this document as it is a priority for implementation.

- **L10: City Hall Park Improvements:** Per the City Hall Park Master Plan as shown in Figure 4.3e, develop City Hall Park improvements. Development should be done in conjunction with Watts Drive and Dallas Street improvements, the Watts/Dallas roundabout, and connections to Camp McDonald Park via sidewalks, crosswalks, and trails. Additionally, consider healthy design elements as described in Figure 4.3d.

Gateways

E2 Gateway Monuments: Downtown Kennesaw is accessible from several regional roads, including Cobb Parkway and McCollum Parkway. The historic retail and restaurant core, along with other amenities including Depot Park and the Southern Museum, however, are not visible from these major roadways. Gateway signage, art, and landscaping is encouraged to provide wayfinding and beautification at key intersections leading into Downtown Kennesaw, drawing in visitors to this truly unique community. Key locations of gateway signage is identified in Figure 4.3h.

In 2008, the City of Kennesaw worked with KMA Design to develop signage standards for gateways and wayfinding throughout the City. Refer to Figure 4.3g and the appendix for the full signage document. Two gateway marquees have been installed, one on Cobb Parkway and one on Main Street at Summers Street. It will be important to coordinate new gateway signage with these existing standards. While new gateway signage could be installed per the Vehicular Trailblazer sign type, as pictured in Figure 4.3g, other typologies should be considered, including brick monumental gateways, as pictured in Figure 4.3f.



Medallion



Gateway Marquee



Vehicular Trailblazer Sign

Figure 4.3f: Examples of Gateway Signage and Landscaping

Figure 4.3g: Signage Typologies per the 2008 Signage Standards Study

4.4 Cobb Parkway Infill

Cobb Parkway inherently has a very different character from the historic Downtown Kennesaw. It is a regional roadway, designed to carry high traffic volumes. The roadway lacks pedestrian amenities, including missing sidewalks along most of the study area corridor and very few crosswalks to allow safe pedestrian crossings. Due to its regional access, however, this corridor and adjacent land provide great opportunity for housing and building types than what could be found in Downtown Kennesaw, such as regional mixed use job centers. With the potential for future transit along the Cobb Parkway corridor, this area has even greater potential to provide transit oriented development opportunities near Downtown. Following, and as identified in Figure 4.4a, are recommendations for infill and redevelopment along Cobb Parkway.

- **LII: Cobb Parkway Design Based Code:** Pursue supplemental funding to develop a Design Based Code for Cobb Parkway. This code should be different than the Kennesaw Design Based Code, as higher densities and heights should be pursued along Cobb Parkway that support future transit along this corridor. Design standards should be included in this Design Based Code which include a street section for Cobb Parkway, based on the recommended Cobb Parkway street section in Section 4.5.
- **Potential Transit Oriented Development:** 3A-3C on Figure 4.4a should be included in the recommended Cobb Parkway Overlay. Cobb Parkway is a potential route for future Bus Rapid Transit in Cobb County. To support future transit and encourage a future station in Kennesaw, it is recommended that regulations be put in place to encourage higher densities and building heights along this corridor.

3A focuses on parcels fronting Cobb Parkway. Focus for this area should be on appropriate building setbacks, access management, and site layout - including situating large parking lots behind buildings. Properties along Cobb Parkway have great regional access and visibility. Redevelopments should be encouraged to be mixed use and include commercial and office uses that benefit from and serve a regional audience.

3B is a potential assemblage site that includes the former Martha Moore School, a historic school building located near Main Street. It is encouraged that the historic school building be incorporated into

redevelopment at this assemblage site, as it supports the historic character of Downtown. Martha Moore School is currently owned by Cobb County Schools and has been identified as a surplus facility. The City of Kennesaw should work closely with Cobb County Schools and the development community to make sure this site is developed in line with City of Kennesaw visions and recommendations found within this master plan. 3B is an ideal site to support transit oriented development as it has great access to Cobb Parkway, where future transit has the potential to extent. The portion of 3B that fronts Cobb Parkway is a potential site for a future transit station.

3C is the location of the Pro Build site, an industrial land use within the Downtown district. In the future, if this land becomes available for redevelopment, it is an ideal site to continue to support transit oriented development and higher density mixed use compatible with existing Downtown uses. This site is a gateway site into Downtown Kennesaw with frontage on Kennesaw Due West Road, and has the potential to be a gateway site designed in a way that respects the historic character of downtown and provides a mix of uses to support future transit.

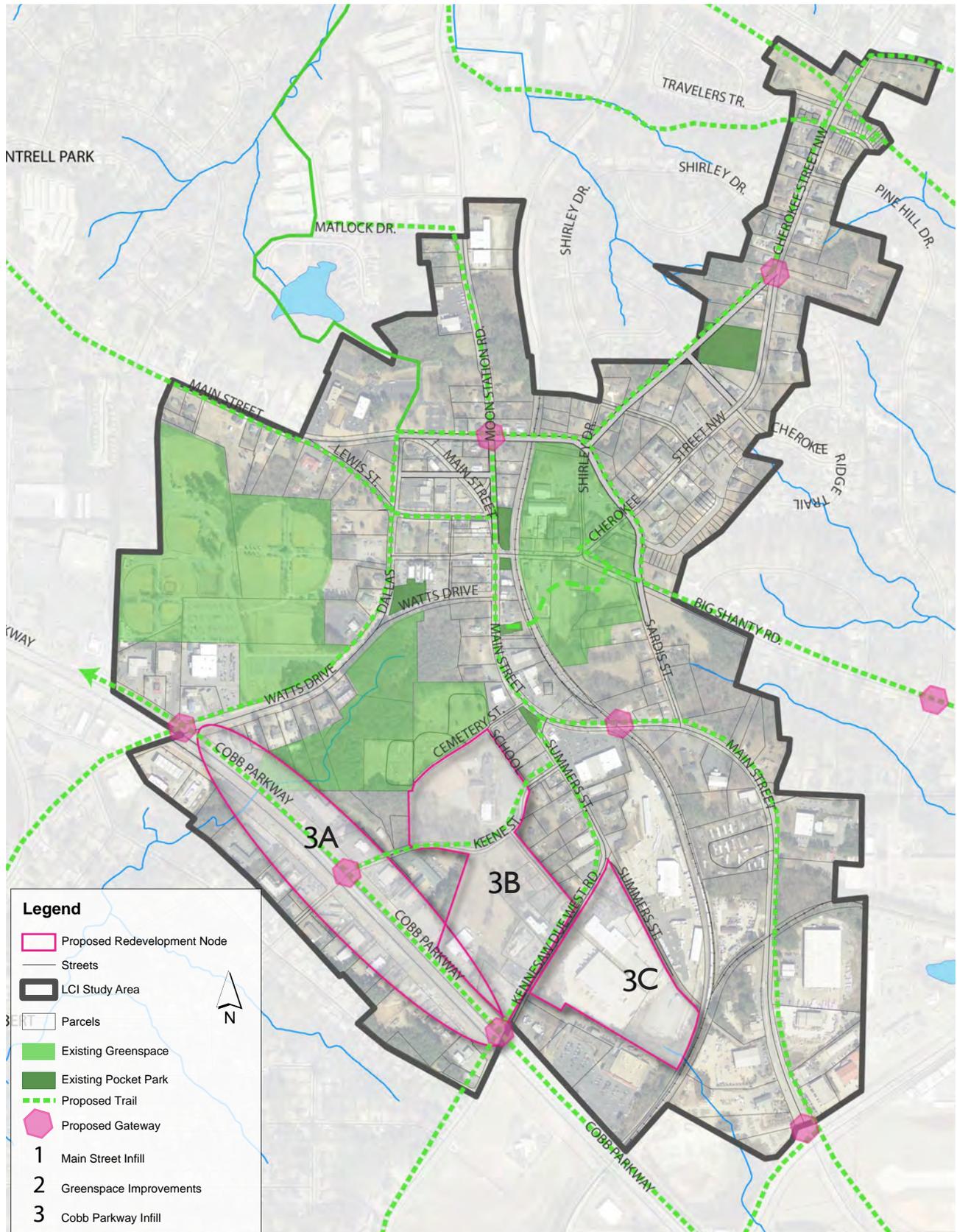


Figure 4.4a: Cobb Parkway Infill Nodes

4.5 Transportation

Transportation Improvements, as listed below, support revitalization of Main Street Infill, Greenspace Improvements, and Cobb Parkway Infill by allowing for better access, connectivity, and visibility to key sites in the study area. Refer to Figure 4.5a for a diagram of recommended transportation projects. Numbers below correspond to numbers in this diagram.

Additionally, these recommendations support and build from previous and current City capital improvements. Since 2005, the City of Kennesaw has received Special Purpose Local Option Sales Tax (SPLOST) funding for specific capital improvement projects. Key SPLOST projects that are having a positive affect on the study area and which the following recommendations build from include: the Cherokee Street Widening Project (2011), the Sardis Street Overpass (2016), Sardis Street Extension Project (2016), Dallas/Watts Street Improvements (2016), and Depot Park Master Plan (2016). Refer to Section 4.4 for more information on these projects.

- **T1: Sardis Street Overpass:** This project is currently identified in the City’s list of projects to be funded by the county wide Special Purpose Local Option Sales Tax (SPLOST). The project, as shown in T1 on Figure 4.5a, involves extending Sardis and realigning Whitfield Place from Main Street to Moon Station Road to provide an alternative railroad overpass. The existing railroad crossing at Main Street and Cherokee Street is proposed to be closed to vehicular access. The Depot area is recommended to become a “pedestrian friendly zone” with access across the rail from Main Street to the Southern Museum and Depot Park (as shown in the Depot Park Concept Plan, Figure 4.3b), primarily accessible via the existing pedestrian underpass. This project is anticipated to help with Main Street Infill by providing an alternative route for automobiles to access Downtown over the railroad tracks. By closing at-grade automobile access over the rail at Cherokee Street, the City can negotiate with CSX to silence their horns through the city, allowing for housing to infill near the rail and for events, such as concerts, to occur at Depot Park without noise concerns.

Additionally, the Sardis Street Overpass project supports the City’s Truck Route Study, which aims to provide truck traffic with improved information and routes to move through the City, and minimize truck traffic in the downtown core.

It is recommended that during the engineering phase, the City consider the installation of a roundabout at the intersection of Moon Station Road and Whitfield Place to enable easier left-hand turns into the Downtown area. Concepts for installing a roundabout at this location are shown in Figure 4.5b. The roundabout will eliminate the need for a left hand turn onto Main Street, helping to keep easy access to Downtown. Current retail best practices suggest that retail streets that require left hand turns perform lower, economically, than retail streets with easy right hand access. The round-about will help provide this easy access into Downtown’s retail and restaurant district. The round-about also allows for a gateway location that provides signage, landscaping and art to direct drivers into Downtown. Additionally, the round-about may be less intrusive on the existing historic homes at this intersection than a new three lane road.

Railroad Coordination:

Coordination with CSX is vital to implementing this project.

- **T2: Sardis Street Extension Project:** This project is currently identified in the City’s list of projects to be funded by the county wide SPLOST. The concept involves constructing a new road from Main Street that intersects with Cherokee Street, Shirley Drive, and the proposed overpass to Moon Station Road. A new street connection will also be built between the extension at Shirley Drive to North Cherokee Street just south of Ben King to reduce the impact on the Cherokee Street Historical District. This project will improve local connectivity and compliment the redevelopment of Main Street.
- **T3: Dallas/Watts Drive Improvements:** This project is currently identified in the City’s list of projects to be funded by the county wide SPLOST. The concept includes road improvements along Dallas and Watts Drive from Main Street to Cobb Parkway. The project includes a roundabout at the intersection of Watts Drive and Dallas Street, on-street parking, and drainage improvements. This project is intended to create a gateway into Downtown Kennesaw, supporting Main Street Infill, and includes landscaped center median islands (on Watts Dr. only), pedestrian, and street light improvements.

During the engineering phase, it is recommended that the City consider the installation of bike lanes or

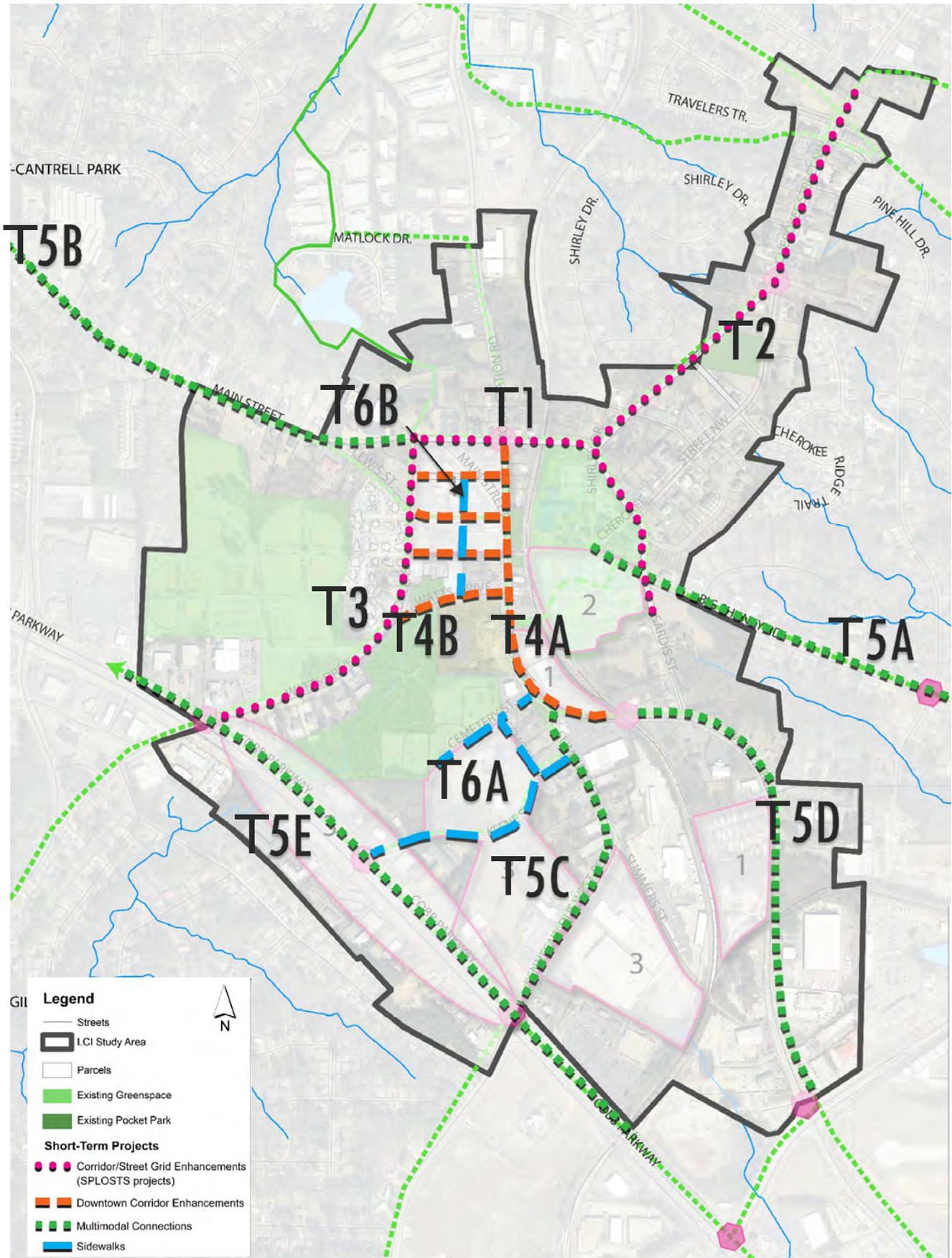


Figure 4.5a: Transportation Projects

a multi-use side-path along Watts Drive and Dallas Street. If those facilities cannot be accommodated due to funding constraints, allow provisions for those facilities to be implemented over time as adjacent properties redevelop.

- **T4: Roadway Improvements**

- A. Downtown Main Street Multimodal Enhancements:**

As the Downtown area continues to transform, there is potential to further enhance Main Street through the Downtown area. Specifically, there may be opportunities to enhance facilities for pedestrians and cyclists. It is recommended that the City perform a supplemental engineering and planning study to develop a long-range vision for Main Street through Downtown between Whitfield Place at the north end and the bridge over the railroad tracks at the south end. The refined vision should include detailed standards for on-street parking, building setbacks, landscaping, median treatments, and specific accommodations for bicycles and pedestrians. The resulting concepts from this effort can be used to work with developers to reshape the corridor over time.

Kennesaw Design Based Code: As specific engineered concepts are developed for multimodal enhancements along roadways within the study area, incorporate streetscape design standards into the design based code that is currently being developed for Downtown Kennesaw. In the short-term (prior to developing engineered concepts for each corridor) consider the provided street sections in Figure 4.5d and 4.5e as a guide.

Block Size Requirement for Future Property Redevelopment: Implement a zoning guideline, within the Kennesaw Design Based Code that requires large parcels to be divided by new small local streets. Any property with road frontages longer than 600 feet should be subdivided by new public local streets so that block lengths are ideally between 300 and 400 feet in length but no longer than 600 feet. New streets should safely accommodate pedestrians, cyclists, and vehicles similar to those shown in the cross-sections in Figure 4.5d.

- B. Downtown East-West Road Multimodal Enhancements:**

Similar to the project above, perform a supplemental engineering and planning study to develop a long-range vision for the east-west roads through downtown Kennesaw including Watts

Drive, J.O. Stephenson Avenue, Lewis Street, the proposed new east-west connection, and Whitfield Place. The refined vision should include detailed standards for on-street parking, building setbacks, landscaping, median treatments, and specific accommodations for bicycles and pedestrians. This recommendation should be coordinated with recommendation L2, to support Main Street Infill.

- **T5: Trail Connections**

A major opportunity for Downtown Kennesaw is to create safe and attractive bicycle and pedestrian connections between Downtown and nearby neighborhoods and destinations. This would allow the Downtown area to become a multimodal gathering place for the larger community, further supporting Main Street and Cobb Parkway Infill and Depot Park Development. Potential priority connections are as follows. Refer to Figures 4.5e and 4.5f.

- A. Big Shanty Drive from Depot Park to the Noonday Creek Trail

- B. North Main Street from Dallas Street to Swift-Cantrell Park

- C. Summers Street and Kennesaw Due West Road from South Main Street to Cobb Parkway

- D. South Main Street from the bridge over the rail line to McCollum Parkway

- E. Cobb Parkway from Kennesaw Due West Road to Watts Drive

Each project will need to include an initial concept development phase where a preferred concept is developed in coordination with the necessary stakeholders.

- **T6: Sidewalk Infill**

Several roadways within the study area have been included in the five-year action plan as candidates for sidewalks, to create better connectivity to key sites in Downtown:

- A. Cemetery Street, School Drive, Keene Street

- B. Lil General Cloggers Lane

- C. Watts and Dallas Drive (SPLOST funded)



Image Courtesy of Croy Engineering

Option 1: Three Lane Intersection

In this option a left turn lane directs drivers to Main Street. Overall impact on existing properties could be problematic, as the road right of way intrudes on existing buildings



Option 2: Roundabout

In this option a two lane road leads to a round-about. The round-about eliminates the need for a left hand turn onto Main Street, helping to keep easy access to Downtown. The round-about allows for a gateway and signage, directing drivers to Downtown. Additionally, the round-about may be less intrusive on the existing historic homes at this intersection



Option 3: Roundabout with Historic Homes Repositioned

This option is similar to Option 2, but realigns the existing historic homes to face the intersection, allowing better visibility and access to these buildings.

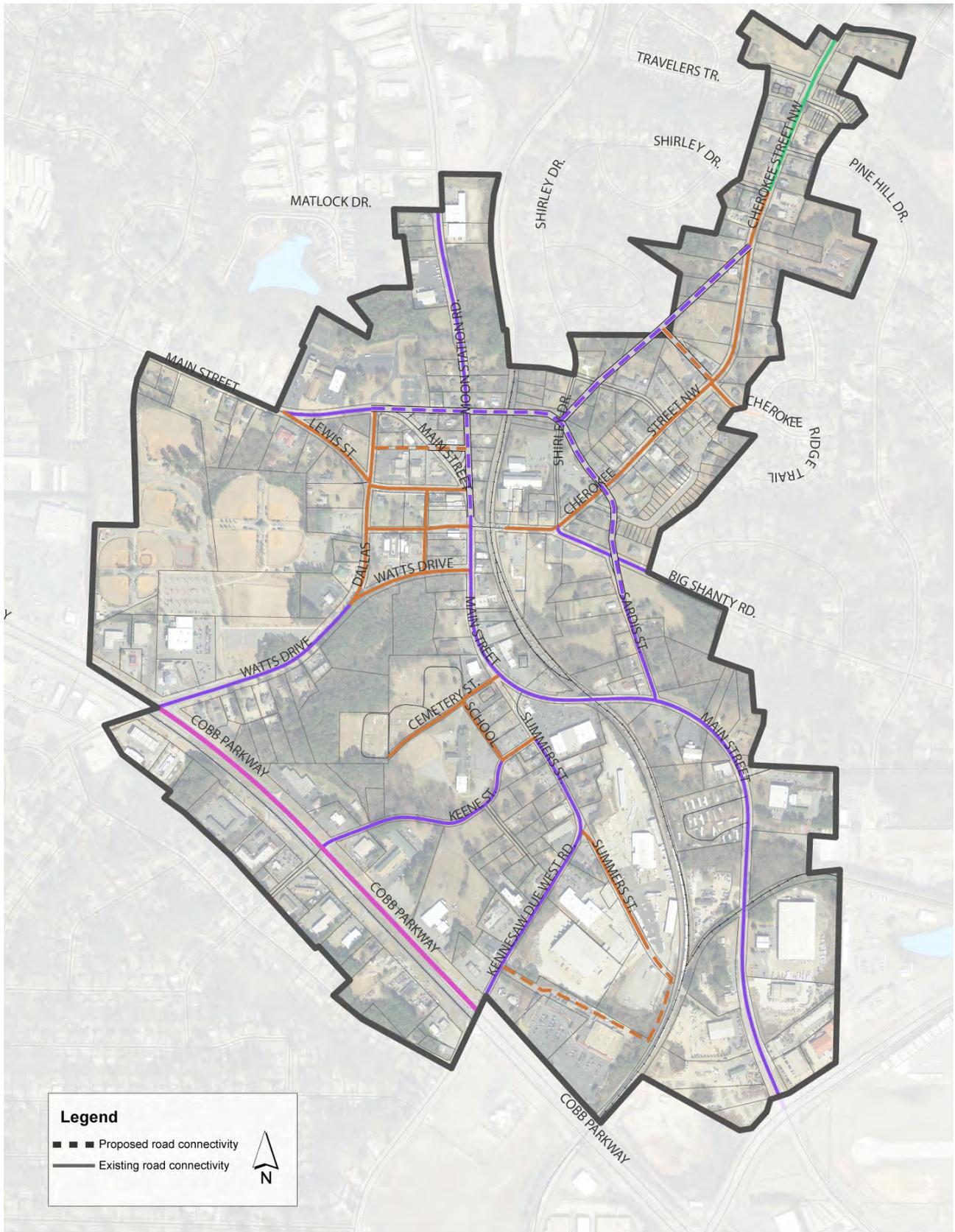
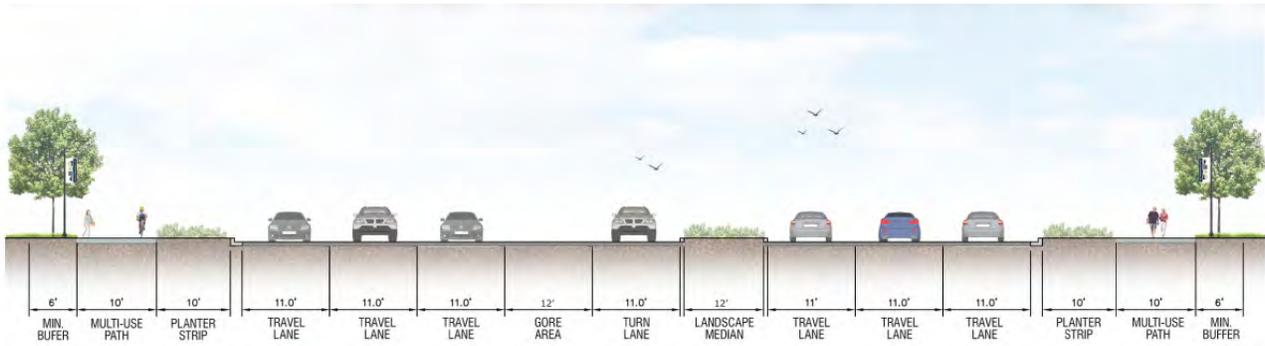
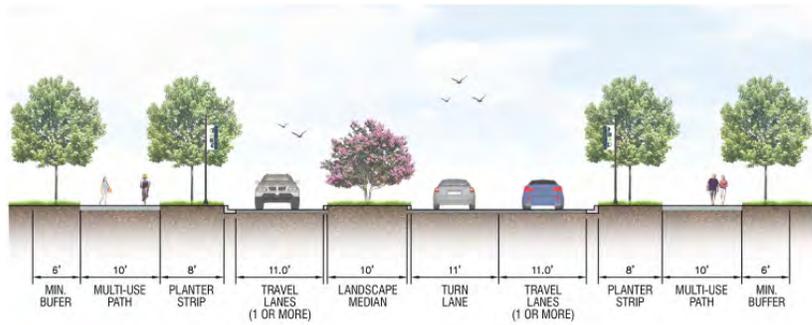


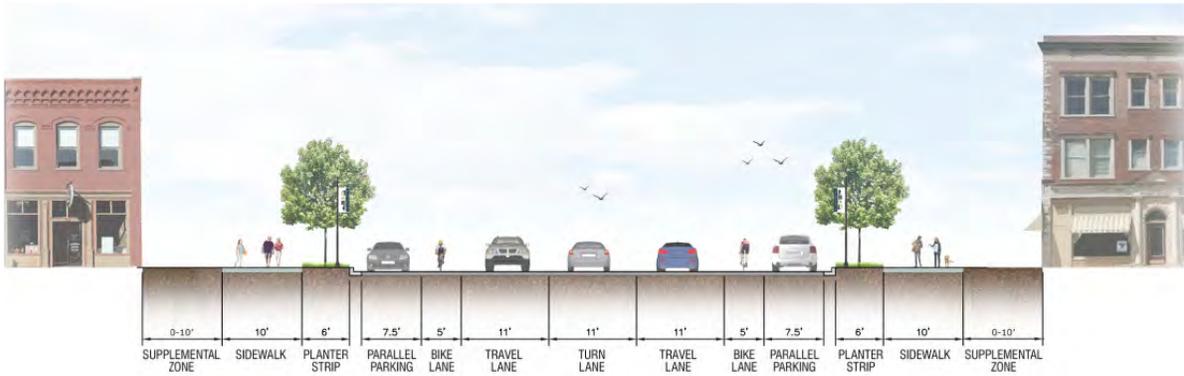
Figure 4.5c: Recommended Street Types



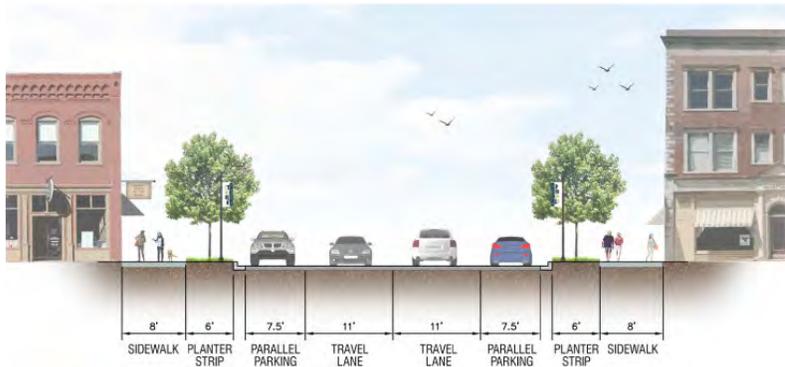
COBB PARKWAY



BOULEVARD



AVENUE



LOCAL

Figure 4.5d: Recommended Street Sections. Cross-sections as shown are representative in nature and are not necessarily intended as exact recommendations. This plan is intended as a long term guide for transitioning the framework to better accommodate cyclists and pedestrians as adjacent properties redevelop

DOWNTOWN KENNESAW

LCI Study

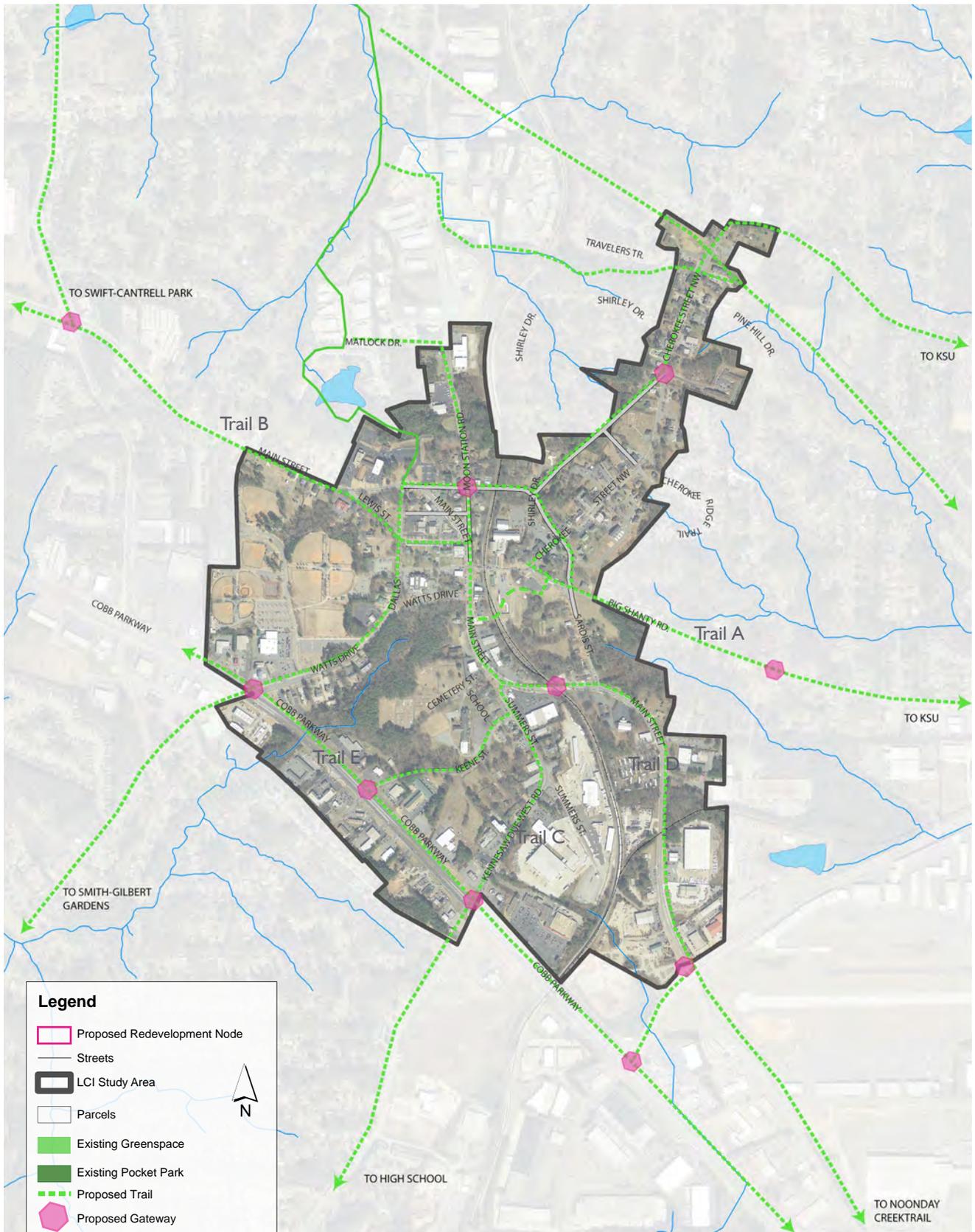
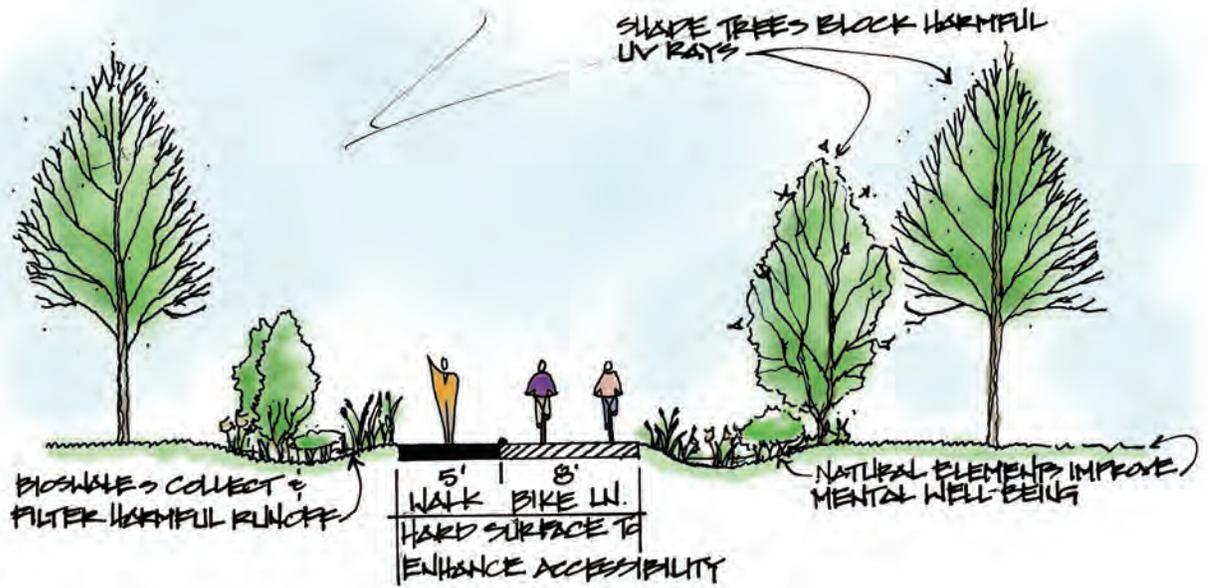


Figure 4.5e: Proposed Trail Connectivity



Trail with Bioswale Concept



Bicycle Boulevard Concept Section. This concept should be considered for streets that carry more commuter bicycle traffic, such as major streets connecting Downtown Kennesaw to Kennesaw State University, including Big Shanty Road and Cherokee Street.

Figure 4.5f: Multi-use Trail Recommendations

Long Term & Additional Infrastructure Projects

In addition to the short term projects listed above, the following projects have been identified:

1. Intersection Improvements at the Cobb Parkway Intersections: As Cobb Parkway continues to urbanize, improve intersections for pedestrians. Consider wider medians and reduced lane widths in coordination with GDOT standards.
2. Cobb Community Transit: As redevelopment continues in Downtown Kennesaw, coordinate with Cobb Community Transit to extend bus routes to Downtown Main Street.
3. Extend the Connect Cobb Arterial Rapid Transit Project to Kennesaw: As redevelopment continues in Downtown Kennesaw, coordinate with Cobb Community Transit to extend Arterial Rapid Transit to Kennesaw via Cobb Pkwy. This should be done in coordination with recommendation L11.
4. Regional Retention: It is recommended that the City continue to pursue the development of the Kennesaw Drive and Cherokee Street regional stormwater facilities to manage runoff from the downtown area watershed. Consider turning this facility into an asset for the community via trails, access, and improved landscaping. This is included in SPLOST funded projects. Refer to Section 1.4 for more information.
5. Kennesaw State University Bus Expansion: As redevelopment continues in Downtown Kennesaw and Depot Park redevelops, coordinate with Kennesaw State University, to extend the Big Owl Bus (B.O.B.) system to Downtown Kennesaw.
6. Depot Park Future Bus Stop: As described in Section 4.3, the proposed Depot Park trailhead facility has potential to support future transit connectivity into Downtown Kennesaw. As transit opportunities become available, such as Cobb County Transit or Kennesaw State University's Big Owl Bus (B.O.B), the Depot Park trailhead facility would be an ideal location to incorporate a bus stop component.

DOWNTOWN KENNESAW

LCI Study

5.0 Implementation Plan

5.1 Implementation Strategies

The implementation strategies provide direction on how to make the recommendations a reality. An action plan with specific projects and programs are laid out to implement the vision and goals of the Master Plan.

While the implementation of the visionary plan may take longer, 25 or more years, a schedule of projects and programs are laid out that focus on the first five years and priorities. While the projects within the private sector may rely on market conditions, developer interest and funding, there are projects that may and can be undertaken by the public sector that can provide catalyst for the public/private development, infrastructure and civic facilities, regulatory framework and organizational structure.

The following are the implementation strategies for implementing the Master Plan. They include organization, funding, and resource recommendations for individual projects. These strategies focus on creating a vibrant, livable, and walkable Downtown Kennesaw.

Organizational

In order to implement this plan it is recommended that the Kennesaw Downtown Development Authority take responsibility for pushing plan concepts and recommendations forward. To keep the KDDA on track and gain the necessary outside assistance as needed, it is recommended that a **Master Plan Update Symposium** take place at least once a year and include members of the LCI Core Team, the System Advisory Committee, the Kennesaw Historic Preservation Commission, City of Kennesaw Staff, among others. At this Symposium, the DDA can provide updates on Master Plan progress and solicit necessary assistance.

The Kennesaw Downtown Development Authority (KDDA) works to create a vibrant downtown, with the assistance of the downtown community, in order to unite and establish viable businesses while maintaining a sense of community and historic heritage.

Funding Strategies and Resources for Priority Projects

Funding will need to come from a variety of sources, including private development funds, ARC LCI Transportation Implementation Funds, City of Kennesaw funding, Cobb County funding and a variety of grant and non-profit sources. This plan, it's adoption by the City, and the community and City's continued commitment to implementation will be key to creating a healthy and thriving place to be. Following are the 5 year priority projects with funding and resource recommendations.

1. City Council to Adopt LCI Plan. Work with the Kennesaw City Council to adopt this LCI Plan as an amendment to the Comprehensive Plan. Once adopted, projects in line with this master plan will be eligible for LCI supplemental funds.

2. General Funding Strategies:

Atlanta Regional Commission Funds:

- **Livable Centers Initiative Transportation Program:** The Livable Centers Initiative (LCI) Transportation Program provides implementation funds for transportation projects identified in LCI planning studies. The ARC Board has committed \$500 Million through 2040 for projects identified in LCI studies.
- **Community Choices Program:** The Community Choices program provides a broad range of tools, resources and technical assistance to help communities shape more vibrant futures. The goal is to assist local governments with making appropriate, long-term decisions about where, when and how they should grow in order to achieve their community's unique vision.

Community Development Block Grant: The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses. CDBG is an important tool for helping local governments tackle serious challenges facing their communities.

Special Purpose Local Option Sales Tax (SPLOST) Funds: SPLOST is an optional one percent county sales tax used to fund capital outlay projects proposed by the county government and participating qualified municipal governments. The 2011 and 2016 SPLOSTs were approved and projects having a positive influence on this plan are further described in Section 1.4.



Senoia, Georgia



New Britain, Connecticut

Health Based Grants: Refer to the appendix for a list of applicable health grants to assist in funding implementation of projects as identified below.

Georgia Department of Transportation Funds:

The Georgia Department of Transportation offers several grants that may be appropriate for

- **CMAQ:** Congestion Mitigation and Air Quality Improvement Program can help fund traffic signalization improvements.
- **TAP:** Transportation Alternative Program can help fund trails, bike lanes, and sidewalks.
- **STP:** Surface Transportation Program can help fund road and intersection improvements
- **HSIP:** Highway Safety Improvement Program can help fund pedestrian safety and intersection improvements
- **GATEway funds:** Georgia Transportation Enhancement program can help fund roadside beautification along state routes.
- **TE:** Transportation Enhancement Program was established to enrich the traveling experience of motorists, bicyclists, and pedestrians through enhancements to our transportation system

3. E2 Marketing and Branding Campaign: The Kennesaw DDA is encouraged to develop a market and branding campaign for Downtown Kennesaw that highlights its local small town village charm. Gateway monuments as identified on the Visionary Master Plan should be designed and built to draw passersby into Downtown Kennesaw, in conjunction with the existing Kennesaw Signage Standards Study. Consider expanding online and social media presence to advertise restaurants, shopping, parks, and festivals. Work with Kennesaw State University to advertise events and opportunities in Downtown Kennesaw.

4. Main Street Infill:

- **L1: Adopt the Kennesaw Design Based Code,** underway as of the writing of this report, for Downtown Kennesaw.

Funding Options: This project has already been funded and is underway.

- **E1: Utilize existing economic development incentives** per the City of Kennesaw Economic Incentives Package Program to encourage infill development along Main Street.

Funding Options: The Economic Incentives Package

Program exists. Updates to this package could be achieved through the following funding options: City of Kennesaw, ARC Community Choices, CDBG.

- **L2: Gateway Block Realignment:** During the preliminary engineering phase of SPLOST funded Sardis Street Expansion and Sardis Street Overpass, study the realignment and redevelopment of the Main Street block 1A.

Funding Options: SPLOST funding has been allocated to this project. If additional funding is needed to add the study of block 1A to the scope, funding options include: LCI Transportation Program, CDBG, GDOT TE.

Resources: To address parking and streetscape options for the gateway block, refer to the example of Greenville, South Carolina, Figure 5.1b.

- **L3: Trail connectivity:** Incorporate, into the Kennesaw Design Based Code, requirements or incentives to provide connections to the multi-use trail system.

Funding Options: Update to the Design Code could be included in the current fee, if applicable, if additional funding is needed options include: the City of Kennesaw, ARC Community Choices, CDBG.

Resources: Partners include the PATH foundation and Cobb County Department of Transportation.

PATH Foundation has immense experience in developing multi-use trails throughout the region. They may be able to provide recommendations on incentives and information to include in the Design Based Code for trail implementation. <http://pathfoundation.org/>

- **L4: Historic Building Preservation:** Develop local funding programs to maintain and restore the character of historic buildings within the Historic Districts.

Funding Options: Georgia Department of Natural Resources Historic Preservation Division funds, ARC Community Choices, CDBG, City of Kennesaw.

Resources: Partners include the Kennesaw Historic Preservation Commission and Georgia Department of Natural Resources Historic Preservation Division.



Figure 5.1b The City of Greenville utilizes existing street right of way to incorporate downtown parking. A mature tree canopy makes for an attractive and shaded public space. Consider these design elements for reconfigured blocks near Main Street and Whitfield Place.

The Georgia Department of Natural Resources Historic Preservation Division administers various economic development programs that leverage private capital to encourage business growth, especially in our many smaller towns and communities. <http://georgiashpo.org/economic>

Review historic main streets that have completed infill development that respects the historic character of their community and encourage new development to occur in a similar manner. Refer to Figure 5.1a.

- **Parking Strategies:** Work with existing property owners, developers, and within existing street right-of-ways to incorporate additional parking into Downtown, in coordination with recommendations from the 2006 Lanier Parking Systems Study.

Funding Options: City of Kennesaw, LCI Transportation Program, CDBG, SPLOST (as incorporated into existing SPLOST project scopes), GDOT TE, GDOT HSIP.

Resources: Refer to the example of Greenville, North Carolina, Figure 5.1b.

5. Greenspace Improvements

- **L5-L7: Depot Park:** Design and develop Depot Park, including a trail head facility. Key to redevelopment is the relocation of the CSX rail repair staging area.

Funding Options: This project is identified in the 2016 SPLOST funding. Additional funding for trails, trailhead include: PATH Foundation, ARC LCI Transportation Program, CDBG, health grants, GDOT TAP, GDOT TE.

- **L8: Public space activation:** Reinvigorate and enliven the public plazas and pocket parks throughout Downtown with health design strategies and art.

Funding Options: CDBG, health grants, City of Kennesaw.

Trail connectivity and sidewalk extensions could be funded through the following options: PATH Foundation, ARC LCI Transportation Program, CDBG, health grants, GDOT TAP, GDOT TE.

Trail Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: <http://pathfoundation.org/>

CDC as a resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: <https://www.prevent.org/data/files/initiatives/communitytrail.pdf>

Consider incorporating exercise equipment along the path to further promote and encourage physical activity and health.

- **L9: Camp McDonald Improvements:** Cobb County and the Friends of Camp McDonald Park are encouraged to continue to pursue private and grant funding to develop the Camp McDonald Master Plan.

Funding Options: CDBG, health grants, Cobb County, City of Kennesaw, Department of Natural Resources Historic Preservation Division.

Trail connectivity and sidewalk extensions could be funded through the following options: PATH Foundation, ARC LCI Transportation Program, CDBG, health grants, GDOT TAP, GDOT TE.

Trail Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: <http://pathfoundation.org/>

CDC as a resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: <https://www.prevent.org/data/files/initiatives/communitytrail.pdf>

Consider incorporating exercise equipment along the path to further promote and encourage physical activity and health.

- **L10: City Hall Park Improvements:** Design and develop City Hall park.

Funding Options: CDBG, health grants, City of Kennesaw.

Trail connectivity and sidewalk extensions could be funded through the following options: PATH Foundation, ARC LCI Transportation Program, CDBG, health grants, GDOT TAP, GDOT TE.

Trail Resources: PATH Foundation has immense experience in developing multi-use trails throughout

the region: <http://pathfoundation.org/>

CDC as a resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: <https://www.prevent.org/data/files/initiatives/communitytrail.pdf>

Consider incorporating exercise equipment along the path to further promote and encourage physical activity and health.

- **Gateway Improvements:** Provide improved wayfinding, signage, landscaping, and art and major gateways into Downtown, in conjunction with the existing Kennesaw Signage Standards Study.

Funding Options: LCI Transportation Program, CDBG, Cobb County, City of Kennesaw, GDOT GATEway program.

6. Cobb Parkway Infill:

- **L11: Cobb Parkway Design Based Code:** Develop a Design Based Code for Cobb Parkway.

Funding Options: LCI Transportation Program, ARC Community Choices, CDBG, health grants, City of Kennesaw, Cobb County.

Resources: The City of Woodstock recently worked with Sizemore Group to complete a corridor study for Highway 92.

The DCA, in association with UGA, created a document with best practices for redevelopment of strip corridors: <ftp://dca.state.ga.us/UGA/StripCorridorRedevt.pdf>

- **Potential Transit Oriented Development:** To support future transit along Cobb Parkway and a future station in Kennesaw, pursue transit oriented development at key sites along Cobb Parkway.

Funding Options: City of Kennesaw is encouraged to provide public infrastructure investment on and around these sites to draw redevelopment. Improvements may include stormwater management, sidewalks, trails, and streetscape improvements. Potential funding for these projects include SPLOST funds, already identified for particular projects, LCI Transportation Program, CDBG, health grants, GDOT TAP, STP, HSIP, GATEway, and TE funds.

7. Transportation Improvements:

- **T1: Sardis Street Overpass:** Pursue the Sardis Street Overpass project, per the 2016 SPLOST. Consider the following alterations to existing plans: install a roundabout at the intersection of Moon Station Road and Whitfield Place to enable easier left-hand turns into the Downtown area and work closely with CSX officials in developing a pedestrian railroad crossing concept for the existing Cherokee Street at-grade crossing.

Funding Options: This project is currently included in the 2016 SPLOST funding, however, recommended study of the roundabout and coordination with CSX may require additional funding. Additional funding options may include: LCI Transportation Program, CDBG, GDOT CMAQ, STP, HSIP, and TE programs.

- **T2: Sardis Street Extension Project:** Pursue the Sardis Street Extension Project per the 2016 SPLOST.

Funding Options: This project is currently included in the 2016 SPLOST funding.

- **T3: Dallas/Watts Drive Improvements:** Pursue the Dallas/Watts Drive Improvements Project per the 2016 SPLOST. Consider the following alteration to the existing plan and/or as a next step: install bike lanes or a multi-use side-path along Watts Drive and Dallas Street.

Funding Options: This project is currently included in the 2016 SPLOST funding. Additional study and development of bike infrastructure may require additional funds. Funding options may include: LCI Transportation Program, CDBG, health grants, GDOT TAP, SHIP, and TE programs.

Trail Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: <http://pathfoundation.org/>

CDC as a resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: <https://www.prevent.org/data/files/initiatives/communitytrail.pdf>

Consider incorporating exercise equipment along the path to further promote and encourage physical activity and health.

- **T4: Roadway Improvements**

A. Downtown Main Street Multimodal Enhancements: It is recommended that the City

perform a supplemental engineering and planning study to develop a long-range vision and design standards for Main Street.

Funding Options: LCI Transportation Program, ARC Community Choices, CDBG, health grants, DOT TAP, STP, HSIP, TE.

B. Downtown East-West Road Multimodal Enhancements: Similar to the project above, perform a supplemental engineering and planning study to develop a long-range vision and design standards for the east-west roads through downtown Kennesaw including Watts Drive, J.O. Stephenson Avenue, Lewis Street, the proposed new east-west connection, and Whitfield Place.

Funding Options: LCI Transportation Program, ARC Community Choices, CDBG, health grants, DOT TAP, STP, HSIP, TE.

- **T5: Trail Connections**

Create safe and attractive bicycle and pedestrian connections between Downtown and nearby neighborhoods and destinations.

Funding Options: LCI Transportation Program, CDBG, health grants, GDOT TAP, HSIP, TE programs.

Trail Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: <http://pathfoundation.org/>

CDC as a resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: <https://www.prevent.org/data/files/initiatives/communitytrail.pdf>

Consider incorporating exercise equipment along the path to further promote and encourage physical activity and health.

- **T6: Sidewalk Infill**

Infill missing sidewalk connections throughout Downtown.

Funding Options: LCI Transportation Program, CDBG, health grants, GDOT TAP, HSIP, TE programs.

5.2 Work Program and Five Year Schedule

Priority Projects

1. City Council to Adopt LCI Plan
2. Attract Supplemental LCI Funding for:
a. Develop the City Hall Master Plan Improvements
b. Cobb Parkway Design Based Code
c. Main Street Multi-modal Enhancements Supplemental Study
d. Downtown East-West Road Multimodal Enhancements Supplemental Study
3. Update the Depot Park Master Plan and Develop Updated Plans
4. Incorporate Main Street Infill Development Incentives into Economic Incentives Package
5. Adopt the Kennesaw Design Based Code (being completed at the writing of this report)
6. Pursue Private Health Grant Funding to help implement items 2 and 3.

Housing Projects/Initiatives

	Description/Action	Cost	Year	Responsible Party	Funding Source
H1	Include incentives for employer assisted housing in the Kennesaw Design Based Code. Incentives may include: tax credits and matching funds from County or State housing departments.	TBD	2015	City of Kennesaw / Cobb County / DCA	Cobb County / ARC / CDBG / DCA / City of Kennesaw
H2	Encourage mixed land use within Kennesaw Design Based Code for Downtown.	TBD	2015	City of Kennesaw	City of Kennesaw / Cobb County / ARC
H3	Include requirements and/or incentives for Inclusionary Zoning, in the Kennesaw Design Based Code.	TBD	2015	City of Kennesaw	City of Kennesaw / Cobb County / ARC
H4	Establish a required mix of unit sizes in new multi-family developments within the Kennesaw Design Based Code to provide for a mix of incomes and generations throughout the study area.	TBD	2015	City of Kennesaw	City of Kennesaw / Cobb County / ARC

Other Local Initiatives

Land Use & Zoning

	Description/Action	Cost	Year	Responsible Party	Funding Source
L1	Adopt the Kennesaw Design Based Code, currently under development as of the writing of this report, to support concepts, densities, and building heights as described within this report. Include affordable housing and other incentives as described in H1-H4 and L3 into the Design Based Code document.	N/A	2015	City of Kennesaw	City of Kennesaw / Cobb County / ARC
L2	During the preliminary engineering phase of the SPLOST funded Sardis Street Expansion and Sardis Street Overpass projects, study the realignment and redevelopment of the Main Street block bounded by the proposed Sardis overpass to the north, J.O. Stephenson Ave to the south, a realigned Main Street/Moon Station to the east, and Dallas Street to the west.	TBD	2015-2016	City of Kennesaw / Cobb County	Existing SPLOST / ARC / GDOT / CDBG / City of Kennesaw
L3	Incorporate requirements or incentives to provide connections to the multi-use trail system, in accordance with the Cobb County Trail Map and recommendations found within this LCI report, into the Kennesaw Design Based Code.	TBD	2015	City of Kennesaw	City of Kennesaw / ARC / CDBG
L4	Continue to allocate local funding programs to assist in maintenance and preservation of historic buildings in the historic districts. Including continuation of the Kennesaw Façade Incentive Grant Program and the Kennesaw Signage Incentive Grant Program. Additionally, it is recommended that the City develop a Historic Preservation Plan, updated Historic Preservation Design Standards, incorporate historic markers as public art, and work with property owners to stabilize at risk historic structures.	TBD	2015-2020	City of Kennesaw	City of Kennesaw / ARC / GDNR
L5	Update the Depot Park Master Plan and develop the updated plan. Consider design recommendations as found in this report.	TBD	2015-2020	City of Kennesaw	Existing SPLOST / City of Kennesaw / Cobb County / ARC / PATH / CDBG / Health Grants / GDOT
L6	Design and Develop a trailhead facility in a key location (consider Depot Park, per recommendations within this report) as trails are developed and connected to the existing regional trail systems to support future multi-modal transportation facilities. A trailhead facility could include the following: restrooms, locker rooms, showers, automobile and bicycle parking, small dining establishments, bicycle repair, picnic area. As transit opportunities become available, such as Cobb County Transit or Kennesaw State University's Big Owl Bus (B.O.B), the Depot Park trailhead facility would be an ideal location to incorporate a bus stop component, bringing transit into Downtown Kennesaw.	\$3,000,000	2015-2018	City of Kennesaw / Cobb County	Existing SPLOST / City of Kennesaw / Cobb County / ARC / CDBG / Health Grants
L7	Work with CSX to relocate the current staging area, used several times a year by CSX to stage equipment for track repair. This property is key to the expansion and viability of Depot Park. Consider relocating staging to the south, where a former rail spur bisects industrial land uses. As this land redevelops, consider a land swap agreement with CSX to relocate the staging area to the south and expand Depot Park.	TBD	2015-2020	City of Kennesaw / CSX	Existing SPLOST / City of Kennesaw / ARC / CDBG / Health Grants
L8	Reinvigorate and enliven the public plazas and pocket parks throughout Downtown with healthy design strategies and art, as detailed in this report.	TBD	2015-2020	City of Kennesaw	CDBG, Health Grants, City of Kennesaw
L9	Cobb County and Friends of Camp McDonald Park are encouraged to continue to pursue private and grant funding to develop the Camp McDonald Master Plan.	TBD	2015-2020	Cobb County / Friends of Camp McDonald	CDGB, Health Grants, Cobb County, City of Kennesaw, DNR, ARC, GDOT
L10	Design and develop City Hall park in line with recommendations found with in this report and the original master plan previously created.	TBD	2015-2020	City of Kennesaw	CDBG, Health Grants, City of Kennesaw, ARC, GDOT

DOWNTOWN KENNESAW

LCI Study

Other Local Initiatives

Land Use & Zoning

	Description/Action	Cost	Year	Responsible Party	Funding Source
L11	Pursue supplemental funds to develop a Design Based Code for Cobb Parkway that allows for densities to support future transit opportunities. Recommended densities should be between 15 and 30 units per acre. Design standards should be included in this Design Based Code which include building heights, setbacks, and right of way design for Cobb Parkway.	\$25,000	2015-2018	City of Kennesaw / Cobb County	City of Kennesaw / ARC / Cobb County / CDBG / Health Grants
L12	Amend the Comprehensive Plan: Adopt this LCI study as an amendment to the Comprehensive Plan and incorporate into the 2017 Major Plan Update.	TBD	2015	City of Kennesaw / Cobb County	City of Kennesaw / Cobb County / ARC

Economic Development

	Description/Action	Cost	Year	Responsible Party	Funding Source
E1	Utilize existing economic development incentives to encourage infill development along Main Street, particularly in priority areas per this report. Consider adding an applicant eligibility scenario to encourage large scale (2 or more acres), mixed use, high density (15+ units/acre) development in priority Main Street areas, as identified in this LCI report. In addition to existing incentives, consider adding accelerated permitting, height bonuses, and density bonuses. Additionally, pursue additional incentives and identify funding sources to assist in attracting new small business development in Downtown Kennesaw, focused on Main Street. Incentives may include: start up funding (low-interest loans); promotional assistance via City website and City events; and financial assistance (low-interest loans) for business improvements.	TBD	2015-2020	City of Kennesaw	City of Kennesaw / ARC / CDBG
E2	Develop a Market and Branding Campaign: The Kennesaw DDA is encouraged to develop a market and branding campaign for Downtown Kennesaw that highlights its local small town village charm. Gateway monuments as identified in this report should be designed and built to draw passerbys into Downtown Kennesaw. Consider expanding online and social media presence to advertise restaurants, shopping, parks, and festivals. Work with Kennesaw State University to advertise events and opportunities in Downtown Kennesaw.	TBD	2015-2018	City of Kennesaw / Cobb County	City of Kennesaw / Cobb County / ARC
E3	Incorporate incentives for diverse housing options, including workforce housing and intergenerational housing, per H1-H4	TBD	2015-2016	City of Kennesaw / Cobb County	City of Kennesaw / Cobb County / ARC

Additional Items

	Description/Action	Cost	Year	Responsible Party	Funding Source
	Attract Supplemental LCI Funds: Complete ARC requirements to apply for LCI funds to plan priority projects, as listed in "Priority Projects".	TBD	2015-2020	City of Kennesaw / Cobb County	City of Kennesaw / Cobb County / ARC

Transportation Priority Projects

Short-Term Transportation Improvements: 5 Year Project List

Project Name	Type of Improvement	Description	Engineering Year
1 Sardis Street Overpass	Roadway / Multimodal Roadway / Operations & Safety	Construct a new overpass over the CSX Railroad, realign Whitfield Place road from Main Street to Moon Station Road and connect to the Sardis Street Extension project. Right-of-way purchase and coordination with CSX Railroad will be required. The total project length would be approximately 1,658 feet. Project further encompasses closing the railroad crossing at Main and Cherokee Street. Project conforms to the City's Downtown/Depot Master Plan and Cobb County Comprehensive & Major Thoroughfare Plans. Project involves transforming the Depot area into a "pedestrian friendly zone" with access to the Southern Museum and other community events held at the Depot. During the engineering phase, consider the installation of a roundabout at the intersection of Moon Station Road and Whitfield Place to enable easier left-hand turns for access to Downtown retailers.	2016
2 Sardis Street Extension Project	Roadway / Multimodal Roadway / Operations & Safety	Project will maximize transportation system performance, improve traffic congestion and compliment redevelopment of the downtown area. Construct new road from Main Street that intersects with Cherokee Street, Shirley Drive and overpass to Moon Station Road. A bypass will also be built between the extension at Shirley Drive to N. Cherokee Street just south of Ben King to reduce the impact on the Cherokee Street Historical District.	2017
3 Dallas/Watts Drive Improvements	Roadway / Multimodal Roadway / Operations & Safety	Project includes road improvements from Main Street along Dallas and Watts Drive to Cobb Parkway. Includes a roundabout at the intersection of Watts & Dallas, street parking, and drainage improvements. This project would be a gate way to downtown Kennesaw. The project also consists of streetscape center median islands, landscaping and street light improvements. During the engineering phase, consider the installation of bike lanes or a multi-use side-path along Watts Drive and Dallas Street. If those facilities cannot be accommodated due to funding constraints, allow provisions for those facilities to be implemented over time as adjacent properties redevelop.	2018
4A Downtown Main Street Multimodal Enhancements	Roadway / Multimodal Roadway / Operations & Safety	As the local roadway network transforms in surrounding Downtown Kennesaw, perform a supplemental engineering and planning study to develop a long-range vision for Main Street through Downtown between Whitfield Place at the north end and the bridge over the railroad tracks at the south end. The refined vision should include detailed standards for on-street parking, building setbacks, landscaping, median treatments, and specific accommodations for bicycles and pedestrians.	2017
4B Downtown East-West Road Multimodal Enhancements	Roadway / Multimodal Roadway / Operations & Safety	Perform a supplemental engineering and planning study to develop a long-range vision for the east-west roads through downtown Kennesaw including Watts Drive, J.O. Stephenson Avenue, Lewis Street, the proposed new east-west connection, and Whitfield Place. Refined vision should include detailed standards for on-street parking, building setbacks, landscaping, median treatments, and specific accommodations for bicycles and pedestrians.	2017
5A Multimodal Connection from Depot Park towards Noonday Creek Trail along Big Shanty Drive	Roadway / Multimodal Roadway / Operations & Safety Joint Bike-Ped Facilities	Install a sidepath (or a combination of bike lanes and sidewalks) along Big Shanty Drive from Depot Park to Town Center Area (and Noonday Creek Trail). Specific design concept and alignment to be refined as an engineering corridor study. (Assumes 1 mile of the total connection)	2018
5B Multimodal Connection along North Main Street	Roadway / Multimodal Roadway / Operations & Safety Joint Bike-Ped Facilities	Install a sidepath (or a combination of bike lanes and sidewalks) along North Main Street from Dallas Street to Swift-Cantrell Park. Specific design concept and alignment to be refined as an engineering corridor study.	2018
5C Multimodal Connection along Summers Street/Kennesaw Due West Road	Roadway / Multimodal Roadway / Operations & Safety Joint Bike-Ped Facilities	Install a sidepath (or a combination of bike lanes and sidewalks) along Summers Street and Kennesaw Due West Road from South Main Street to Cobb Parkway. Specific design concept and alignment to be refined as an engineering corridor study.	2019
5D Multimodal Connection along South Main Street	Roadway / Multimodal Roadway / Operations & Safety Joint Bike-Ped Facilities	Install a sidepath (or a combination of bike lanes and sidewalks) along South Main Street from the bridge over the rail line to McCollum Parkway. Specific design concept and alignment to be refined as an engineering corridor study.	2019

Engineering Costs	ROW Year	ROW Costs*	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
Included in Total Cost from SPLOST	2017	Included in Total Cost from SPLOST	2018	Included in Total Cost from SPLOST	\$ 6,000,000	City of Kennesaw	Local SPLOST	Local SPLOST	N/A
Included in Total Cost from SPLOST	2018	Included in Total Cost from SPLOST	2019	Included in Total Cost from SPLOST	\$ 2,500,000	City of Kennesaw	Local SPLOST	Local SPLOST	N/A
Included in Total Cost from SPLOST	2019	Included in Total Cost from SPLOST	2020	Included in Total Cost from SPLOST	\$ 2,619,072	City of Kennesaw	Local SPLOST	Local SPLOST	N/A
\$300,000 Total (To develop the initial concept assume \$50,000)	2018	TBD Assume \$2,000,000	2020	\$ 3,000,000	#VALUE!	City of Kennesaw	Local, LCI, State/Federal Funds	City of Kennesaw	#VALUE!
\$400,000 Total (To develop the initial concept assume \$50,000)	2018	TBD Assume \$2,000,000	2020	\$ 4,000,000	#VALUE!	City of Kennesaw	Local, LCI, State/Federal Funds	City of Kennesaw	#VALUE!
\$ 300,000	2020	\$ 2,000,000	2022	\$ 2,600,000	\$ 4,900,000	City of Kennesaw	Local, LCI, State/Federal Funds	City of Kennesaw	\$ 980,000
\$ 300,000	2020	\$ 1,600,000	2022	\$ 2,200,000	\$ 4,100,000	City of Kennesaw	Local, LCI, State/Federal Funds	City of Kennesaw	\$ 820,000
\$ 200,000	2021	\$ 900,000	2023	\$ 1,200,000	\$ 2,300,000	City of Kennesaw	Local, LCI, State/Federal Funds	City of Kennesaw	\$ 460,000
\$ 200,000	2021	\$ 1,300,000	2023	\$ 1,700,000	\$ 3,200,000	City of Kennesaw	Local, LCI, State/Federal Funds	City of Kennesaw	\$ 640,000

DOWNTOWN KENNESAW

LCI Study

Project Name	Type of Improvement	Description	Engineering Year
5E Multimodal Connection along Cobb Parkway	Multimodal Roadway / Operations & Safety Joint Bike-Ped Facilities	Install a sidepath along the north side of Cobb Parkway per the included cross-section from Kennesaw Due West Road to Watts Drive. This sidepath should ultimately continue southwards beyond the LCI boundary to tie into the existing Noonday Creek Trail that runs along Cobb Parkway to the south. (Assumes 1 mile)	2020
6A Sidewalk Connection 1 (Downtown Kennesaw to Cobb Parkway)	Multimodal Roadway / Operations & Safety Joint Bike-Ped Facilities	Build sidewalks along Cemetery St, School Dr, and Keene St connecting Downtown Kennesaw to Cobb Pkwy.	2016
6B Sidewalk Connection 3 (Watts Drive to Lewis Street)	Multimodal Roadway / Operations & Safety Joint Bike-Ped Facilities	Build sidewalks along Lil General Cloggers Ln, between J O Stephenson Ave and Watts Dr, west of Main St, and extend north of J O Stephenson Ave along J O Stephenson Ave NW to Lewis St.	2018

Notes:

Some projects may need to be combined or further broken into smaller segments for implementation.

For new vehicular connections to be eligible for LCI or GDOT funding, new roadways must be classified as collectors or higher.

Additional Related, Supplemental, or Long-Term Transportation Actions

Railroad Coordination	Several items need to be coordinated with CSX before many of the projects in the 5-year project list can be started. Specifically, the City of Kennesaw should develop a desired railroad crossing concept for the existing at-grade crossing. This will need to be completed in coordination with CSX officials. Additionally, the City of Kennesaw should work with CSX to identify a suitable alternative location for CSX's equipment staging operations.
Incorporate Design Standards for Roadways into the Form Based Code	As specific engineered concepts are developed for multimodal enhancements along roadways within the study area, incorporate streetscape design standards into the form based code that is currently being developed for Downtown Kennesaw. In the short-term (prior to developing engineered concepts for each corridor) use the character cross-sections provided in this LCI plan as a guide.
Implement a block size requirement for future property redevelopment	Implement a zoning requirement that requires large parcels to be divided by new small local streets. Any property with road frontages longer than 600 feet should be subdivided by new public local streets so that block lengths are between 300 and 600 feet in length. Use the included cross-sections for the design of these new small local streets.
Intersection Improvements at the Intersection of Cobb Parkway at Watts Drive	As a long-term goal and as Cobb Pkwy continues to urbanize, improve intersection for pedestrians. Consider wider medians and reduced lane widths in coordination with GDOT standards.
Intersection Improvements at the Intersection of Cobb Parkway at Kennesaw Due West Road	As a long-term goal and as Cobb Pkwy continues to urbanize, improve intersection for pedestrians. Consider wider medians and reduced lane widths in coordination with GDOT standards.
Extend Cobb Community Transit	As redevelopment continues in Downtown Kennesaw, coordinate with Cobb Community Transit to extend bus routes to Downtown Main Street.
Extend the Connect Cobb Arterial Rapid Transit Project to Kennesaw	Coordinate with Cobb County to extend the Connect Cobb project to the City of Kennesaw.

Engineering Costs	ROW Year	ROW Costs*	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
\$ 300,000	2022	\$ 2,000,000	2024	\$ 2,600,000	\$ 4,900,000	City of Kennesaw	Local, LCI, State/Federal Funds	City of Kennesaw	\$ 980,000
\$ 200,000	2017	\$ 700,000	2018	\$ 1,100,000	\$ 2,000,000	City of Kennesaw	Local, LCI, State/Federal Funds	City of Kennesaw	\$ 400,000
\$ 100,000	2019	\$ 200,000	2020	\$ 300,000	\$ 600,000	City of Kennesaw	Local, LCI, State/Federal Funds	City of Kennesaw	\$ 120,000

SIZEMORE GROUP

in association with

KIMLEY HORN and ASSOCIATES INC., GIBBS PLANNING GROUP,
CRJA-IBI GROUP and DESIGNING4HEALTH



Architecture | Planning
1700 Commerce Drive NW
Atlanta, GA 30318
www.sizemoregroup.com

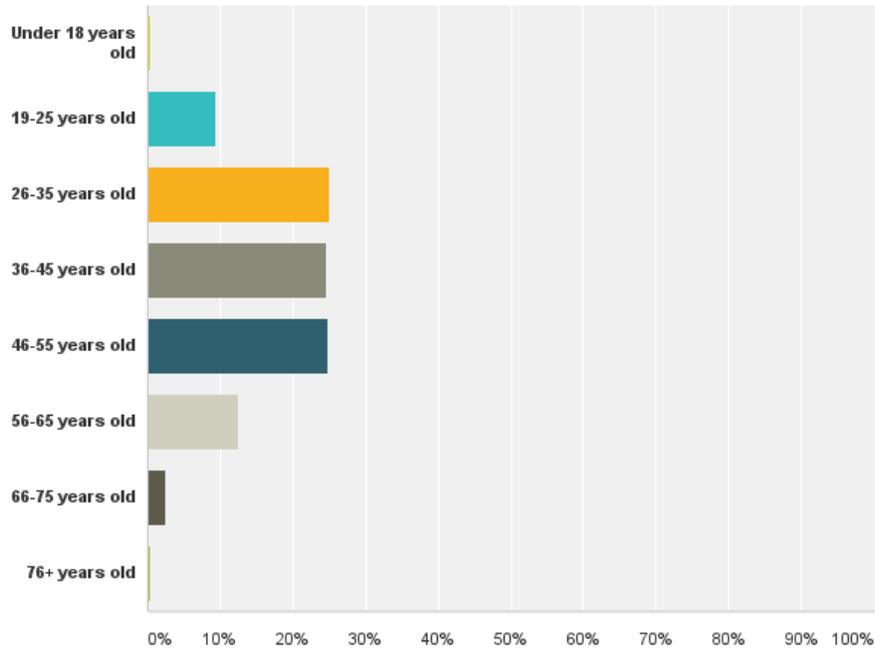
DOWNTOWN KENNESAW

LCI Study

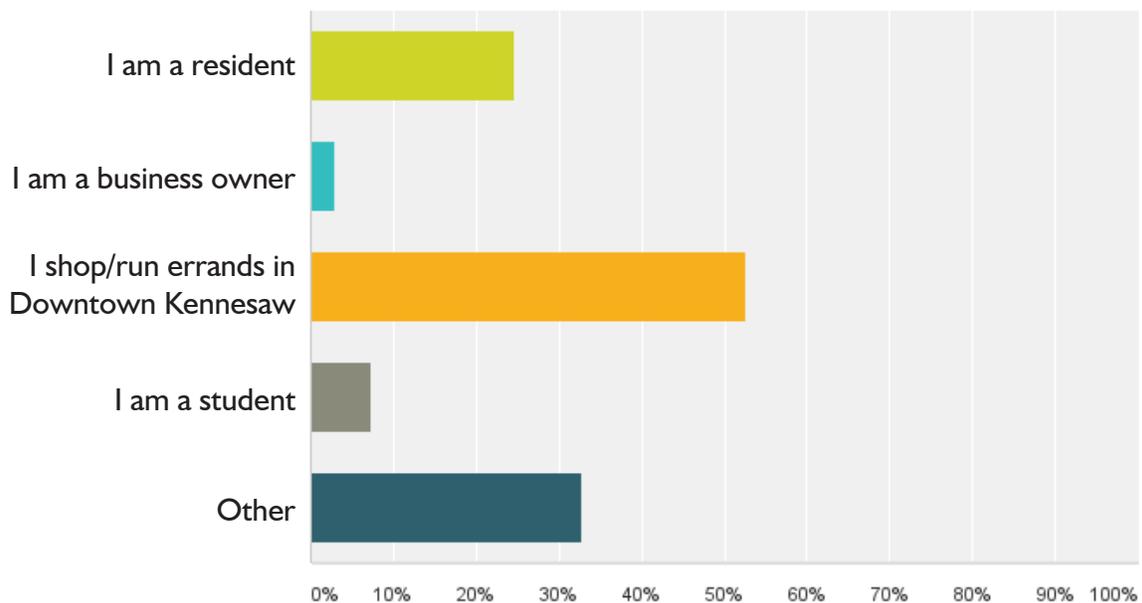
6.0 Appendix

6.1 Community Survey

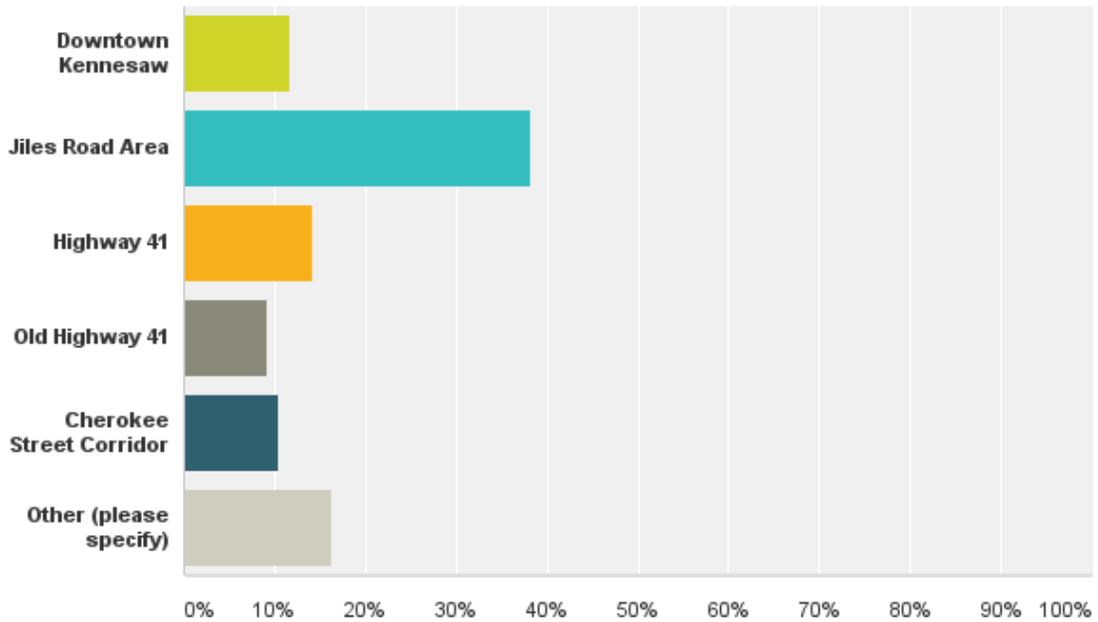
I am within the following age range:



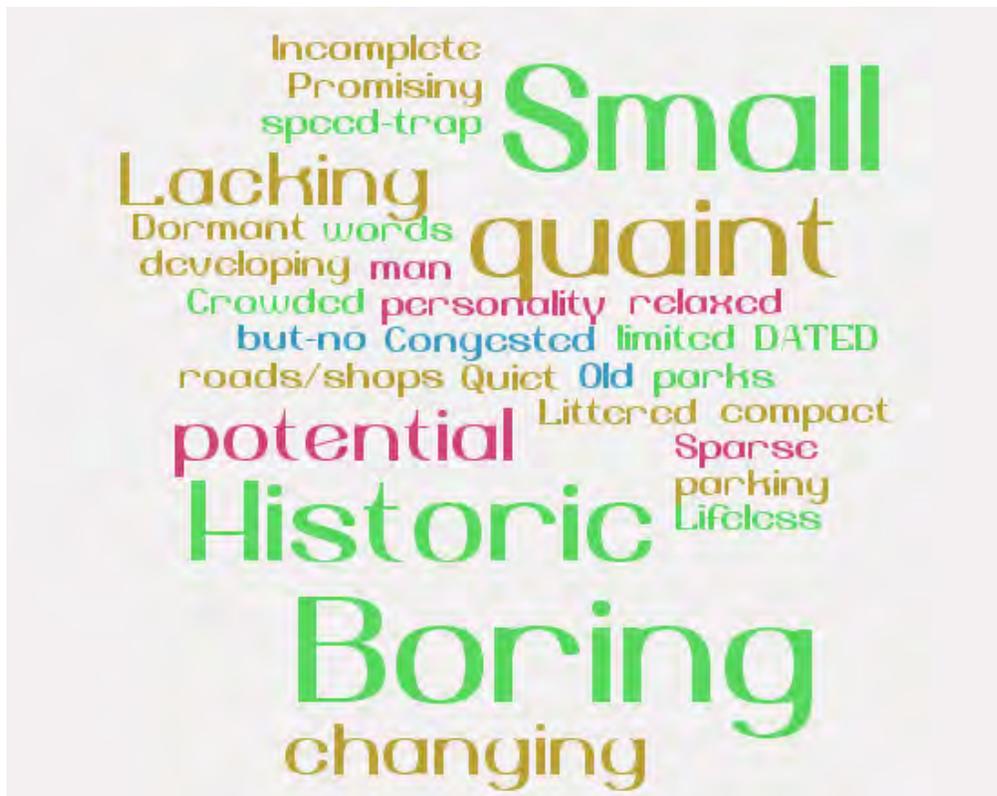
Which best describes your connection to downtown Kennesaw?



What location is your home/business nearest to?



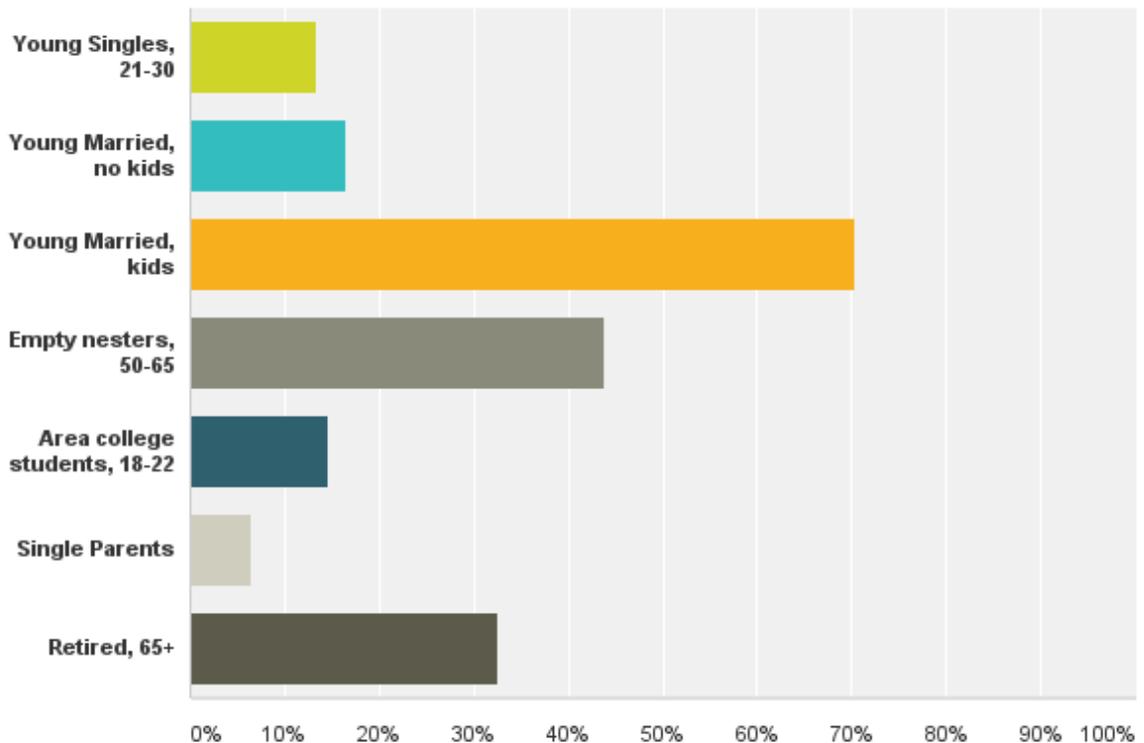
What 3 words would you use to describe Downtown Kennesaw?



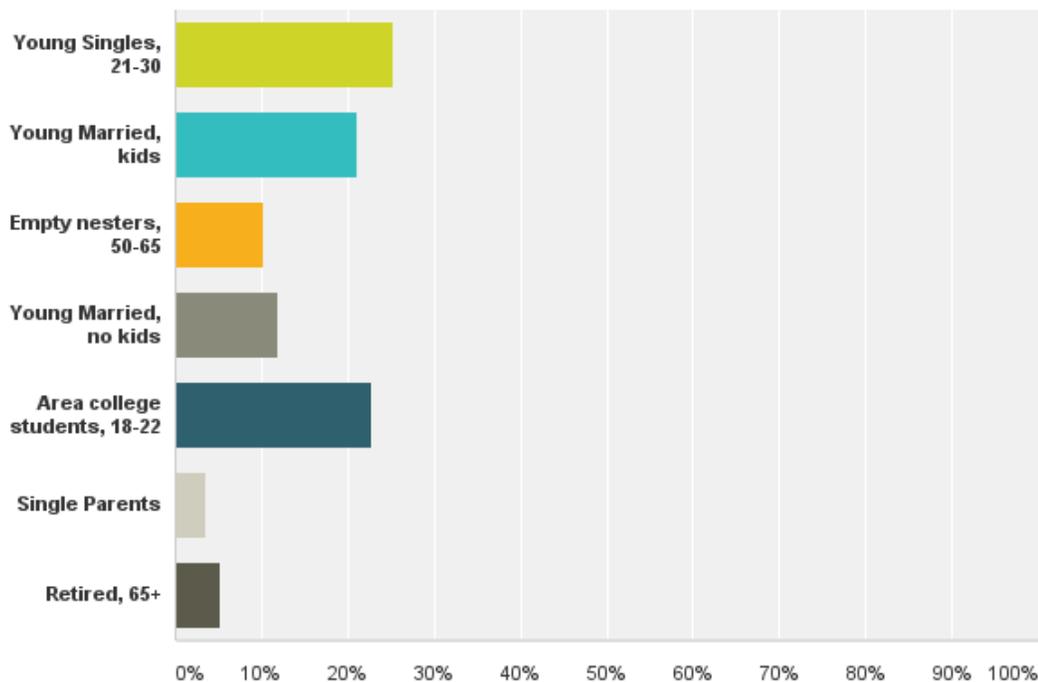
What is great about Downtown Kennesaw - what would you tell tourists to see?



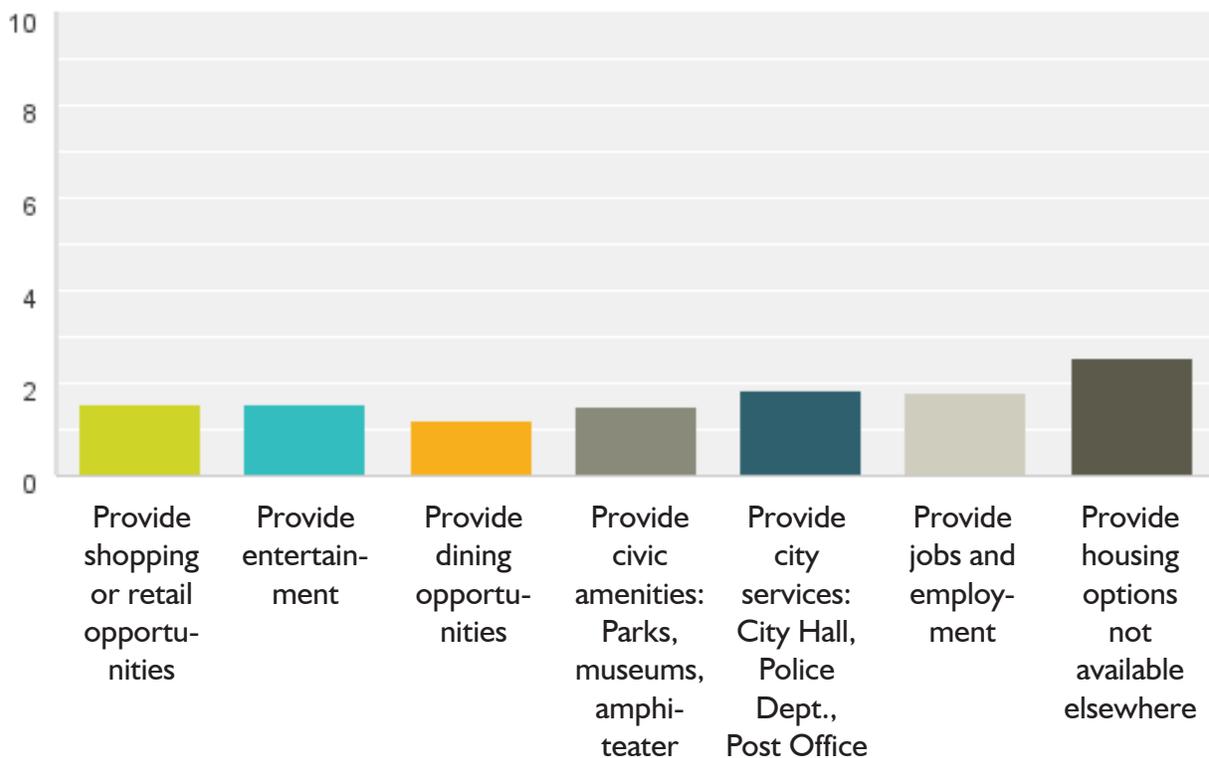
Who is most commonly seen in Downtown Kennesaw?



Who is currently missing from Downtown Kennesaw that you'd like to see more of?



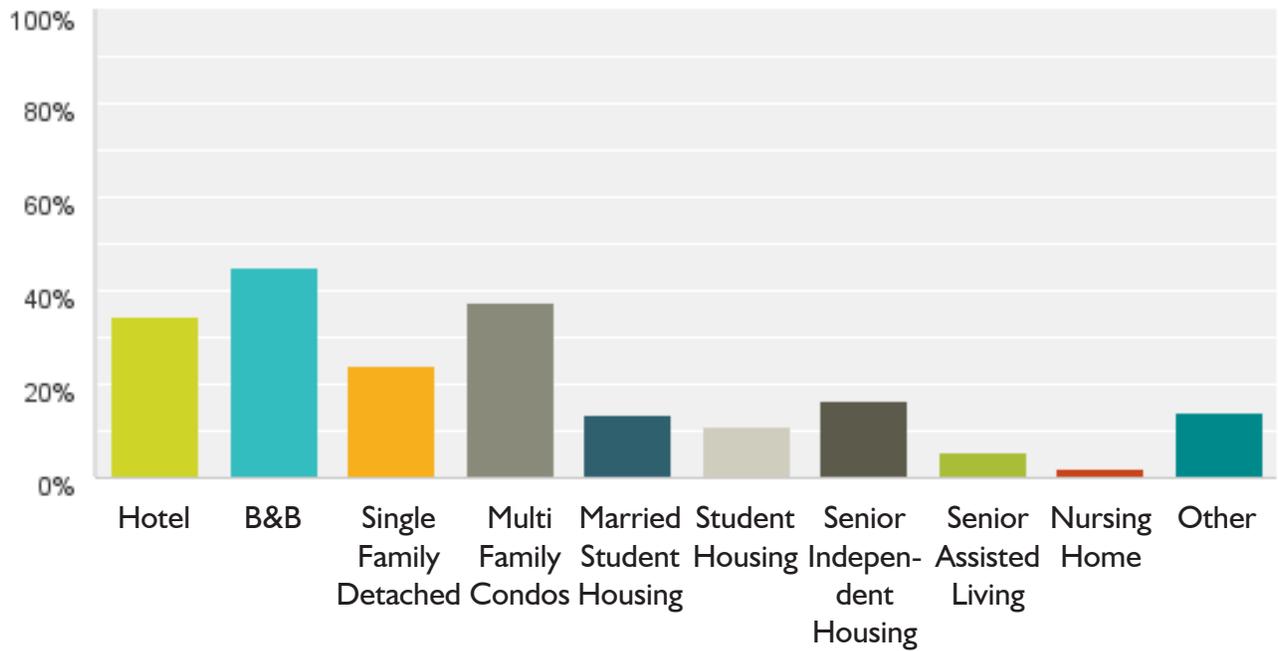
What do you feel Downtown Kennesaw's primary purpose should be?



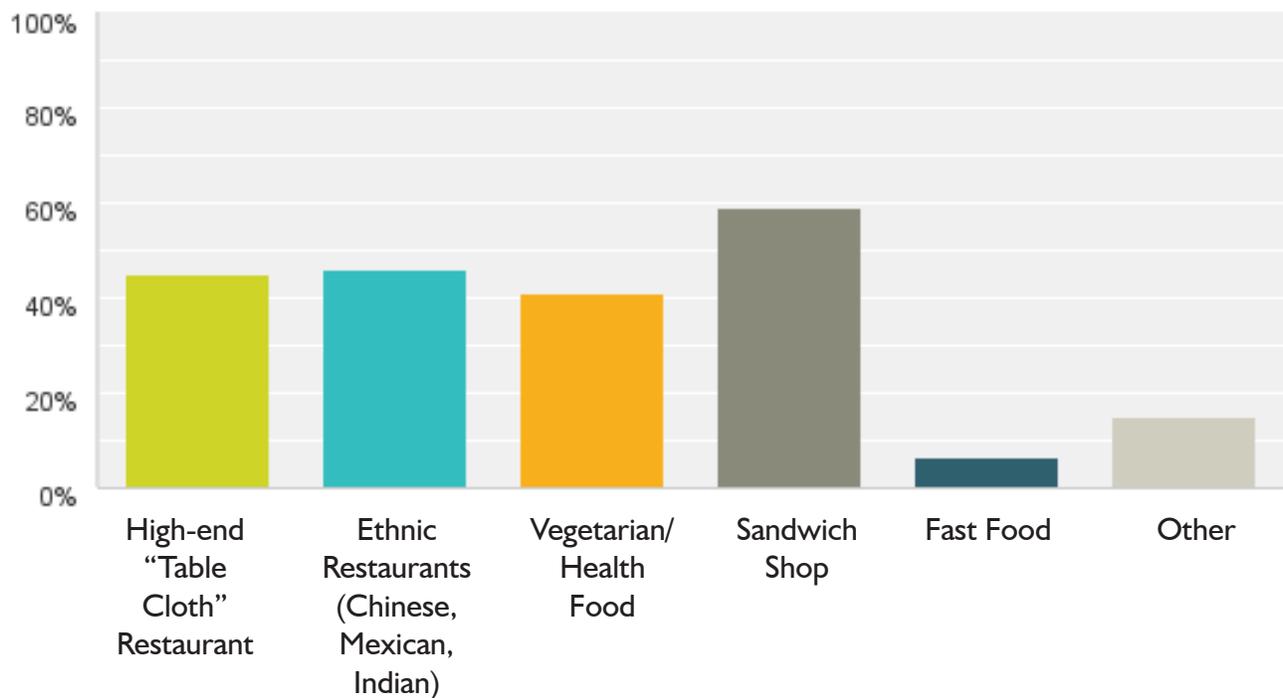
DOWNTOWN KENNESAW

LCI Study

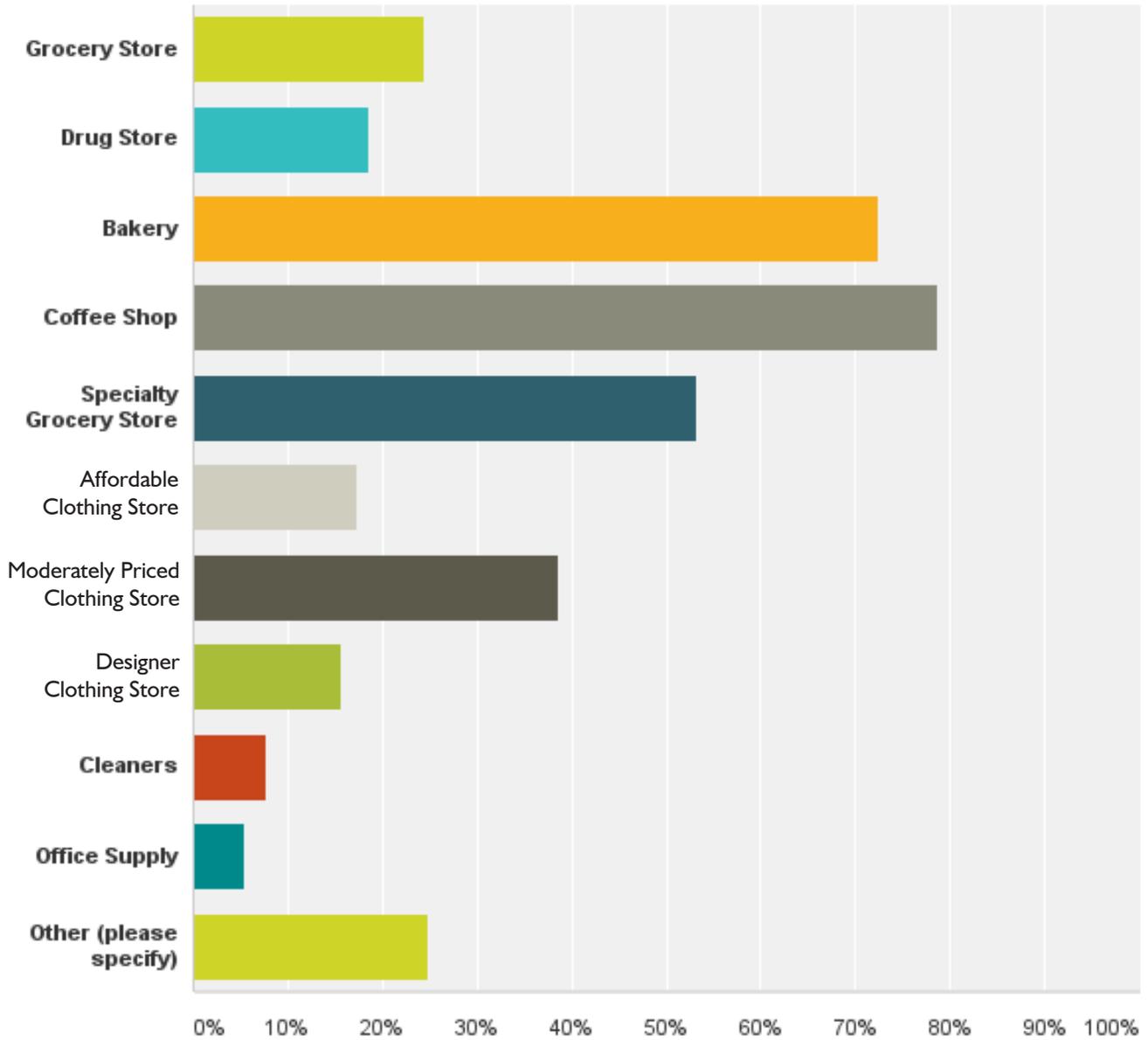
Thinking of all the Housing resources available, what do you think the area is missing?



Thinking of all the Dining resources available, what do you think the area is missing?



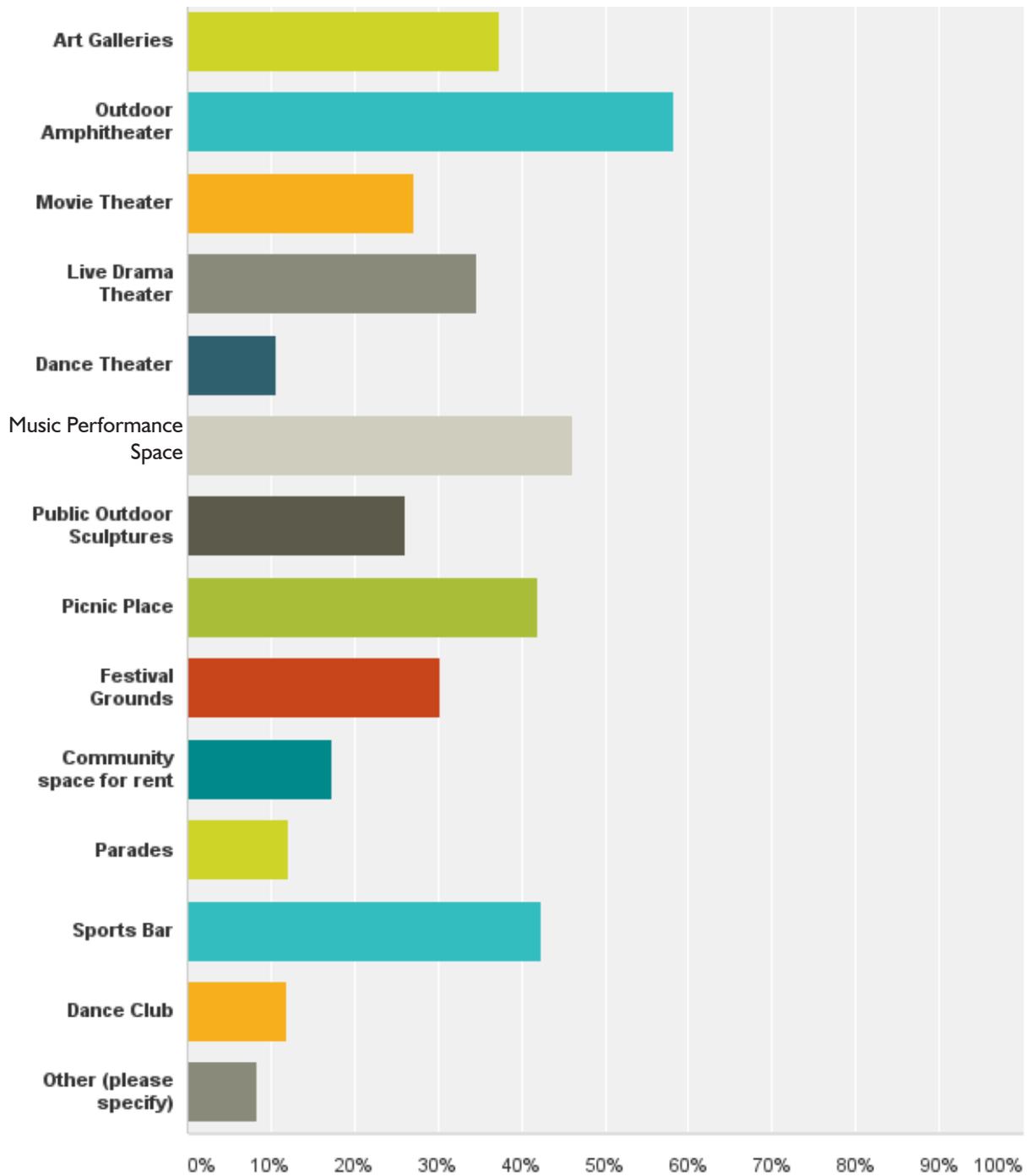
Thinking of all the Retail resources available, what do you think the area is missing?



DOWNTOWN KENNESAW

LCI Study

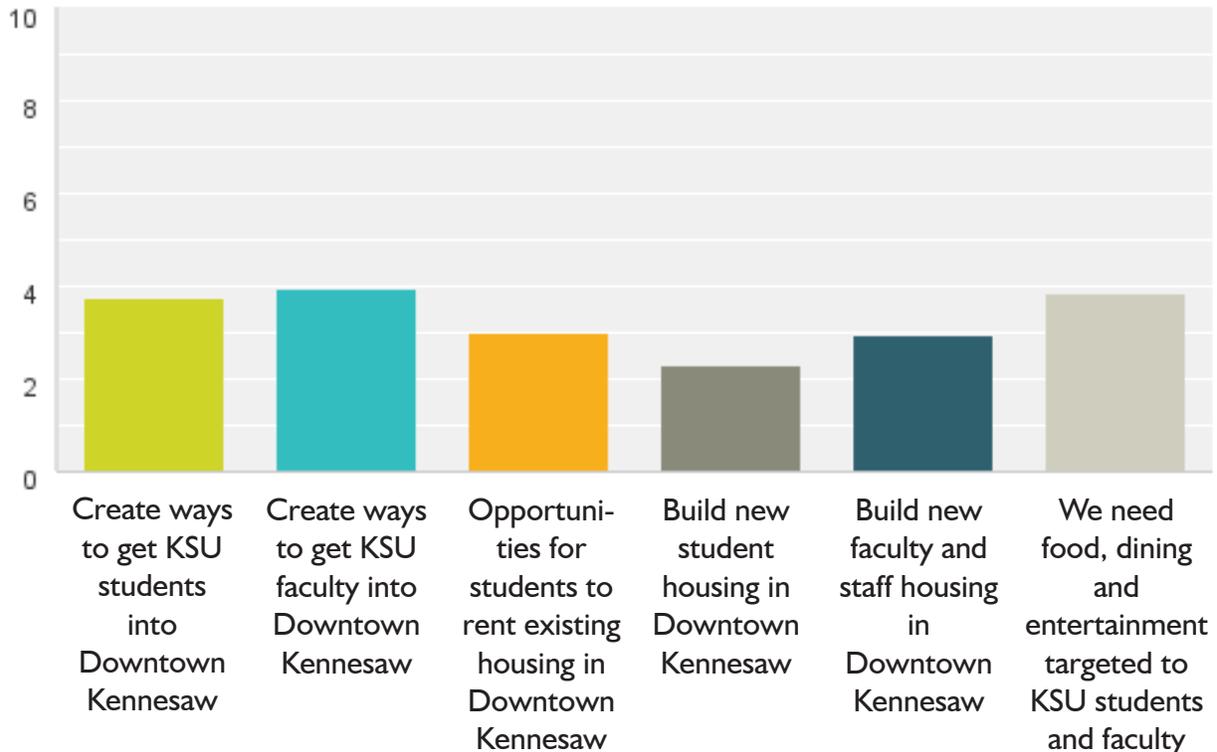
Thinking of all the Entertainment resources available, what do you think the area is missing?



Where do you go for dining, shopping, and entertainment?

West Cobb Parkway Area Lenox Canton
 Midtown Atlanta Smyrna Kennesaw
 Midtown ATL Acworth Hwy 41
 Marietta Square Chastain
 Town Center Decatur
 Downtown Woodstock East Cobb
 Barrett Parkway Marietta Sq Barrett Pkwy
 Virginia Highlands Roswell

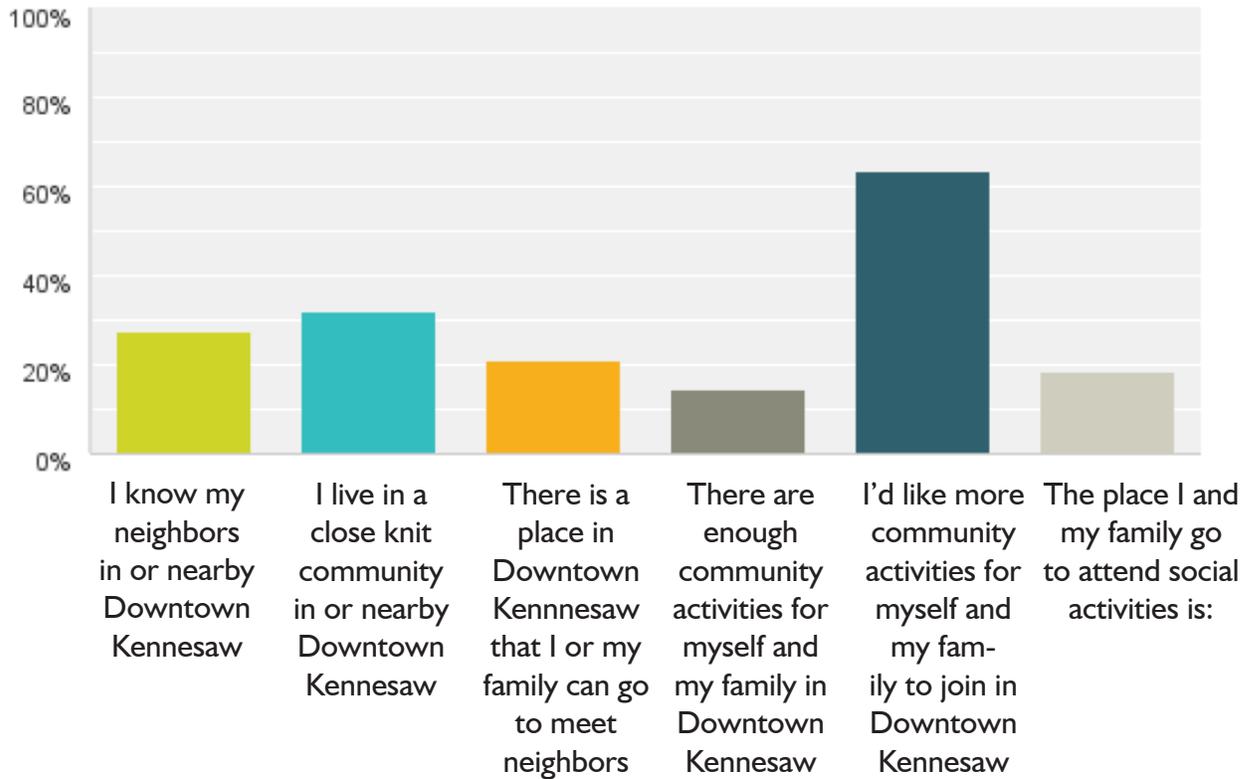
Rank the following relationships between Kennesaw State University and Downtown Kennesaw:



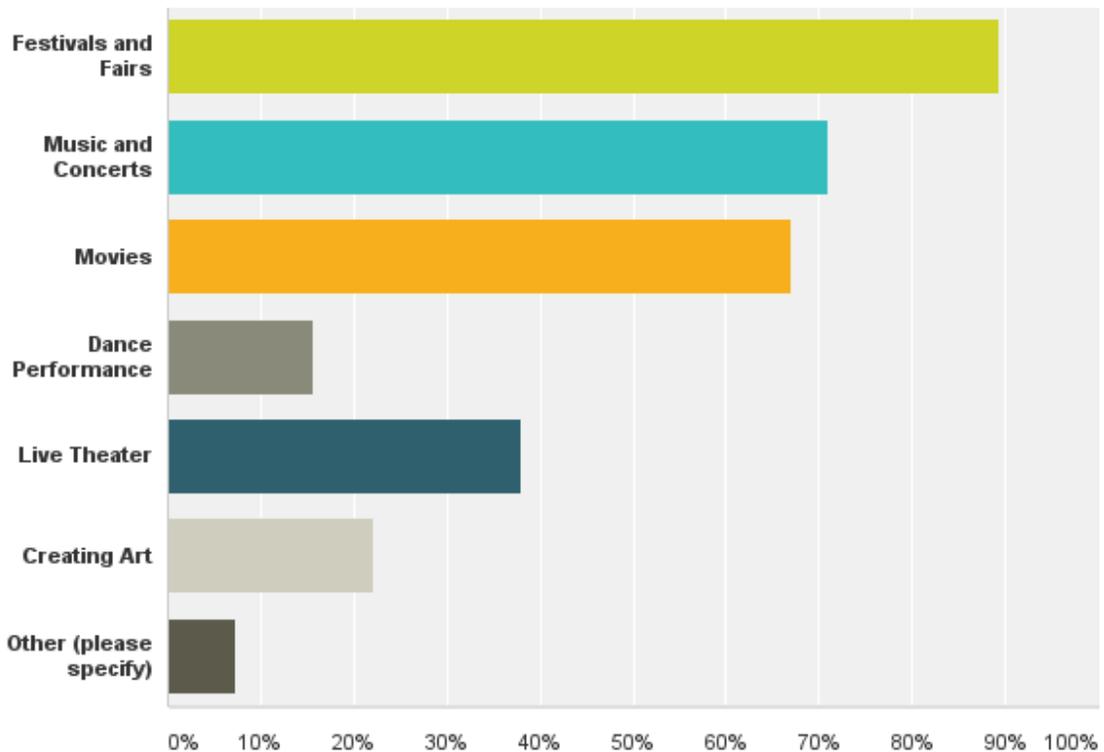
DOWNTOWN KENNESAW

LCI Study

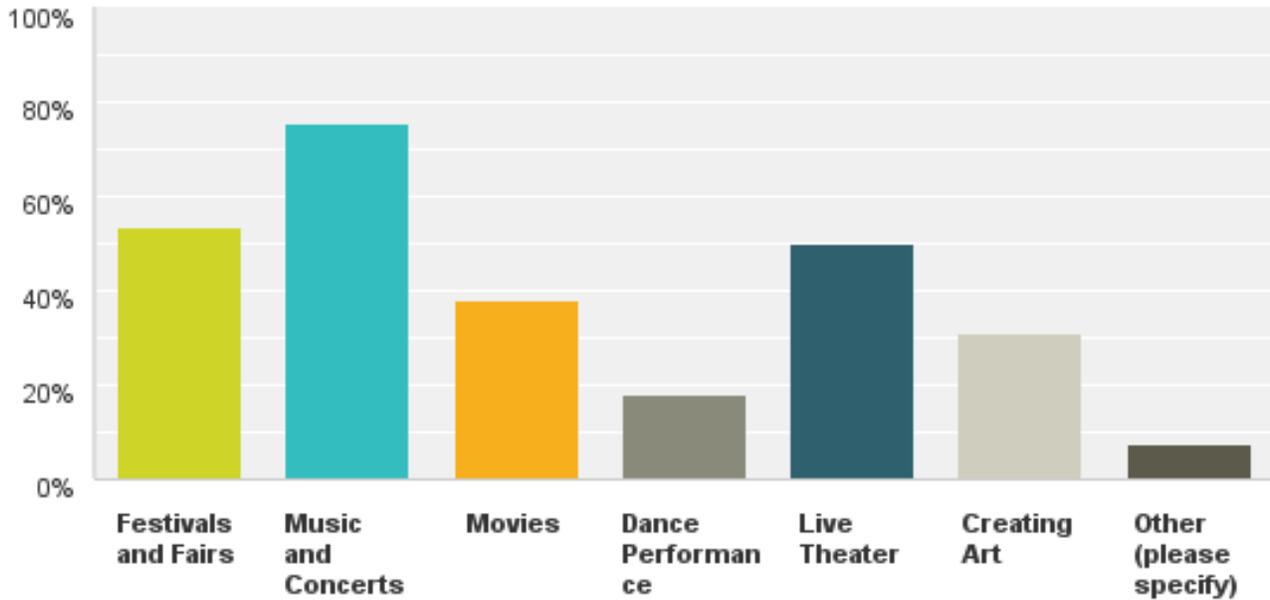
Social activities in Downtown Kennesaw:



What Arts, Culture, and Entertainment Programs do you or your family engage in?



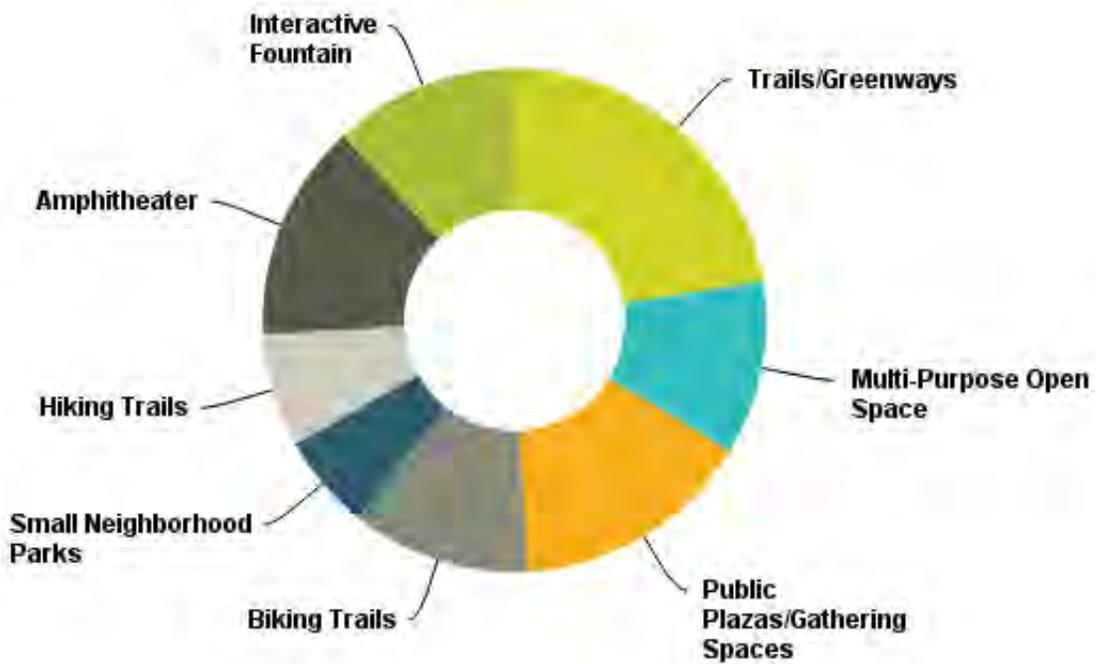
What Arts, Culture, and Entertainment Programs are needed in Downtown Kennesaw?



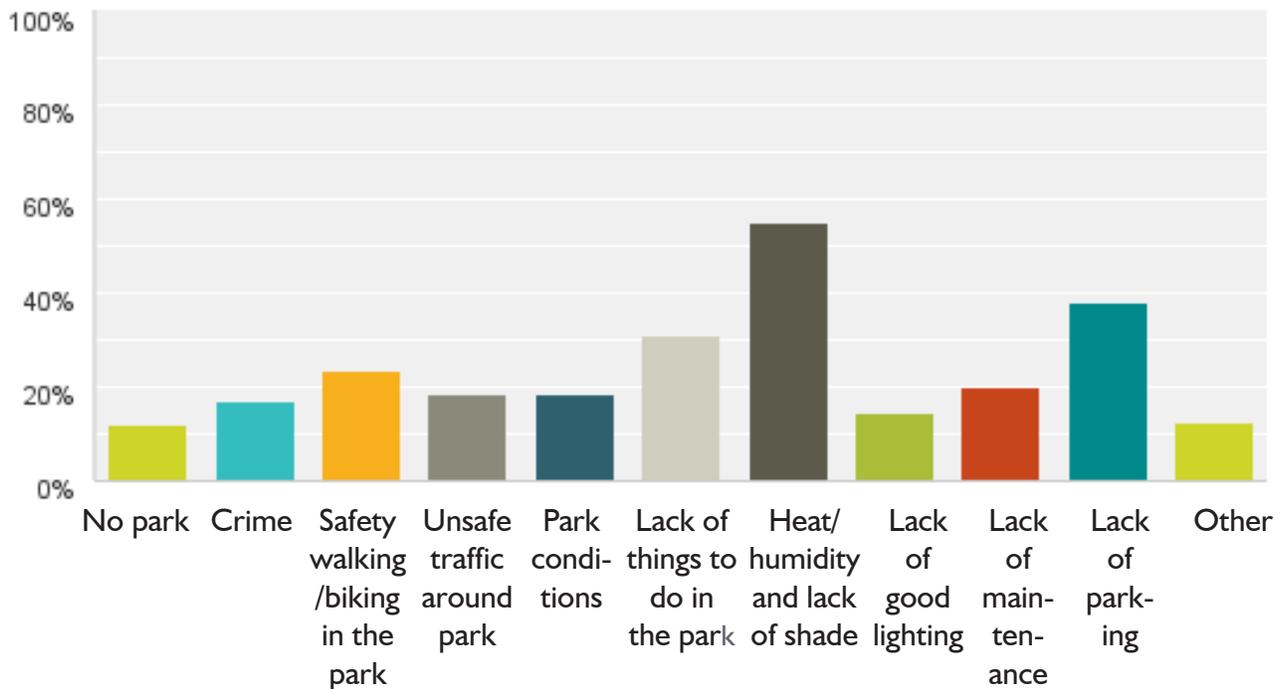
Where do you go for Arts, Culture, and Entertainment?

Fox Events Cobb Energy Center Little
 Acworth Marietta Sq Marietta Square
 Midtown ATL Atlanta Atlantic Station
 Downtown Decatur Roswell Piedmont Park KSU
 Buckhead

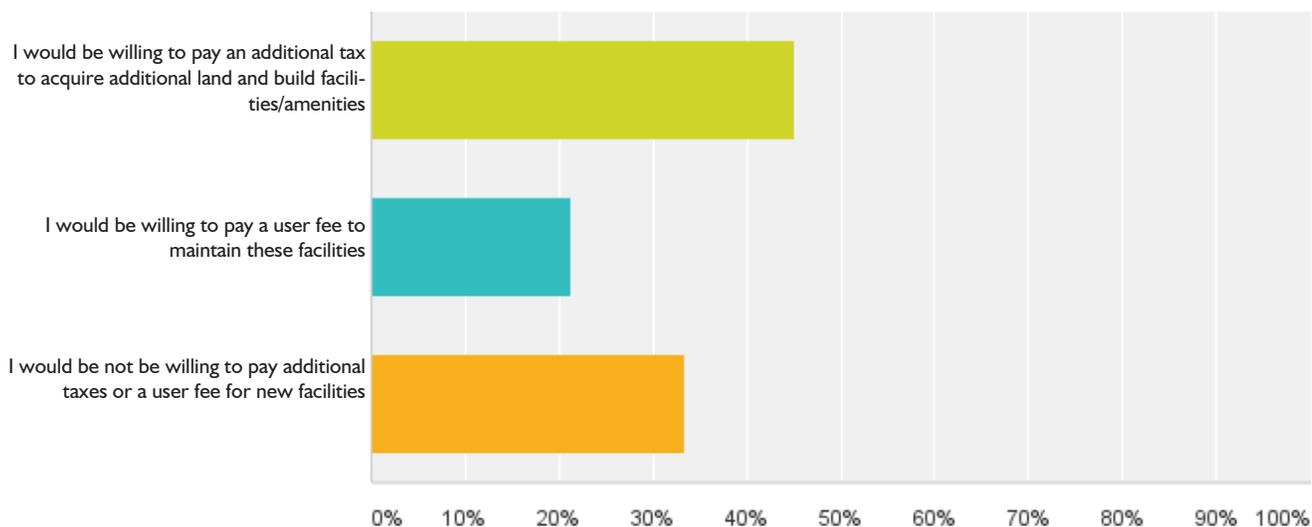
What types of Parks, Green Space, and/or recreational facilities are most needed?



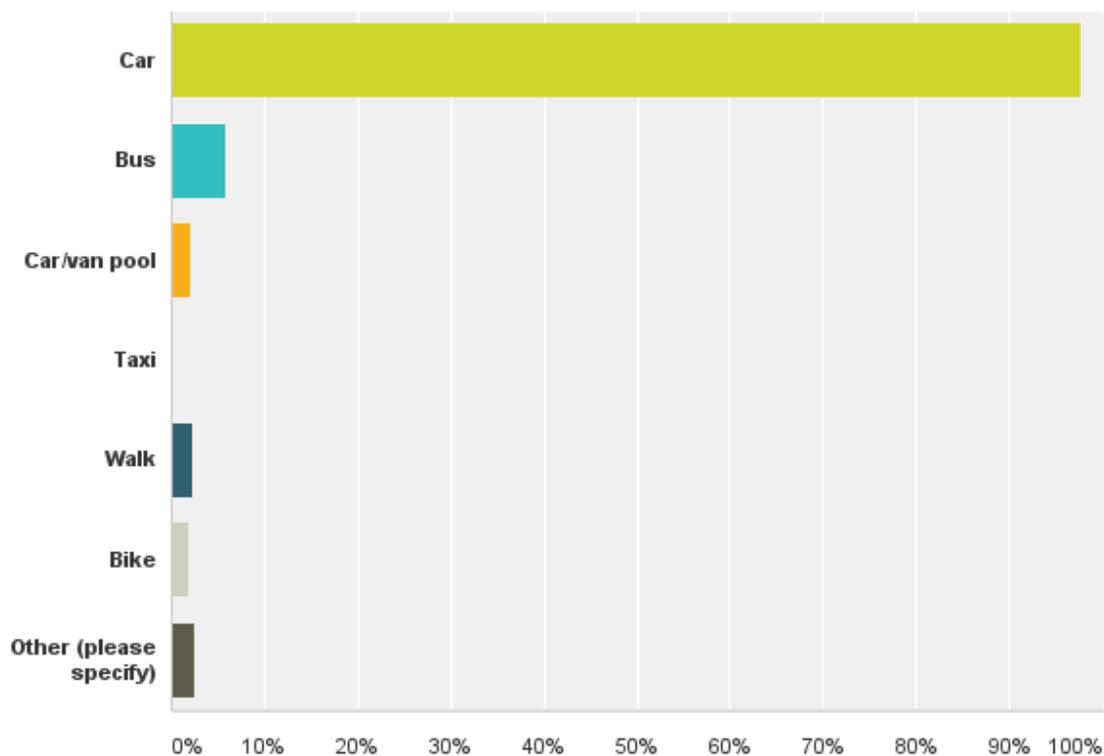
What most often stops you and your family from using a park?



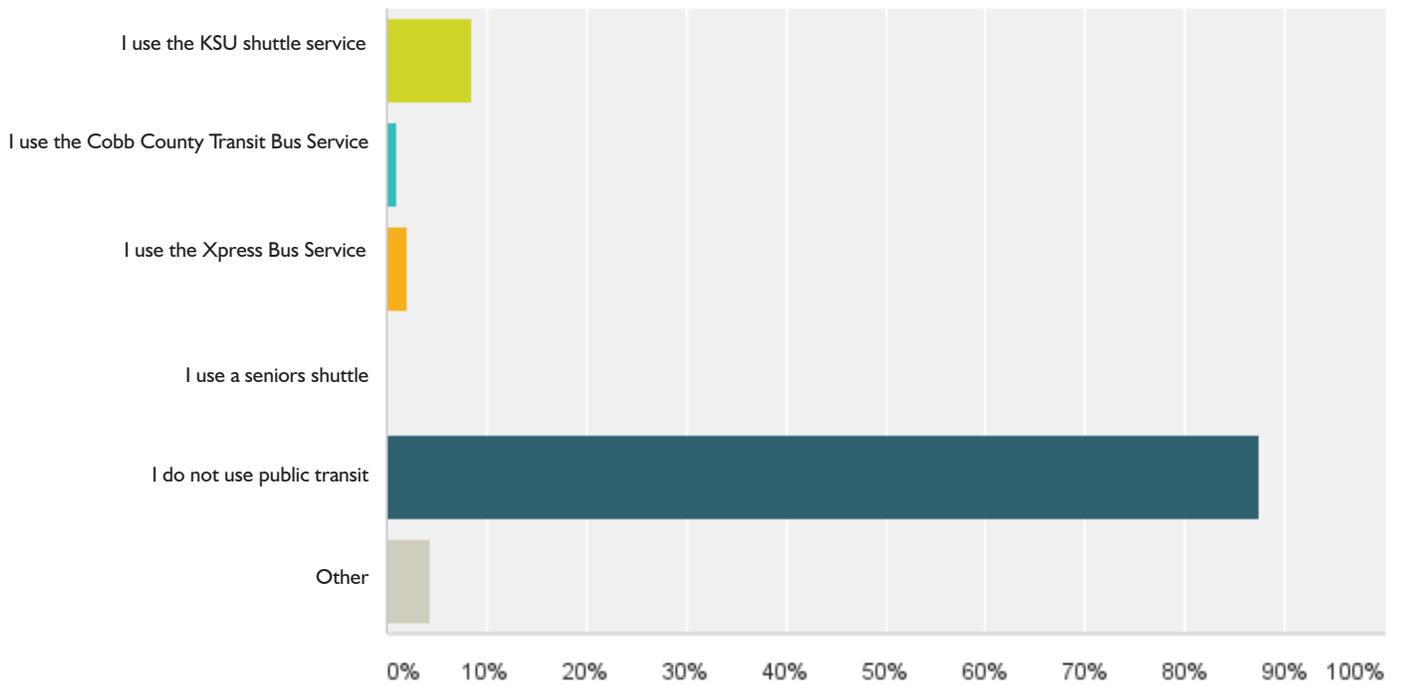
With regards to parks, greenspace, and/or recreational facilities:



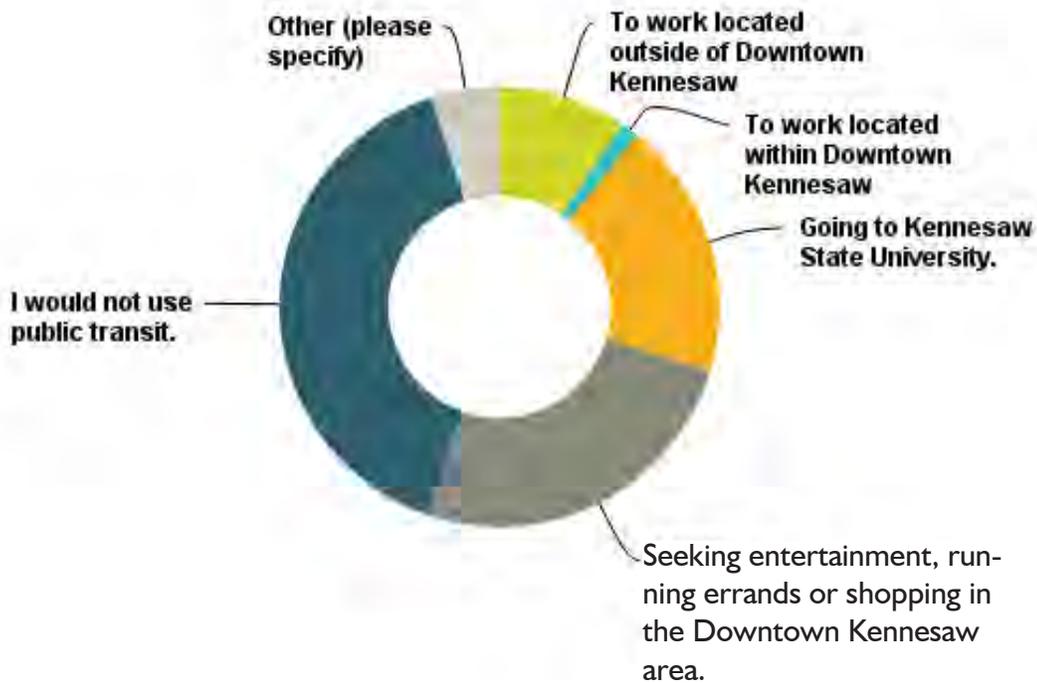
What is your main means of transportation to work or school (including children)?



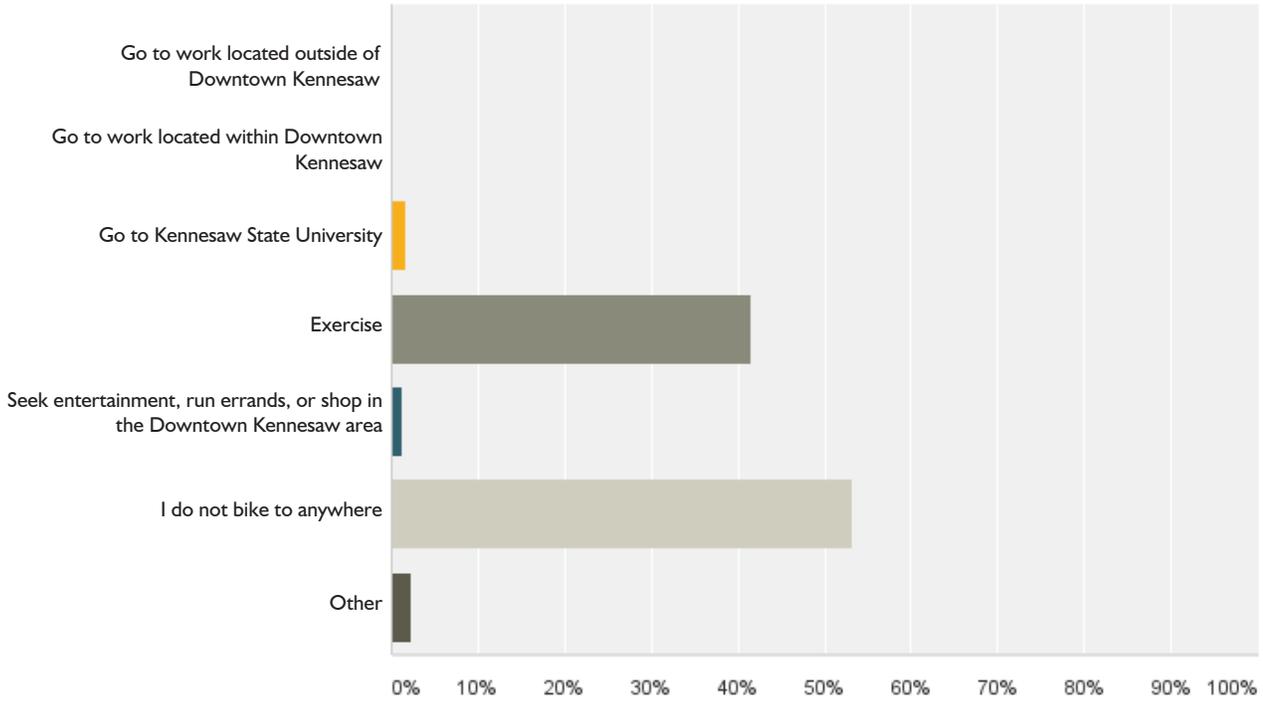
Do you use existing public transit options?



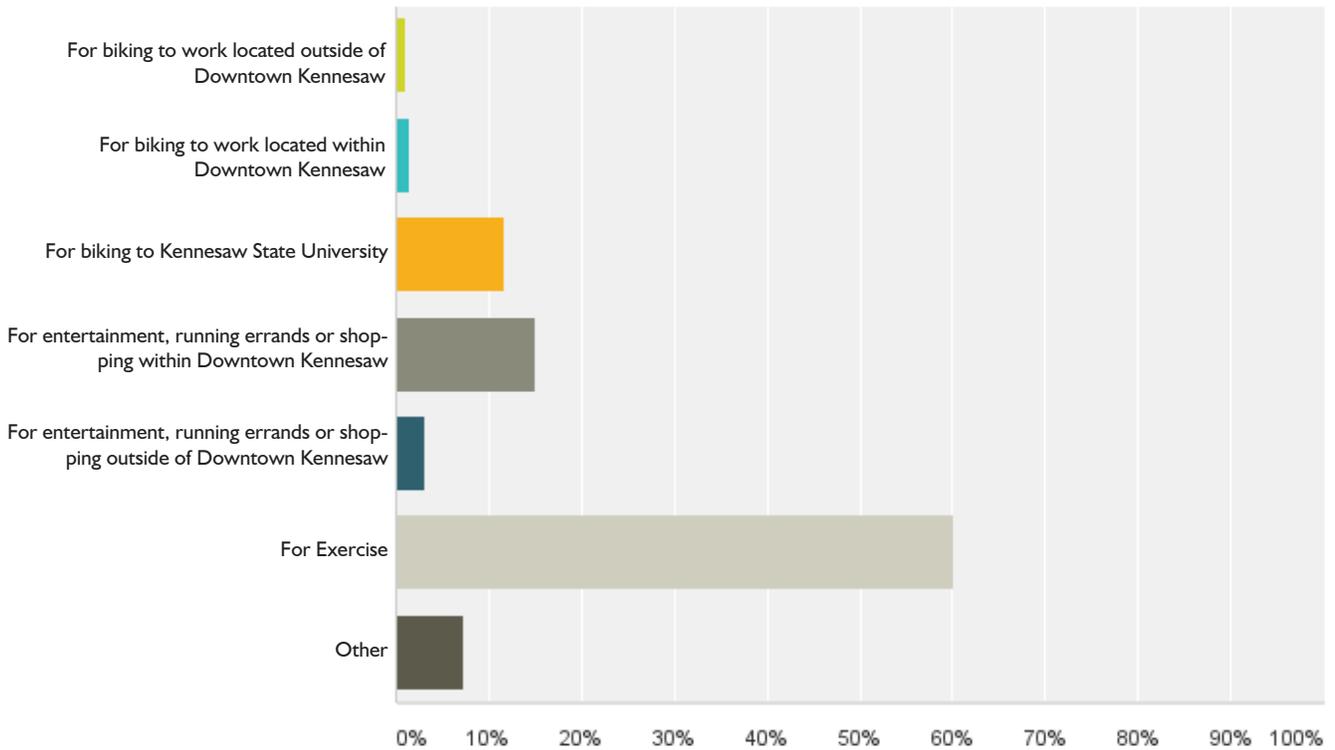
If Public Transit facilities were made more accessible, what would be your main purpose or destination?



I bike most often to:



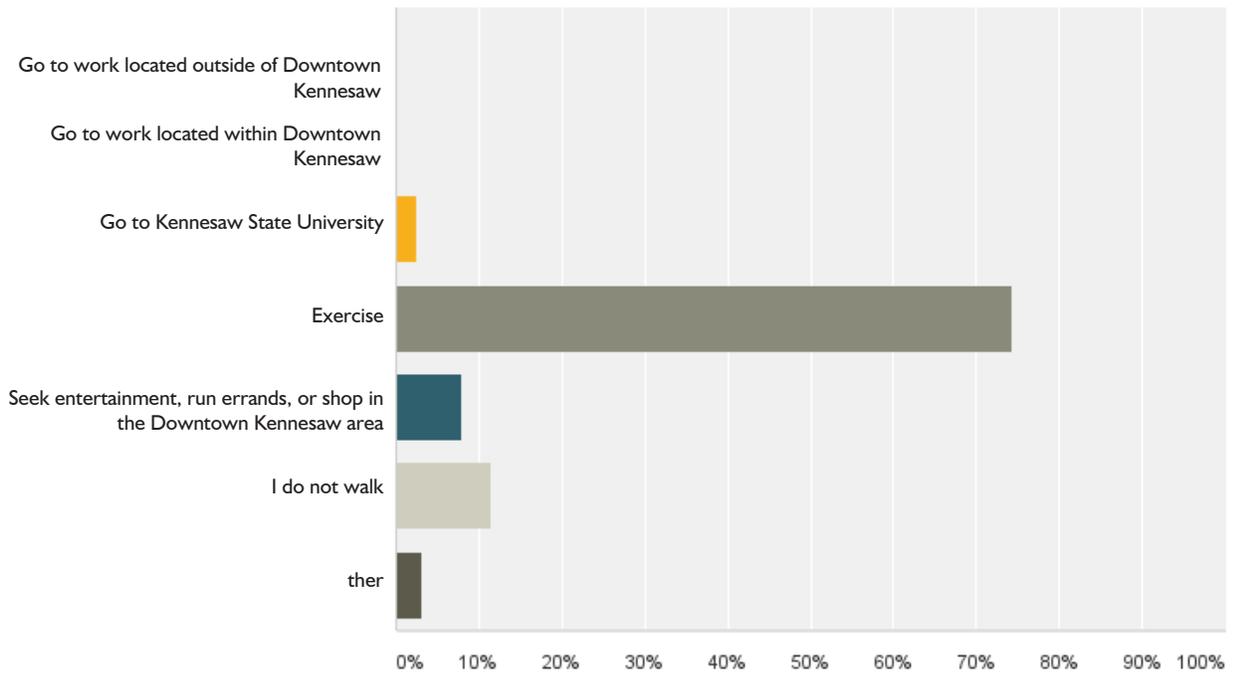
If bike facilities were made more accessible, what would be your main purpose or destination?



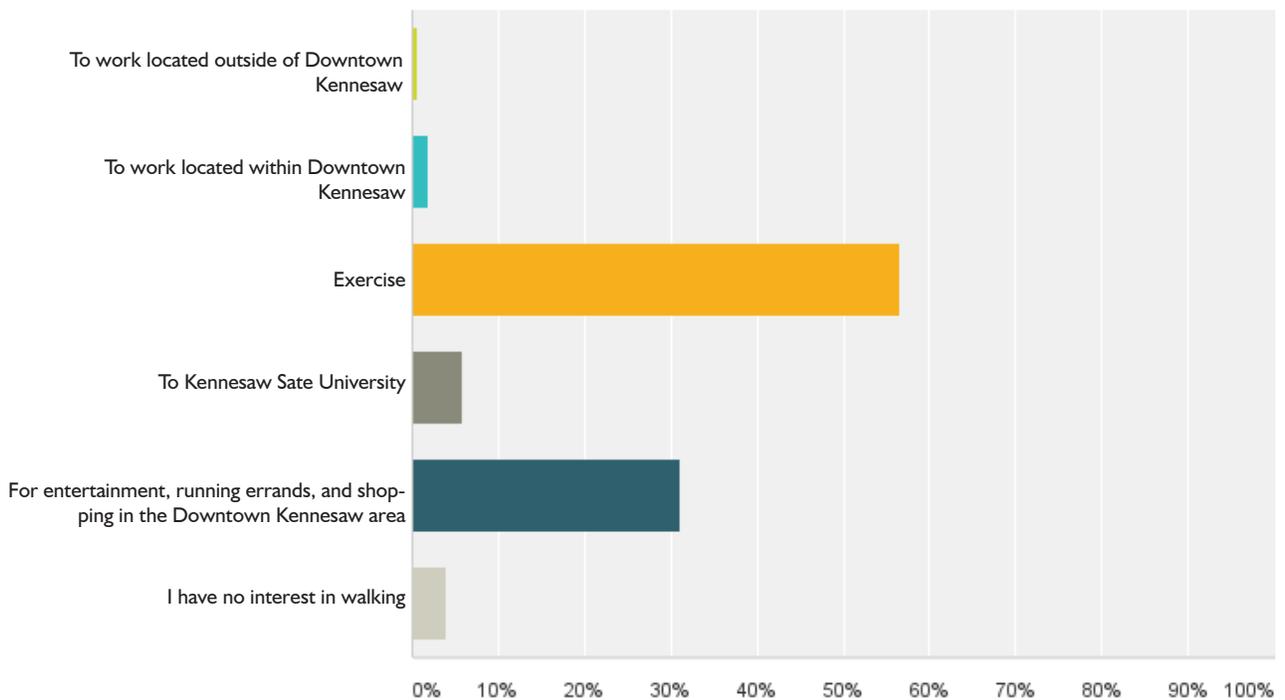
DOWNTOWN KENNESAW

LCI Study

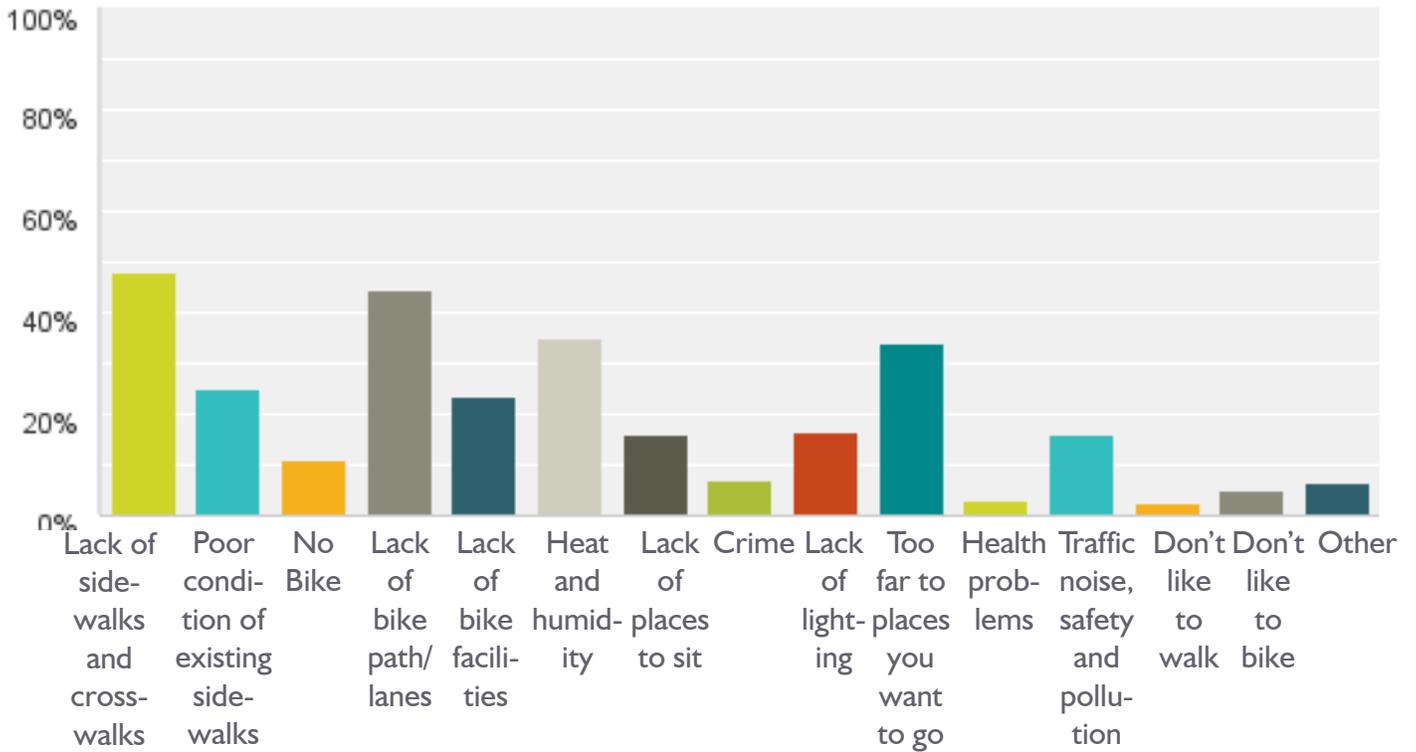
I walk most often to:



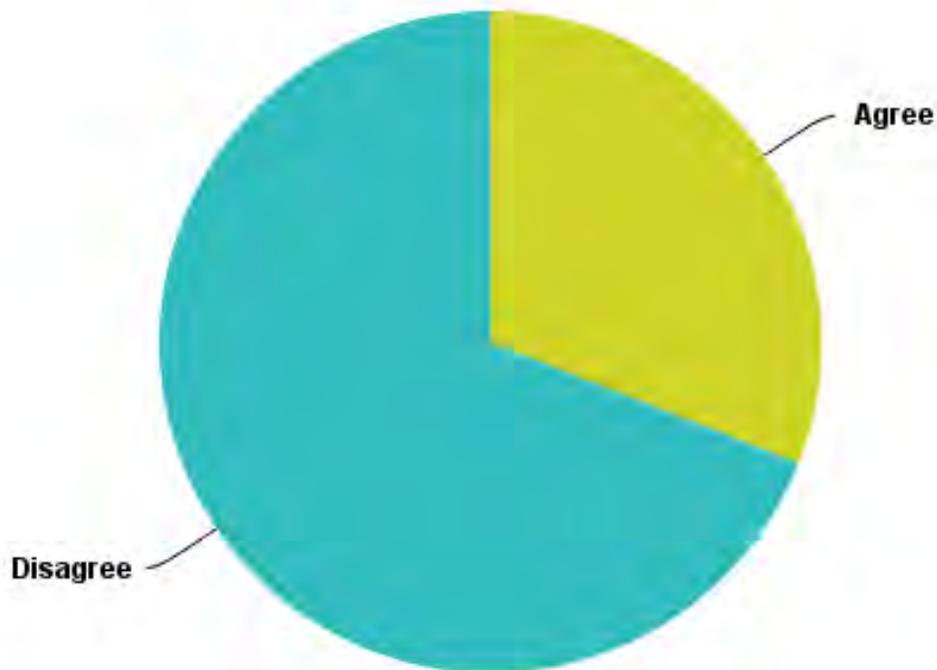
If walking facilities were made more accessible, what would be your main purpose or destination?



What most often stops you and your family from walking or biking?



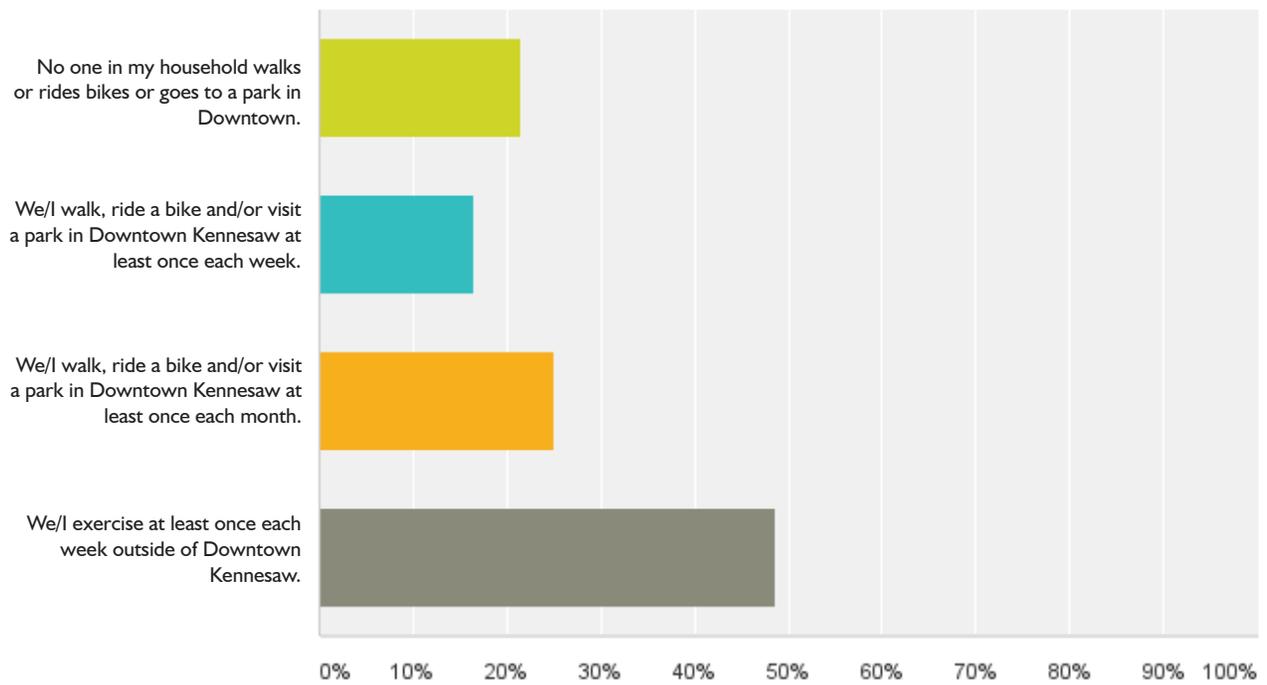
There is sufficient parking in Downtown Kennesaw.



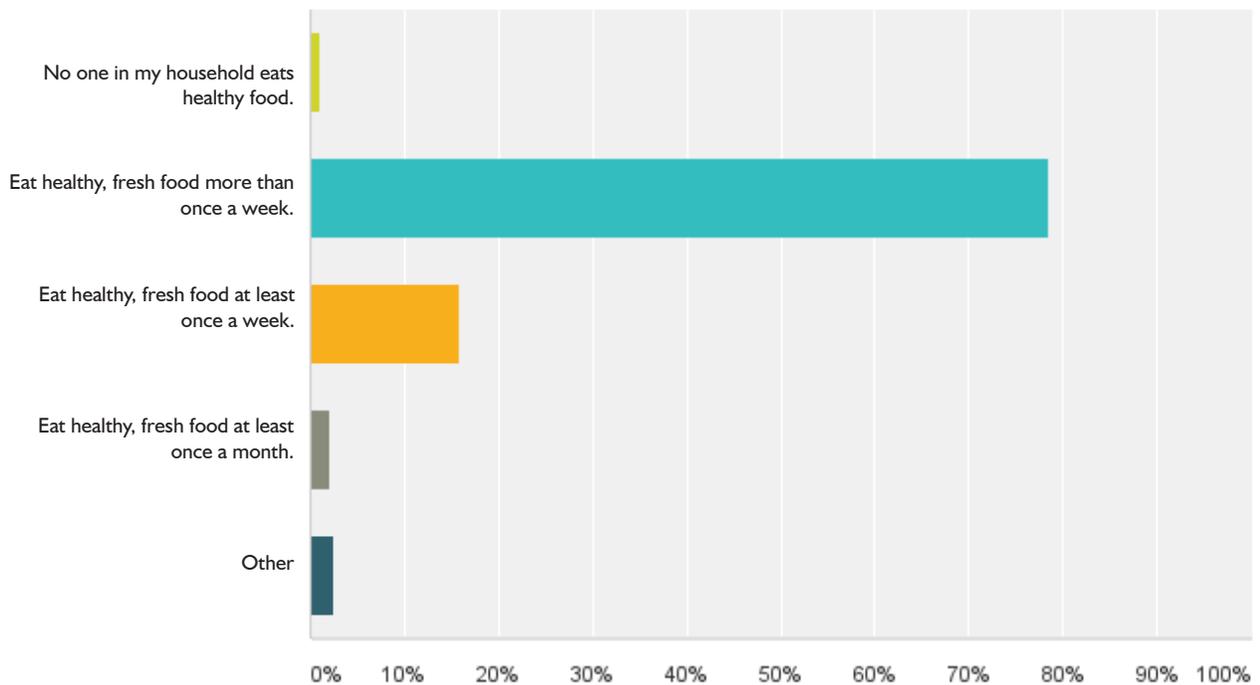
DOWNTOWN KENNESAW

LCI Study

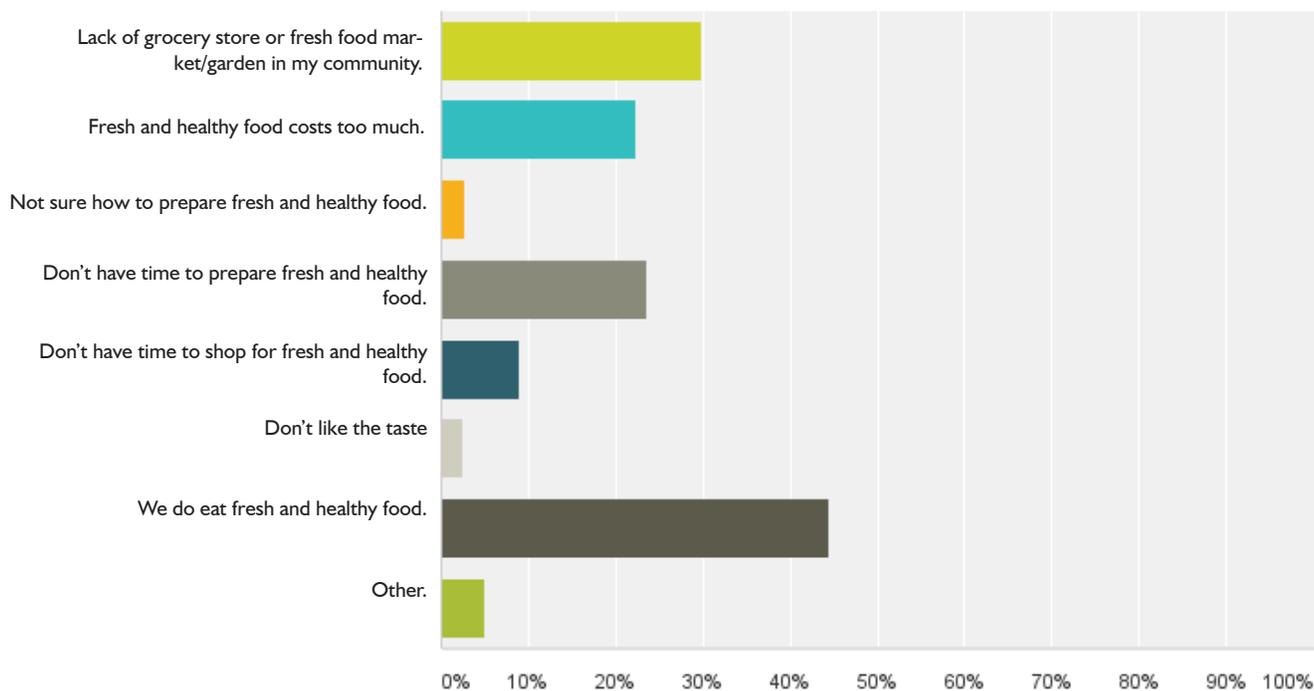
Active living habits of you/your family:



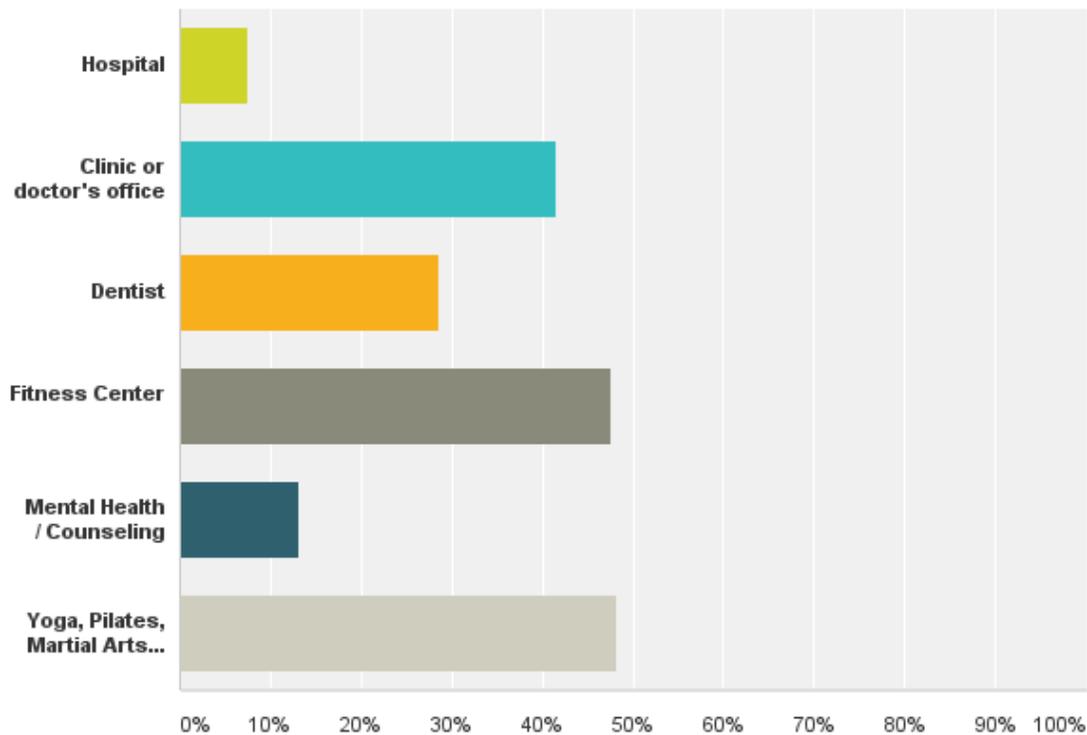
Healthy food habits of you/your family:



What most often stops you and your family from eating “fresh and healthy” food?



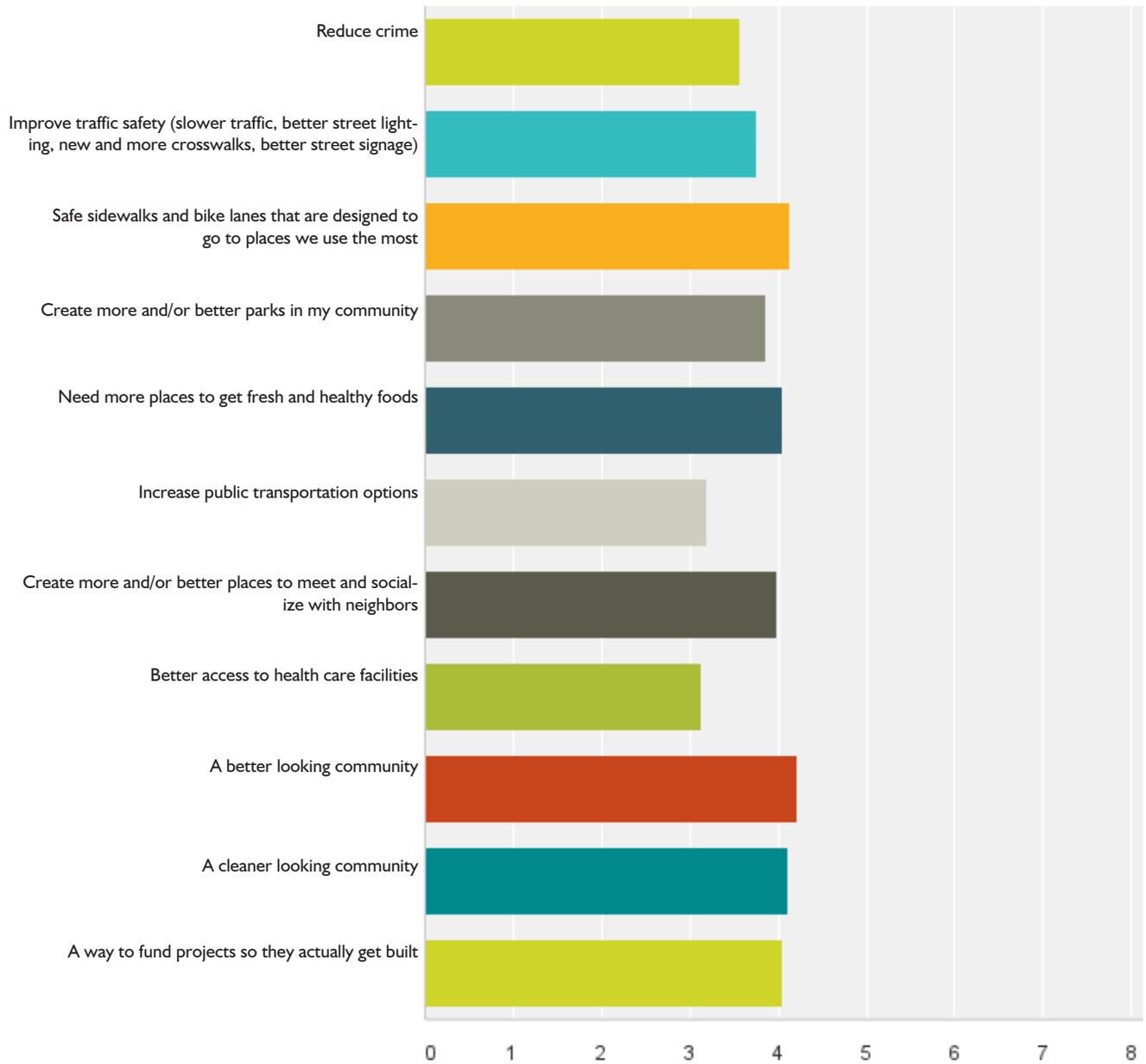
Local health care options available in Downtown Kennesaw:



DOWNTOWN KENNESAW

LCI Study

I would like to see the following Community Improvements happen in Downtown Kennesaw:



What would you like to **PRESERVE** about Downtown Kennesaw?



What would you like to **CREATE** in Downtown Kennesaw?



What would you like to CHANGE about Downtown Kennesaw?



What would you like to CONNECT within/to Downtown Kennesaw?



6.2 Healthy Funding Opportunities

FUNDING OPPORTUNITIES

Aetna Foundation (Community Health Initiatives)

<http://www.aetna-foundation.org/foundation/apply-for-a-grant/grant-guidelines/index.html>

Anthem Foundation

<http://anthemcorporateresponsibility.com/cr/foundation/request-funding.html>

Community Development Block Grant

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs

Kresge Foundation

<http://kresge.org/programs/health>

Kaiser Permanente

<http://kpgagives.org/process.html>

Surdna Foundation

<http://www.surdna.org/what-we-fund/sustainable-environments/483.html>

Sustainable Agriculture Research and Education

<http://www.sare.org/Grants>

Wellstar Foundation

<http://www.wellstar.org/foundation/pages/default.aspx>

If you would like additional research, write proposals or consult with your organization, we can provide technical assistance. Please contact Michelle Eichinger at meichinger@live.com or (302)293-0110.



6.3 Market Analysis

Market demand potential in Downtown Kennesaw shows great potential to attract new investment. With strong demographics, including a household income higher than the state average and low median age; close proximity to Kennesaw State University's campus, with over 32,000 students; and a unique small town character that has the potential to draw patrons looking for speciality stores and restaurants, Downtown Kennesaw has great potential to reinvent itself and attract new investment.

Following are the full market summaries prepared for this report. It is important to note:

- Development projects for which building permits have been granted are counted as existing supply. Development projects that have been zoned or site plans approved, but not granted building permits, are not assumed to be built and have not been included as existing inventory or supply by this market study.
- These figures are based on the assumption that growth in these areas will be built as conventional developments, similar to what currently exists in the study area and the recommendations within this report will not be implemented. It is plausible that if new development is built as walkable centers, with well-designed buildings and public realm, a new market would be created in the study area with the ability to increase the retail, office and residential demands.

City of Kennesaw
RETAIL MARKET STUDY

Gibbs Planning Group, Inc.
15 September 2014
Rev. 14 April 2015, 26 May 2015



Figure 1: The City of Kennesaw LCI area (shown above inside dashed yellow line) can presently support an additional 77,400 sf of retail and restaurant development.

Executive Summary

This study finds that the City of Kennesaw LCI area (see above Figure 1) has an existing demand for 77,400 square feet (sf) of additional retail development producing up to \$23.3 million in sales. By 2019, due to population and household income growth, this demand will likely grow to support 83,600 sf of retail development, which could generate up to \$26.7 million in gross sales. This new retail could be absorbed by existing businesses or with the opening of 20 to 30 new retailers and restaurants including: 4-5 full-service and limited-service restaurants, 4-7 apparel and shoes stores, 2-3 jewelry stores, 2-4 retailers carrying department store type merchandise, 1-2 office supplies and gift stores, a lawn supply store, a specialty food store, a drug store/pharmacy, a sporting goods store and several other retail offerings. The proposed 300,000 sf Barrett Parkway Shopping Center, if developed as a walkable, non-conventional, destination center per industry standards, could potentially absorb most, if not all, of the 77,400 to 83,600 sf of the LCI area’s supportable retail outlined above, however, if developed in a conventional manner, it will not likely impact Downtown Kennesaw’s retail demand.

Kennesaw is located just over two miles west of Interstate-75 in the northern Atlanta suburbs. Surrounded by several neighborhoods and workplaces, there are 60,000 workers and 118,000 residents within a 10-minute drive time of the study site. The regional draw of Town Center at

Cobb regularly attracts consumers from throughout the northern suburbs, and the development of a walkable downtown less than 10 minutes from this conventionally developed shopping center could offer an in-demand alternative for traveling shoppers. The supply of nearby consumers coupled with a favorable market location creates the necessary conditions for new retailers to enter the market or existing retailers to expand their local presence. Please find a summary of the statistically supportable retail in 2014 & 2019 in the following Table 1:

Table 1: 2014 & 2019 Supportable Retail Table

Retail Category	Est. 2014 Supportable SF	Est. 2019 Supportable SF	Number of Stores
Retail			
Apparel Stores	7,500 sf	8,100 sf	2 - 4
Department Store Merchandise	12,200 sf	13,200 sf	2 - 4
Jewelry Stores	2,900 sf	3,100 sf	2 - 3
Lawn & Garden Supply Stores	1,300 sf	1,400 sf	1
Miscellaneous Store Retailers	7,100 sf	7,700 sf	2 - 4
Office Supplies & Gift Stores	7,800 sf	8,500 sf	2 - 4
Pharmacy	9,200 sf	9,900 sf	1
Shoe Stores	4,300 sf	4,600 sf	2 - 3
Specialty Food Stores	1,400 sf	1,500 sf	1
Sporting Goods & Hobby Stores	7,100 sf	7,700 sf	1 - 2
Retail Totals	60,800 sf	65,700 sf	16 - 27
Restaurants			
Bars, Breweries & Pubs	3,500 sf	3,700 sf	1-3
Full-Service Restaurants	2,300 sf	2,500 sf	1
Limited-Service Restaurants	10,800 sf	11,700 sf	3 - 4
Restaurant Totals	16,600 sf	17,900 sf	5 - 6
Retail & Restaurant Totals	77,400 sf	83,600 sf	21 - 33

Entertainment District

It is GPG's understanding that the City of Kennesaw officials, staff and participants of the community visioning sessions led by the Sizemore Group are seeking the creation of an 'Entertainment District' in the LCI area. The City has requested GPG to explore the potential for an entertainment district to be created in the LCI area. Entertainment districts have numerous definitions and can include: bars, bowling alleys, cafes, cinemas, night clubs, restaurants and theaters.

As outlined above, this study finds the LCI study area can support one 1500 sf specialty food business such as a bakery, coffee shop, ice cream, etc. by 2019. In addition, the LCI area can support one to three bars and nightclubs totaling 3,700 sf, one 2,500 sf full service restaurant (offering table service and liquor), and 3-4 limited service restaurants totaling 11,700 sf by 2019. If developed and operated per industry standards, this 17,900 sf of new bars, specialty food service and restaurants could form a destination entertainment district.

Trade Area Boundaries

This study estimates that the Kennesaw LCI area has an approximate three to six-mile primary trade area, which could account for approximately 60 to 70 percent of the new retail's households (shown in blue on Figure 2). The primary trade area is limited by the Hiram Acworth Highway to the west, Interstate-75 to the north, Barrett Parkway to the east and Dallas Highway (SR-120) to

the south. Furthermore, a larger, total trade area for the subject site was identified. This trade area, which extends to Cartersville Highway to the west, Allatoona Lake to the north, Sandy Plains Road to the west and Macland Road to the south, shown in red on Figure 2, could account for approximately 75 to 80 percent of the LCI area's customers and site's retail sales.

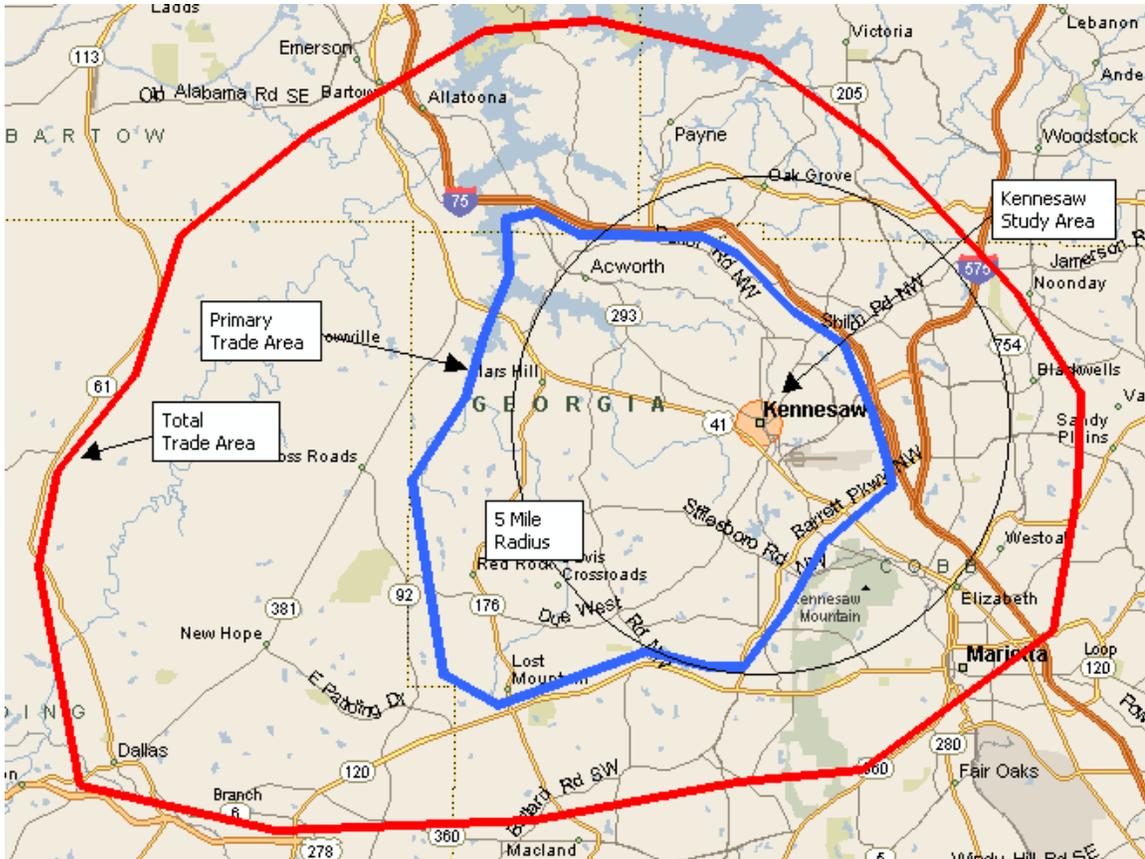


Figure 2: The City of Kennesaw's LCI area has an approximate three to six-mile Primary Trade Area (shown in blue).

Due to its geographical location, the City of Kennesaw can be accessed via three main routes extending from Interstate-75: Cobb Parkway, McCollum Parkway and Cherokee Street. Additionally, local access is provided by Old US Highway 41, which becomes Main Street, Moon Station Road, Kennesaw Due West Road (Summers Street) and Pine Mountain Road (Watts Drive). With the proximity to Interstate-75 and several neighborhoods, nearly 100,000 cars pass by the site daily, including 60,000 workers and 118,000 residents within a 10-minute drive of the site. Furthermore, Kennesaw State University is just two miles to the east and with an increasing student population nearing 25,000 students, future retailers can benefit from targeted marketing to these young consumers.

There are four existing concentrations of retail in or near the trade area. Town Center at Cobb (4.5 miles to the east) is a regional mall built in 1986 that features Belk, JC Penny, Macy's and Sears and many other national retailers in the 1,269,000 sf shopping center. The Avenue West Cobb (6.8 miles from the study site) is a 257,000 sf lifestyle center, which features retailers such as Banana Republic, Barnes and Noble, Jos A. Banks and Talbots. Cumberland Mall, which opened in 1973, is the closest regional mall (17.0 miles south of the study site), containing

1,040,000 sf of retail space including the anchors Costco, Macy's and Sears, as well as an open-air collection of restaurants.

Finally, recently opened in nearby Woodstock, The Outlet Shoppes at Atlanta (10.8 miles north of the study site) is a 370,000 sf center with outlet retailers such as Coach, Columbia, Nike, Saks Off 5th and Tommy Hilfiger. With the close proximity of Town Center at Cobb and the considerable distance to other regional shopping locations, Kennesaw can benefit from a captive audience searching for neighborhood retail in a town setting.

Trade Area Demographics

The Kennesaw LCI area's primary trade area includes 119,100 people and is expected to grow to 126,500 by 2019, at an annual rate of 1.20 percent. Current 2014 households include 41,700 growing to 44,400 by 2019, at an annual rate of 1.25 percent. The primary trade area's 2014 average household income is \$100,500 and estimated to increase to \$104,900 by 2019. Median household income in the trade area is \$68,400 and estimated to increase to \$117,400 by 2019. Moreover, 50.9 percent of the households earn above \$75,000 per year. The average household size of 2.81 persons in 2014 is expected to remain the same by 2019; the 2014 median age is 36.4 years old.

Table 2: Demographic Characteristics

Demographic Characteristic	Primary Trade Area	Total Trade Area
2014 Population	119,100	305,800
2014 Households	41,700	108,500
2019 Population	126,500	329,300
2019 Households	44,400	117,000
2014-2019 Annual Population Growth Rate	1.20%	1.49%
2014-2019 Annual Household Growth Rate	1.25%	1.51%
2014 Average Household Income	\$100,500	\$89,000
2014 Median Household Income	\$76,500	\$69,100
2019 Average Household Income	\$117,400	\$102,600
2019 Median Household Income	\$90,100	\$81,500
% Households w. incomes \$75,000 or higher	50.9%	46.7%
% Bachelor's Degree	29.2%	26.8%
% Graduate or Professional Degree	12.9%	12.7%
Average Household Size	2.81	2.78
Median Age	36.4	36.2

Table 1: Key demographic characteristics of the City of Kennesaw's Primary and Total Trade Areas.

The Kennesaw LCI area's total trade area includes 305,800 people and 108,500 households. The former is projected to grow at an annual rate of 1.49 percent, and the latter is projected to grow at an annual rate of 1.51 percent to 2019, when the total trade area's projected population will be 329,300 with 117,000 households. Average household income in 2014 for this trade area is \$89,000, estimated to grow to \$102,600 by 2019; median household income in 2014 is \$69,100, estimated to grow to \$81,500. More than 46 percent of the LCI area's total trade area population

will earn more than \$75,000 annually in 2014. Average household size is 2.78 persons, projected to hold steady through 2019; the 2014 median age is 36.2 years old.

Assumptions

The projections of this LCI study area are based on the following assumptions:

- No other major retail stores or shopping centers will be developed within or near the LCI study area's total trade area as defined above (Figure 2). In the event that new retailers or shopping centers are developed within the indicated trade areas (above Figure 2), they may or may not impact the estimated additional retail demand for the Kennesaw LCI study area. For example, it is plausible that a large new center such as the proposed 300,000 sf Barrett Parkway Shopping Center will act as an anchor to the Kennesaw downtown by expanding its trade area and attracting additional shoppers, many of whom may combine a visit to downtown Kennesaw with their trip to the new shopping center.

On the other hand, some of the proposed Barrett Parkway Shopping Center's retailers or restaurants may take market share away from existing businesses in the LCI study area, depending on their operations, marketing and brand strength. Since the proposed Barrett Parkway center is not fully leased and developed, GPG cannot and has not attempted to assess the proposed shopping center's potential impact on the LCI study area. GPG understands the City of Kennesaw requests our study should somehow factor in the proposed Barrett Parkway Shopping Center into our analysis based on a site plan, but this is unrealistic without reliable data on the center's performance.

- Existing retail development for which building permits have been granted are counted as existing retail supply or inventory. Retail development that has been zoned or site plan approved, but not granted building permits, are not assumed to be built and have not been included as existing inventory or supply by this study.
- Kennesaw is generally defined as all properties with a Kennesaw mailing address including residents of the City of Kennesaw.
- The region's economy will stabilize at normal or above normal ranges of employment, inflation, retail demand and growth.
- The new retail development will be planned, designed, built, leased and managed as a walkable town center, to the best shopping center industry practices of The American Planning Association, Congress for New Urbanism, the International Council of Shopping Centers and The Urban Land Institute.
- Parking for the area is assumed adequate for the proposed uses, with easy access to the retailers in the development.
- Visibility of the shopping center or retail is assumed to meet industry standards, with signage as required to assure good visibility of the retailers.

Table 3: 2014 & 2019 Supportable Retail & Sales Table

Retail Category	2014 Estimated Supportable SF	2014 Sales/SF	2014 Estimated Retail Sales	2019 Estimated Supportable SF	2019 Sales/SF	2019 Estimated Retail Sales
Retailers						
Apparel Stores	7,485	\$288	\$2,155,732	8,084	\$305	\$2,467,882
Department Store Merchandise	12,197	\$320	\$3,903,196	13,173	\$339	\$4,468,378
Florists	88	\$225	\$19,834	95	\$239	\$22,706
Jewelry Stores	2,931	\$345	\$1,011,028	3,165	\$366	\$1,157,425
Lawn & Garden Supply Stores	1,295	\$245	\$317,164	1,398	\$260	\$363,089
Miscellaneous Store Retailers	7,061	\$265	\$1,871,209	7,626	\$281	\$2,142,160
Office Supplies & Gift Stores	7,842	\$268	\$2,101,696	8,470	\$284	\$2,406,021
Pharmacy	9,205	\$305	\$2,807,627	9,942	\$323	\$3,214,171
Shoe Stores	4,258	\$285	\$1,213,401	4,598	\$302	\$1,389,101
Specialty Food Stores	1,386	\$295	\$408,743	1,496	\$313	\$467,929
Sporting Goods & Hobby Stores	7,106	\$270	\$1,918,514	7,674	\$286	\$2,196,315
Retailer Totals	60,853	\$283	\$17,728,143	65,722	\$300	\$20,295,179
Restaurants						
Bars, Breweries & Pubs	3,477	\$335	\$1,164,891	3,755	\$355	\$1,333,568
Full-Service Restaurants	2,286	\$350	\$800,043	2,469	\$371	\$915,890
Limited-Service Eating Places	10,807	\$340	\$3,674,364	11,672	\$360	\$4,206,412
Restaurant Totals	16,570	\$342	\$5,639,298	17,896	\$362	\$6,455,869
Retail & Restaurant Totals	77,423	\$295	\$23,367,442	83,617	\$313	\$26,751,047

Table 3: The City of Kennesaw's LCI area's Primary Trade Area has demand for over 83,600 sf of new retail and restaurants by 2019.

Limits of Study

The findings of this study represent GPG's best estimates for the amounts and types of retail tenants that should be supportable in the City of Kennesaw LCI's trade area by 2019. Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible and are believed to be reliable. It should be noted that the findings of this study are based upon generally accepted market research and business standards. It is possible that the Kennesaw study site's surrounding area could support lower or higher quantities of retailers and restaurants yielding lower or higher sales revenues than indicated by this study, depending on numerous factors including respective business practices and the management and design of the study area.

This study is based on estimates, assumptions, and other information developed by GPG as an independent third party research effort with general knowledge of the retail industry, and consultations with the client and its representatives. This report is based on information that was current as of September 15, 2014 and GPG has not undertaken any update of its research effort since such date.

This report may contain prospective financial information, estimates, or opinions that represent GPG's view of reasonable expectations at a particular time. Such information, estimates, or opinions are not offered as predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a particular price will be offered or accepted. Actual results achieved during the period covered by our market analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or

representation is made by GPG that any of the projected values or results contained in this study will be achieved.

This study ***should not*** be the sole basis for designing, financing, planning, and programming any business, real estate development, or public planning policy. This study is intended only for the use of the client and is void for other site locations, developers, or organizations.

- *End of Study* -

EXHIBIT A-1: Business Summary

Gibbs Planning Group



Business Summary

Kennesaw Drivetime
 2237 Whitfield Pl NW, Kennesaw, Georgia, 30144
 Drive Time: 10 minute radius

Latitude: 34.02520
 Longitude: -84.51521

Data for all businesses in area		10 minute		
Total Businesses:	11,566	Number	Percent	
Total Employees:	60,391	Number	Percent	
Total Residential Population:	118,672	Number	Percent	
Employees/Residential Population Ratio:	0.51:1	Number	Percent	
By SIC Codes				
Agriculture & Mining	200	1.7%	784	1.3%
Construction	806	7.0%	4,450	7.4%
Manufacturing	369	3.2%	4,979	8.2%
Transportation	305	2.6%	1,806	3.0%
Communication	80	0.7%	524	0.9%
Utility	20	0.2%	171	0.3%
Wholesale Trade	488	4.2%	4,004	6.6%
Retail Trade Summary				
Home Improvement	1,361	11.8%	16,243	26.9%
General Merchandise Stores	43	0.4%	651	1.1%
Food Stores	28	0.2%	2,795	4.6%
Auto Dealers, Gas Stations, Auto Aftermarket	125	1.1%	1,576	2.6%
Apparel & Accessory Stores	116	1.0%	1,220	2.0%
Furniture & Home Furnishings	130	1.1%	1,128	1.9%
Eating & Drinking Places	147	1.3%	1,669	2.8%
Miscellaneous Retail	384	3.3%	5,029	8.3%
	387	3.3%	2,175	3.6%
Finance, Insurance, Real Estate Summary				
Banks, Savings & Lending Institutions	877	7.6%	3,790	6.3%
Securities Brokers	94	0.8%	702	1.2%
Insurance Carriers & Agents	54	0.5%	186	0.3%
Real Estate, Holding, Other Investment Offices	126	1.1%	1,029	1.7%
	603	5.2%	1,872	3.1%
Services Summary				
Hotels & Lodging	5,191	44.9%	22,969	38.0%
Automotive Services	46	0.4%	610	1.0%
Motion Pictures & Amusements	158	1.4%	613	1.0%
Health Services	217	1.9%	877	1.5%
Legal Services	379	3.3%	2,591	4.3%
Education Institutions & Libraries	78	0.7%	196	0.3%
Other Services	140	1.2%	3,099	5.1%
	4,172	36.1%	14,984	24.8%
Government	28	0.2%	650	1.1%
Unclassified Establishments	1,841	15.9%	23	0.0%
Totals	11,566	100.0%	60,391	100.0%

Source: Copyright 2014 Dun & Bradstreet, Inc. All rights reserved. Esri Total Residential Population forecasts for 2014.

EXHIBIT A-2: Business Summary

Gibbs Planning Group

Business Summary

Kennesaw Drivetime
2237 Whitfield Pl NW, Kennesaw, Georgia, 30144
Drive Time: 10 minute radius

Latitude: 34.02528
Longitude: -84.61551

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	38	0.3%	68	0.1%
Mining	4	0.0%	30	0.0%
Utilities	8	0.1%	109	0.2%
Construction	835	7.2%	4,583	7.6%
Manufacturing	363	3.1%	5,029	8.3%
Wholesale Trade	483	4.2%	3,997	6.6%
Retail Trade	959	8.3%	11,107	18.4%
Motor Vehicle & Parts Dealers	94	0.8%	1,048	1.7%
Furniture & Home Furnishings Stores	91	0.8%	634	1.0%
Electronics & Appliance Stores	61	0.5%	1,020	1.7%
Bldg Material & Garden Equipment & Supplies Dealers	42	0.4%	648	1.1%
Food & Beverage Stores	112	1.0%	1,549	2.6%
Health & Personal Care Stores	63	0.5%	624	1.0%
Gasoline Stations	24	0.2%	180	0.3%
Clothing & Clothing Accessories Stores	160	1.4%	1,248	2.1%
Sport Goods, Hobby, Book, & Music Stores	69	0.6%	510	0.8%
General Merchandise Stores	28	0.2%	2,795	4.6%
Miscellaneous Store Retailers	165	1.4%	767	1.3%
Nonstore Retailers	49	0.4%	84	0.1%
Transportation & Warehousing	246	2.1%	1,616	2.7%
Information	210	1.8%	1,358	2.2%
Finance & Insurance	456	3.9%	2,307	3.8%
Central Bank/Credit Intermediation & Related Activities	122	1.1%	753	1.2%
Securities, Commodity Contracts & Other Financial	202	1.7%	513	0.8%
Insurance Carriers & Related Activities; Funds, Trusts &	132	1.1%	1,041	1.7%
Real Estate, Rental & Leasing	411	3.6%	1,589	2.6%
Professional, Scientific & Tech Services	1,433	12.4%	5,823	9.6%
Legal Services	82	0.7%	211	0.3%
Management of Companies & Enterprises	61	0.5%	133	0.2%
Administrative & Support & Waste Management & Remediation	2,033	17.6%	6,013	10.0%
Educational Services	169	1.5%	3,139	5.2%
Health Care & Social Assistance	491	4.2%	3,198	5.3%
Arts, Entertainment & Recreation	159	1.4%	790	1.3%
Accommodation & Food Services	429	3.7%	5,533	9.2%
Accommodation	45	0.4%	609	1.0%
Food Services & Drinking Places	384	3.3%	4,925	8.2%
Other Services (except Public Administration)	910	7.9%	3,301	5.5%
Automotive Repair & Maintenance	135	1.2%	518	0.9%
Public Administration	28	0.2%	646	1.1%
Unclassified Establishments	1,841	15.9%	23	0.0%
Total	11,566	100.0%	60,391	100.0%

Gibbs Planning Group

Sources: Copyright 2014 Dun & Bradstreet, Inc. All rights reserved. Esri Total Residential Population forecasts for 2014.

EXHIBIT B-1: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Primary Trade Area
Area: 65.21 square miles

Latitude: 34.01093518
Longitude: -84.6611895

Population Summary	
2000 Total Population	83,541
2010 Total Population	114,965
2014 Total Population	119,180
2014 Group Quarters	1,895
2019 Total Population	126,521
2014-2019 Annual Rate	1.20%
Household Summary	
2000 Households	29,434
2000 Average Household Size	2.82
2010 Households	40,253
2010 Average Household Size	2.81
2014 Households	41,732
2014 Average Household Size	2.81
2019 Households	44,398
2019 Average Household Size	2.81
2014-2019 Annual Rate	1.25%
2010 Families	30,573
2010 Average Family Size	3.23
2014 Families	31,542
2014 Average Family Size	3.24
2019 Families	33,424
2019 Average Family Size	3.24
2014-2019 Annual Rate	1.17%
Housing Unit Summary	
2000 Housing Units	30,719
Owner Occupied Housing Units	82.3%
Renter Occupied Housing Units	13.5%
Vacant Housing Units	4.2%
2010 Housing Units	43,035
Owner Occupied Housing Units	73.7%
Renter Occupied Housing Units	19.9%
Vacant Housing Units	6.5%
2014 Housing Units	43,718
Owner Occupied Housing Units	72.3%
Renter Occupied Housing Units	23.1%
Vacant Housing Units	4.5%
2019 Housing Units	46,003
Owner Occupied Housing Units	72.9%
Renter Occupied Housing Units	23.6%
Vacant Housing Units	3.5%
Median Household Income	
2014	\$76,568
2019	\$90,173
Median Home Value	
2014	\$224,577
2019	\$247,300
Per Capita Income	
2014	\$35,210
2019	\$41,145
Median Age	
2010	35.7
2014	36.4
2019	36.9

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-2: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Primary Trade Area
Area: 65.21 square miles

Latitude: 34.01093518
Longitude: -84.6611895

2014 Households by Income	
Household Income Base	41,732
<\$15,000	6.7%
\$15,000 - \$24,999	5.8%
\$25,000 - \$34,999	7.9%
\$35,000 - \$49,999	10.1%
\$50,000 - \$74,999	18.5%
\$75,000 - \$99,999	12.9%
\$100,000 - \$149,999	18.4%
\$150,000 - \$199,999	10.9%
\$200,000+	8.8%
Average Household Income	\$100,502
2019 Households by Income	
Household Income Base	44,398
<\$15,000	5.6%
\$15,000 - \$24,999	3.8%
\$25,000 - \$34,999	5.5%
\$35,000 - \$49,999	8.6%
\$50,000 - \$74,999	16.0%
\$75,000 - \$99,999	15.6%
\$100,000 - \$149,999	20.2%
\$150,000 - \$199,999	13.1%
\$200,000+	11.6%
Average Household Income	\$117,401
2014 Owner Occupied Housing Units by Value	
Total	31,616
<\$50,000	0.3%
\$50,000 - \$99,999	3.3%
\$100,000 - \$149,999	14.6%
\$150,000 - \$199,999	23.5%
\$200,000 - \$249,999	17.0%
\$250,000 - \$299,999	11.8%
\$300,000 - \$399,999	13.9%
\$400,000 - \$499,999	7.7%
\$500,000 - \$749,999	6.2%
\$750,000 - \$999,999	1.0%
\$1,000,000 +	0.7%
Average Home Value	\$272,732
2019 Owner Occupied Housing Units by Value	
Total	33,544
<\$50,000	0.1%
\$50,000 - \$99,999	1.5%
\$100,000 - \$149,999	7.0%
\$150,000 - \$199,999	22.5%
\$200,000 - \$249,999	19.9%
\$250,000 - \$299,999	13.1%
\$300,000 - \$399,999	14.9%
\$400,000 - \$499,999	8.3%
\$500,000 - \$749,999	8.6%
\$750,000 - \$999,999	2.8%
\$1,000,000 +	1.1%
Average Home Value	\$312,270

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-3: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Primary Trade Area
Area: 65.21 square miles

Latitude: 34.01093518
Longitude: -84.6611895

2010 Population by Age	
Total	114,963
0 - 4	6.2%
5 - 9	7.8%
10 - 14	8.5%
15 - 24	15.1%
25 - 34	11.4%
35 - 44	16.1%
45 - 54	16.8%
55 - 64	10.2%
65 - 74	4.9%
75 - 84	2.3%
85 +	0.7%
18 +	72.2%
2014 Population by Age	
Total	119,180
0 - 4	5.9%
5 - 9	6.8%
10 - 14	8.1%
15 - 24	14.8%
25 - 34	12.6%
35 - 44	14.0%
45 - 54	16.4%
55 - 64	11.7%
65 - 74	6.2%
75 - 84	2.5%
85 +	0.8%
18 +	74.5%
2019 Population by Age	
Total	126,519
0 - 4	6.0%
5 - 9	6.7%
10 - 14	7.6%
15 - 24	13.6%
25 - 34	13.5%
35 - 44	13.5%
45 - 54	15.1%
55 - 64	13.0%
65 - 74	7.2%
75 - 84	2.9%
85 +	0.9%
18 +	75.3%
2010 Population by Sex	
Males	55,533
Females	59,432
2014 Population by Sex	
Males	57,640
Females	61,541
2019 Population by Sex	
Males	61,260
Females	65,261

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-4: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Primary Trade Area
Area: 65.21 square miles

Latitude: 34.01083518
Longitude: -84.6611895

2010 Population by Race/Ethnicity	
Total	114,965
White Alone	74.1%
Black Alone	16.2%
American Indian Alone	0.3%
Asian Alone	3.7%
Pacific Islander Alone	0.0%
Some Other Race Alone	3.3%
Two or More Races	2.4%
Hispanic Origin	8.3%
Diversity Index	51.1
2014 Population by Race/Ethnicity	
Total	119,181
White Alone	72.0%
Black Alone	17.3%
American Indian Alone	0.3%
Asian Alone	4.1%
Pacific Islander Alone	0.1%
Some Other Race Alone	3.7%
Two or More Races	2.7%
Hispanic Origin	9.4%
Diversity Index	54.4
2019 Population by Race/Ethnicity	
Total	126,521
White Alone	68.8%
Black Alone	18.9%
American Indian Alone	0.3%
Asian Alone	4.6%
Pacific Islander Alone	0.1%
Some Other Race Alone	4.3%
Two or More Races	3.1%
Hispanic Origin	11.0%
Diversity Index	58.9
2010 Population by Relationship and Household Type	
Total	114,965
In Households	98.4%
In Family Households	87.6%
Householder	26.5%
Spouse	21.1%
Child	34.7%
Other relative	3.7%
Nonrelative	1.7%
In Nonfamily Households	10.7%
In Group Quarters	1.6%
Institutionalized Population	0.2%
Noninstitutionalized Population	1.4%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-5: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Primary Trade Area
Area: 65.21 square miles

Latitude: 34.01093518
Longitude: -84.6611895

2014 Population 25+ by Educational Attainment	
Total	76,623
Less than 9th Grade	2.4%
9th - 12th Grade, No Diploma	4.7%
High School Graduate	17.9%
GED/Alternative Credential	2.9%
Some College, No Degree	22.1%
Associate Degree	8.0%
Bachelor's Degree	29.2%
Graduate/Professional Degree	12.9%
2014 Population 15+ by Marital Status	
Total	94,283
Never Married	27.3%
Married	60.1%
Widowed	3.8%
Divorced	8.8%
2014 Civilian Population 16+ in Labor Force	
Civilian Employed	92.4%
Civilian Unemployed	7.6%
2014 Employed Population 16+ by Industry	
Total	58,460
Agriculture/Mining	0.2%
Construction	5.5%
Manufacturing	10.0%
Wholesale Trade	3.3%
Retail Trade	11.4%
Transportation/Utilities	5.3%
Information	2.8%
Finance/Insurance/Real Estate	8.7%
Services	49.1%
Public Administration	3.7%
2014 Employed Population 16+ by Occupation	
Total	58,461
White Collar	71.7%
Management/Business/Financial	21.7%
Professional	22.8%
Sales	13.7%
Administrative Support	13.4%
Services	14.8%
Blue Collar	13.5%
Farming/Forestry/Fishing	0.0%
Construction/Extraction	3.6%
Installation/Maintenance/Repair	2.7%
Production	2.9%
Transportation/Material Moving	4.3%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-6: Community Profile



Community Profile

Kennesaw Primary Trade Area
Area: 65.21 square miles

Latitude: 34.01093518
Longitude: -84.6611895

2010 Households by Type

Total	40,252
Households with 1 Person	18.8%
Households with 2+ People	81.2%
Family Households	76.0%
Husband-wife Families	60.4%
With Related Children	32.5%
Other Family (No Spouse Present)	15.5%
Other Family with Male Householder	3.9%
With Related Children	2.3%
Other Family with Female Householder	11.6%
With Related Children	7.7%
Nonfamily Households	5.3%
All Households with Children	42.9%
Multigenerational Households	4.1%
Unmarried Partner Households	4.4%
Male-female	3.8%
Same-sex	0.6%

2010 Households by Size

Total	40,251
1 Person Household	18.8%
2 Person Household	30.6%
3 Person Household	19.4%
4 Person Household	18.9%
5 Person Household	8.2%
6 Person Household	2.7%
7 + Person Household	1.5%

2010 Households by Tenure and Mortgage Status

Total	40,253
Owner Occupied	78.8%
Owned with a Mortgage/Loan	67.9%
Owned Free and Clear	10.9%
Renter Occupied	21.2%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-7: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Total Trade Area
Area: 243.38 square miles

Latitude: 34.00014337
Longitude: -84.6975029

Population Summary	
2000 Total Population	214,760
2010 Total Population	294,875
2014 Total Population	305,856
2014 Group Quarters	4,404
2019 Total Population	329,352
2014-2019 Annual Rate	1.49%
Household Summary	
2000 Households	76,405
2000 Average Household Size	2.79
2010 Households	104,678
2010 Average Household Size	2.77
2014 Households	108,578
2014 Average Household Size	2.78
2019 Households	117,018
2019 Average Household Size	2.78
2014-2019 Annual Rate	1.51%
2010 Families	77,528
2010 Average Family Size	3.22
2014 Families	80,014
2014 Average Family Size	3.23
2019 Families	85,993
2019 Average Family Size	3.24
2014-2019 Annual Rate	1.45%
Housing Unit Summary	
2000 Housing Units	79,773
Owner Occupied Housing Units	77.2%
Renter Occupied Housing Units	18.5%
Vacant Housing Units	4.2%
2010 Housing Units	112,465
Owner Occupied Housing Units	71.0%
Renter Occupied Housing Units	22.1%
Vacant Housing Units	6.9%
2014 Housing Units	114,810
Owner Occupied Housing Units	69.5%
Renter Occupied Housing Units	25.1%
Vacant Housing Units	5.4%
2019 Housing Units	123,089
Owner Occupied Housing Units	70.0%
Renter Occupied Housing Units	25.1%
Vacant Housing Units	4.9%
Median Household Income	
2014	\$69,179
2019	\$81,532
Median Home Value	
2014	\$195,467
2019	\$225,872
Per Capita Income	
2014	\$31,700
2019	\$36,501
Median Age	
2010	35.5
2014	36.2
2019	36.7

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-8: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Total Trade Area
Area: 243.38 square miles

Latitude: 34.00014137
Longitude: -84.6975029

2014 Households by Income	
Household Income Base	108,578
<\$15,000	8.1%
\$15,000 - \$24,999	7.0%
\$25,000 - \$34,999	8.2%
\$35,000 - \$49,999	10.5%
\$50,000 - \$74,999	19.7%
\$75,000 - \$99,999	13.9%
\$100,000 - \$149,999	16.4%
\$150,000 - \$199,999	8.4%
\$200,000+	6.0%
Average Household Income	\$89,018
2019 Households by Income	
Household Income Base	117,018
<\$15,000	7.0%
\$15,000 - \$24,999	4.7%
\$25,000 - \$34,999	5.9%
\$35,000 - \$49,999	9.2%
\$50,000 - \$74,999	17.5%
\$75,000 - \$99,999	17.4%
\$100,000 - \$149,999	20.4%
\$150,000 - \$199,999	10.1%
\$200,000+	7.9%
Average Household Income	\$102,613
2014 Owner Occupied Housing Units by Value	
Total	79,816
<\$50,000	1.4%
\$50,000 - \$99,999	8.6%
\$100,000 - \$149,999	19.7%
\$150,000 - \$199,999	22.3%
\$200,000 - \$249,999	15.4%
\$250,000 - \$299,999	10.6%
\$300,000 - \$399,999	11.8%
\$400,000 - \$499,999	5.1%
\$500,000 - \$749,999	3.7%
\$750,000 - \$999,999	0.7%
\$1,000,000 +	0.7%
Average Home Value	\$236,387
2019 Owner Occupied Housing Units by Value	
Total	86,109
<\$50,000	0.9%
\$50,000 - \$99,999	4.8%
\$100,000 - \$149,999	11.1%
\$150,000 - \$199,999	23.1%
\$200,000 - \$249,999	19.6%
\$250,000 - \$299,999	13.0%
\$300,000 - \$399,999	13.5%
\$400,000 - \$499,999	5.8%
\$500,000 - \$749,999	5.3%
\$750,000 - \$999,999	1.9%
\$1,000,000 +	1.1%
Average Home Value	\$273,894

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-9: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Total Trade Area
Area: 243.38 square miles

Latitude: 34.00014337
Longitude: -84.6975029

2010 Population by Age	
Total	294,874
0 - 4	6.5%
5 - 9	7.7%
10 - 14	8.0%
15 - 24	14.7%
25 - 34	12.3%
35 - 44	16.1%
45 - 54	16.0%
55 - 64	10.3%
65 - 74	5.1%
75 - 84	2.4%
85 +	0.9%
18 +	72.8%
2014 Population by Age	
Total	305,857
0 - 4	6.2%
5 - 9	6.9%
10 - 14	7.8%
15 - 24	14.5%
25 - 34	13.0%
35 - 44	14.3%
45 - 54	15.8%
55 - 64	11.5%
65 - 74	6.4%
75 - 84	2.6%
85 +	0.9%
18 +	74.7%
2019 Population by Age	
Total	329,351
0 - 4	6.3%
5 - 9	6.7%
10 - 14	7.4%
15 - 24	13.4%
25 - 34	13.8%
35 - 44	13.5%
45 - 54	14.7%
55 - 64	12.5%
65 - 74	7.5%
75 - 84	3.1%
85 +	1.1%
18 +	75.3%
2010 Population by Sex	
Males	143,415
Females	151,460
2014 Population by Sex	
Males	148,881
Females	156,975
2019 Population by Sex	
Males	160,504
Females	168,848

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-10: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Total Trade Area
Area: 243.38 square miles

Latitude: 34.00014337
Longitude: -84.6975029

2010 Population by Race/Ethnicity	
Total	294,873
White Alone	74.3%
Black Alone	16.8%
American Indian Alone	0.3%
Asian Alone	3.3%
Pacific Islander Alone	0.0%
Some Other Race Alone	2.9%
Two or More Races	2.4%
Hispanic Origin	7.6%
Diversity Index	50.0
2014 Population by Race/Ethnicity	
Total	305,857
White Alone	72.5%
Black Alone	17.7%
American Indian Alone	0.3%
Asian Alone	3.6%
Pacific Islander Alone	0.0%
Some Other Race Alone	3.2%
Two or More Races	2.6%
Hispanic Origin	8.6%
Diversity Index	53.0
2019 Population by Race/Ethnicity	
Total	329,353
White Alone	69.9%
Black Alone	19.0%
American Indian Alone	0.3%
Asian Alone	4.1%
Pacific Islander Alone	0.1%
Some Other Race Alone	3.7%
Two or More Races	3.0%
Hispanic Origin	10.1%
Diversity Index	57.0
2010 Population by Relationship and Household Type	
Total	294,875
In Households	98.5%
In Family Households	86.6%
Householder	26.3%
Spouse	20.7%
Child	33.9%
Other relative	3.8%
Nonrelative	1.9%
In Nonfamily Households	11.9%
In Group Quarters	1.5%
Institutionalized Population	0.4%
Noninstitutionalized Population	1.1%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-11: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Total Trade Area
Area: 243.38 square miles

Latitude: 34.000143 37
Longitude: -84.69750 29

2014 Population 25+ by Educational Attainment	
Total	197,608
Less than 9th Grade	2.9%
9th - 12th Grade, No Diploma	5.4%
High School Graduate	19.2%
GED/Alternative Credential	3.6%
Some College, No Degree	22.1%
Associate Degree	7.2%
Bachelor's Degree	26.8%
Graduate/Professional Degree	12.7%
2014 Population 15+ by Marital Status	
Total	241,922
Never Married	27.2%
Married	59.1%
Widowed	4.0%
Divorced	9.8%
2014 Civilian Population 16+ in Labor Force	
Civilian Employed	92.5%
Civilian Unemployed	7.5%
2014 Employed Population 16+ by Industry	
Total	149,339
Agriculture/Mining	0.3%
Construction	6.0%
Manufacturing	9.4%
Wholesale Trade	3.0%
Retail Trade	11.9%
Transportation/Utilities	5.3%
Information	2.7%
Finance/Insurance/Real Estate	7.6%
Services	50.0%
Public Administration	3.7%
2014 Employed Population 16+ by Occupation	
Total	149,339
White Collar	69.4%
Management/Business/Financial	19.3%
Professional	23.7%
Sales	12.3%
Administrative Support	14.0%
Services	15.0%
Blue Collar	15.6%
Farming/Forestry/Fishing	0.0%
Construction/Extraction	4.1%
Installation/Maintenance/Repair	3.3%
Production	3.6%
Transportation/Material Moving	4.5%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

EXHIBIT B-12: Community Profile

Gibbs Planning Group

Community Profile

Kennesaw Total Trade Area
Area: 243.38 square miles

Latitude: 34.00014337
Longitude: -84.6975029

2010 Households by Type	
Total	104,677
Households with 1 Person	19.9%
Households with 2+ People	80.1%
Family Households	74.1%
Husband-wife Families	58.5%
With Related Children	30.9%
Other Family (No Spouse Present)	15.6%
Other Family with Male Householder	4.1%
With Related Children	2.4%
Other Family with Female Householder	11.5%
With Related Children	7.6%
Nonfamily Households	6.0%
All Households with Children	41.3%
Multigenerational Households	4.3%
Unmarried Partner Households	5.0%
Male-female	4.3%
Same-sex	0.7%
2010 Households by Size	
Total	104,678
1 Person Household	19.9%
2 Person Household	31.2%
3 Person Household	18.8%
4 Person Household	17.9%
5 Person Household	7.9%
6 Person Household	2.7%
7 + Person Household	1.5%
2010 Households by Tenure and Mortgage Status	
Total	104,678
Owner Occupied	76.3%
Owned with a Mortgage/Loan	65.0%
Owned Free and Clear	11.3%
Renter Occupied	23.7%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019. Esri converted Census 2000 data into 2010 geography.

Kennesaw, Georgia
Residential Market Study

Gibbs Planning Group, Inc.

15 September 2014, Rev. 02 October 2014, 04 April, 14 April 2015, 02 June 2015



Figure 1: The City of Kennesaw LCI study area is shown above inside the yellow dashed lines.

Executive Summary

This study estimates that the Kennesaw Livable Centers Initiative (LCI) study area (as shown above) will have a demand for approximately 80 total additional housing units in 2015. This study finds the annual need for new homes in the entire City of Kennesaw will climb steadily to a total demand of approximately 3,320 total units by 2040. A city wide demand for 1,865 additional single family detached homes, 700 single family attached (condominiums) dwellings, 755 multi-family rental units and 1,155 age-targeted living units by 2040 is projected (See Chart 5 below).

Of the city wide demand, this study estimates by 2040, the Kennesaw LCI area will likely absorb 400-500 total new residential units as follows: 50-60 additional single family detached homes, 60-70 single family attached units (condominiums), 150-200 multi-family rental dwellings and 140-170 age-targeted living units. This estimated residential growth in the LCI is limited due to the general lack of availability of suitable vacant or underutilized land. Much of the new residential may be located on repurposed commercial property in the form of 3- to 5-story mixed-use buildings. The actual constructed new residential could be significantly higher if additional property were to become available or if high density residential construction were permitted within the LCI study area.

The active adult community will generate about one third of the overall city demand. Their requirements will be for both rental and for sale product, with diverse subdivision amenities. GPG acknowledges that the existing land prices may not support conventional single-family

development. However, well designed, compact, walkable New Urban-type detached residential development may be sustainable in the existing market.

Housing product type for the Kennesaw LCI study area should chiefly meet the needs of families with young children, from entry level-priced attached units to first move up tier-detached housing. Housing has a direct relationship with population growth, which is forecast to expand for the next 25 years, starting at an annual rate of 0.67 percent, peaking at 1.38 percent and falling back to 0.87 percent by 2040. It should be noted that due to land costs in Downtown Kennesaw, detached housing is unlikely to be built.

These findings are based on 1) steady population expansion forecast through 2040, 2) household income increasing at an annual rate of nearly three percent, and 3) the study area's housing market has stabilized from the distortions created by the national financial crisis of 2008-2009, as seen now in new lot inventory being developed and sold at non-distressed market prices.

Background



Figure 2: The Kennesaw City Hall lies in the historic Kennesaw downtown district.

GPG has been retained by Sizemore Group, on behalf of the city of Kennesaw, to conduct a residential housing study for the LCI area. Over the last five years, Kennesaw has recovered from the 2008-2009 recession, and new home construction has returned to pre-recession absorption and price levels.

Kennesaw Residential Study Area Demographic Statistics

Fluctuations in the housing market are reflected by changes in certain demographic categories. An overall increase in population generates greater dwelling unit demand. Changes in family composition, income, age, education and marital status all contribute to the overall market needs and niche housing requirements.

The LCI study area is located in the north central portion of Cobb County, in the Interstate 75 corridor, almost 25 miles north of downtown Atlanta. It has easy access to the county's northern highway system, Interstates 75 & 575 and US-41, which link regionally to Atlanta, Chattanooga, Gainesville and Marietta. The city is approximately 9.4 square miles, with a 2014 population of just fewer than 31,000. The study area has benefited from steady population growth over the last fourteen years, at a rate of 2.88 percent, from 20,800 in 2000 to today's level of almost 31,000. Growth over the next 40 years is forecast at an annual rate of 0.97 percent

Kennesaw Population Comparison				
Category	Kennesaw	Marietta	Cobb County	Georgia
2015 Population	31,200	59,600	721,000	10,152,000
2020 Population	32,300	62,300	751,000	11,064,000
2025 Population	34,600	64,000	780,000	11,880,000
2030 Population	36,600	65,800	805,000	12,649,000
2035 Population	38,200	67,800	830,000	13,381,000
2040 Population	39,800	69,900	855,000	14,155,000
Growth Rate	0.97%	0.64%	0.69%	1.34%
2015 Household	11,900	24,400	269,000	3,768,000
2020 Household	12,400	25,700	282,000	4,147,000
2025 Household	13,100	27,000	296,000	4,503,000
2030 Household	13,800	28,200	308,000	4,828,000
2035 Household	14,600	29,600	320,000	5,150,000
2040 Household	15,400	31,100	333,000	5,494,000
2015-40 Household Growth Rate	1.04%	0.98%	0.86%	1.52%
2014 Education Level, Greater than HS	69.1%	64.6%	71.3%	55.9%
2014 Marital Status, Married	53.8%	44.5%	54.5%	51.1%
2010 Median Age	32.4	32.8	35.4	35.3
2014 Median Age	32.7	33.5	36.1	36
2019 Median Age	33.6	34.1	36.6	36.5
2010 Population 25-54	46.8%	45.4%	45.7%	42.6%
2014 Population 25-54	45.4%	43.6%	43.8%	41.4%
2019 Population 25-54	45.0%	42.2%	42.3%	40.3%
2010 Population 55+	15.6%	19.3%	19.4%	21.7%
2014 Population 55+	17.0%	21.3%	22.0%	23.8%
2019 Population 55+	19.0%	23.4%	24.4%	26.0%

Chart 1: Population demographic statistics for the study area, and the other relevant geographic zones.

Over the last four years, the City of Kennesaw population has grayed slightly, with its median age climbing from 32.4 in 2010 to 32.7 in 2014. The rate of age increase over the next five years will almost triple, arriving at a 2019 median age of 33.6. Even with this rapid increase, the study area is still younger than levels in Marietta, Cobb County and Georgia. The age 55-plus study area population is 17.0 percent in 2014 and is projected to jump to 19.0 percent by 2019, an increase of over 300 new households in this grouping.

Although the market share of the populace at the top end of the age scale is increasing, young and middle aged families still dominate the market at 45.4 percent today and 45.0 percent in five years, which yields almost 200 new households for Kennesaw in this middle age category. There is opportunity for residential development to capture some of the 500 new households formed with product targeted for both clusters of lifestyle groups.

Other important demographic characteristics for residential expansion are education and marital status. The population of the study area is well educated, with a greater than high school degree education level of 69.1 percent. The county tops this category at 71.3 percent. Kennesaw's marriage rate is 53.8 percent, which also lags behind the County at 54.5 percent married.

Kennesaw Income Comparison				
Category	Kennesaw	Marietta	Cobb County	Georgia
2014 Average HH Income	\$80,900	\$61,600	\$86,700	\$67,000
2019 Average HH Income	\$93,000	\$71,100	\$101,800	\$78,100
2014-19 HH Inc Growth Rate	2.83%	2.91%	3.26%	3.11%
2014 Per Capita Income	\$29,300	\$25,200	\$32,900	\$25,000
2019 Per Capita Income	\$33,600	\$29,100	\$38,700	\$29,200
2014 Average HH Inc >\$50,000	62.2%	42.8%	60.3%	48.6%
2019 Average HH Inc >\$50,000	70.0%	50.4%	67.2%	55.7%
Occupation, White Collar	67.0%	60.1%	69.7%	60.1%
2014 Employment Occupation, Services	18.8%	20.3%	15.2%	17.6%
2014 Employment Occupation, Blue Collar	14.2%	19.7%	15.1%	22.3%

Chart 2: Kennesaw present and future income & employment information.

At \$80,900 in 2014, household income in the City of Kennesaw is below the county average, but significantly above Marietta and State averages. Income growth is projected to increase at the modest yearly rate of 2.83 percent, which is less than the rates in the other comparison communities. The 2014 number of households with average income greater than \$50,000 is an

exceptional 62.2 percent in Kennesaw and projected to grow to 70.0 percent, keeping the study area the leader in this category



Figure 3: The Kennesaw LCI should appeal to mixed-use and New Urban residential developers and residents. Shown above: Birkdale Village, Charlotte and Westwood Common, Beverly Hills, Michigan.

School Competitiveness

All of the City of Kennesaw lies within the Cobb County School District (CCSD). The CCSD is rated 36th amongst Georgia's 163 school districts, which puts it in the 78th percentile. The District is the second largest in Georgia, and has the 24th highest number of students in the United States.

The CCSD serves 107,300 students in 63 elementary buildings, 23 middle schools and 16 senior highs. The 2013 high school graduation rate was 76.5 percent. The student population qualifying for school lunch assistance is 45.0 percent. The specific schools serving most of Kennesaw north of Cobb Parkway are North Cobb High School, Awtrey Middle School and Kennesaw Elementary/Big Shanty Elementary. These schools underperform in the CCSD in statewide rankings, with percentile rankings of 73.7 for high school, 65.1 at the middle school and 58.9 for the combination elementary schools. The Kennesaw Mountain High School's performance is a noteworthy exception, and has earned a "High Performing School" ranking.

Although the LCI area and Kennesaw schools are not a significant competitive disadvantage in this residential market, their appeal is not one of the major causes of household migration and retention in the study area.

Existing Residential Market

In 2014, the City of Kennesaw residential has an estimated 12,300 housing units with a vacancy rate of 5.4 percent. Home ownership is estimated at 60.8 percent, while renters occupied 33.8 percent of the housing stock. Owner occupied and leaseholder market share are both expected to rise slightly, to 61.2 and 34.7 percent respectively, because of a decline in the vacancy rate. The residential market in Kennesaw has mostly recovered from the national financial crisis of 2008-2009. The calamity of 2009 caused the residential housing market to spiral downwards. The combination of rising unemployment, declining household incomes, substantially rising foreclosures, plummeting home sale prices, and the housing market seizing up due to a lack of lending, led to more homeowners walking away from their homes, thus starting the process again.

There are just over 600 homes listed in the City of Kennesaw at an average list price of \$308,000, with square footage of 2,750, yielding an average list price per square foot of \$111/sf. There have

been over 820 sales in the city since the beginning of the year. Average sales price was \$237,000, which is \$91/sf.

The average homeowner spends 18.5 percent of their household income, almost \$970 monthly, on their mortgage principal (\$465), interest (\$227), homeowners insurance (\$45) and real estate property taxes (\$229). Utilities including public utilities, natural gas, fuel oil, phone, cable and electricity, are projected to be an additional \$470 per month.

Kennesaw Housing Statistic Comparisons				
Category	Kennesaw	Marietta	Cobb County	Georgia
2010 Housing Units	12,300	26,900	286,500	4,089,000
2010 Housing Owner Occupied	75.4%	36.2%	60.7%	57.6%
2010 Housing Renter Occupied	18.4%	49.5%	30.1%	30.1%
2010 Vacant Housing	6.3%	14.3%	9.2%	12.3%
2014 Housing Units	12,600	27,900	292,700	4,222,000
2014 Housing Owner Occupied	60.8%	35.4%	58.5%	55.1%
2014 Housing Renter Occupied	33.8%	51.2%	33.1%	32.4%
2014 Vacant Housing	5.4%	13.5%	8.4%	12.4%
2019 Housing Units	13,100	29,500	306,000	4,424,000
2019 Housing Owner Occupied	61.2%	35.9%	59.0%	55.0%
2019 Housing Renter Occupied	34.7%	51.7%	33.6%	32.5%
2019 Vacant Housing	4.1%	12.4%	7.4%	12.5%
Median Age of Homes, 2014	18 Years	32 Years	27 Years	28 Years
2014 Owner Occupied Housing Value Less than \$150,000	28.5%	32.7%	22.6%	47.0%
2014 Average Home Value	\$220,500	\$255,300	\$225,900	\$213,200
2019 Owner Occupied Housing Value Less than \$150,000	15.1%	17.9%	11.7%	33.0%
2019 Average Home Value	\$253,900	\$306,400	\$315,700	\$252,000
2010 Households of less than 3 persons	56.4%	65.3%	57.1%	56.9%
2010 Households with Children	38.1%	31.2%	36.7%	36.8%

Chart 3: Kennesaw housing statistics data.

There are currently 93 apartment and home rentals listed in the City of Kennesaw marketplace. One-bedroom lease rates run between \$1.00/sf/month to \$1.43/sf/month. Two-bedroom units ask between \$0.74/sf/month to \$1.00/sf/month. Three-bedroom apartments are averaging \$0.72/sf/month to \$0.86/sf/month. The percentage of renters in the study area is projected to climb slightly over the next five years. Apartment demand will be generated by new household formation and immigration into the study area, not cannibalization of the homeownership rate.

Between 2000 and 2010, owner-occupied housing levels dropped from 75.4 percent to 59.6 percent, while the renter ranks climbed from 18.4 percent to 32.9 percent.



Figure 4: Ranch-style condos such as those pictured above are an attractive option for the growing number of households in the 55+ consumer's age group. Architectural requirements should match the market, allowing for more siding and less masonry in areas where the standard of living is less than regional averages.

New Home Residential Market

Northern Cobb County has put most of the effects of the 2008-2009 recession behind it. This is demonstrated by having almost sold through the pre-recession lot inventory of distressed projects, which were liquidated by banks and distraught developers at below cost values. Current new projects, like Lennar's Brumby Place off Stilesboro Road, are a sign that vacant residential lots are now worth more than the costs associated with creating new development, and that raw land in desirable locations once again has value.

Although residential development is recovering in this marketplace, the conventional home building economic model of 50 percent of the sales price for direct vertical expenses, 25 percent for the lot outlay and 25 percent for gross overhead, has been irrevocably damaged. Deep discounting and price incentives over the last six years has skewed this paradigm. The costs of materials necessary for new home construction have continued to rise, while sales values have fallen, putting downward pressure on both net margins and the land pricing. While construction costs have climbed to nearly 60 percent of home sales amounts, lot costs and gross profit have both dropped to near or below 20 percent each.

This has created a twofold challenge. First, net profits have fallen from the mid to low teen percentages to the mid to high single digits, squeezing builders and straining their capital to invest. Second, the loss of most of the land development profit on finished lots has drastically thinned the ranks of developers, making it necessary for builders to buy, improve and finance their own sites, which is also exhausting their resources.

Currently, the City of Kennesaw new home market is nearly saturated with second move up communities, such as Heritage at Kennesaw Mountain, Mountain Park, Ford Creek, Cloverhurst and Westpark. These mature family projects characteristically have home sizes starting at 3,000 sf and price points above \$400,000. The new construction needs of households with more modest incomes are being met by the attached product communities of Cyrus Creek, Landings at Kennesaw Mountain, Shiloh Woods and Baker Station. Prices for these entry-level townhome communities begin near \$125,000, and are sized from 1,250 sf to 1,800 sf. The existing product

gap is at the first move up tier, priced between \$225,000 and \$300,000 and ranging from 2,100 sf to 2,900 sf. Absorption of single-family detached homes, the chief housing product for suburban households with children, has recovered to almost pre-recession levels.

Kennesaw Building Permit Data				
Year	Single Family	Two Family	3 & 4 Family	5 & more Family
2007	35			
2008	25			
2009				6 Units
2010	23			
2011	27			114 Units
2012	32		11 Units	208 Units
2013	27			
2014 (July)	26			252 Units
Total	195		11 Units	580 Units

Chart 4: Building permits by housing type, Kennesaw. Kennesaw has seen almost 200 new single family homes and 580 multiple family units in the last eight years.

New homebuilders in northern Cobb County, like national builders D.R. Horton and Lennar Homes, or local builders Brock Built and Venture Homes, are looking for opportunities with low financial risk and capital outlay. Companies that made it through the recession changed their business model to reflect the tough lessons learned, like reducing the number of speculative homes built, eliminating expensive furnished sales models at each site, increasing their internet presence (the national Home Builders Association estimates that 88 percent of consumers pre-shop communities on-line), and delaying construction starts. This all creates a steady backlog of new home build projects, helping to keep the same trades/contractors busy without gaps in production schedules.

Rationale

The overall Kennesaw residential market has recovered to near pre-recession levels of home prices and rents. Most lingering issues, such as a high level of foreclosures in the market, an excess inventory of single-family lots resold at below cost prices and a rapidly increasing rental unit market share, are no longer a drag on the local industry.

Population and households are projected to increase in the greater Kennesaw region over both the short and long term, creating an unmet housing demand initially for 80 dwelling units in 2015, and climbing to an annual need of 160 new for sale and for lease residences by 2040. As incomes increase at an annualized rate of over 2.80 percent, demand will shift slightly from entry-level attached townhome condominiums to single-family detached homes at the first and second move up tiers. Based on growth in the age 25-54 demographic, as well as capturing 25 percent of the active adult population expansion, single-family detached homes will account for 50 percent of the new product need in 2015, expanding to over 55 percent by 2040. As incomes rise, the desirability of entry-level attached housing will fall slightly, from 25 percent of new starts to less than 20 percent. The market share for rental units is projected to remain stable near 30 percent.

Kennesaw New Housing Demand										
Year(s)	Average Annual Demand	5 Year Total Demand	Average Annual Single Family Detached	5 Year Total SFD	Average Annual Single Family Attached	5 Year Total SFA	Annual Average Rental Units	5 Year Total Rentals	Average Annual Age Targeted	5 Year Total Age Targeted
2015-2019	88	440	46	230	20	100	22	110	32	160
2020-2024	108	540	61	305	22	110	25	125	37	185
2025-2029	128	640	74	370	27	135	27	135	44	220
2030-2034	148	740	84	420	32	160	32	160	52	260
2035-2039	160	800	90	450	33	165	37	185	55	275
2040	160	160	90	90	30	30	40	40	55	55
Total		3,320		1,865		700		755		1,155

Chart 5: Housing demand has a direct relationship with population and household growth. The Kennesaw market is projected to have a stable owner-occupied to renter-occupied ratio over the next 25 years. Age-targeted demand is a mix of for sale and for lease product.

Approximately one third of the new households in the age 55+ cluster are searching for new homes, which will allow them to stay close to the friend and family networks they have established over their lifetime. This active adult sector favors for sale product over for lease product because of the higher average household wealth found in this age range. Popular products are ranch or first floor master homes with three bedrooms, ranging in size from 1,800 sf to 2,500 sf. This older group is reluctant to leave behind the luxury or convenience of the home where they raised a family; however, they are ready to downsize and shed the responsibility of keeping up their home. Price points for these types of homes in this market will be over \$135 /sf, because of the increased construction costs of ranch homes - at least for first move up tier home interior and exterior features and additional onsite services. It is acknowledged that current study area land prices may not warrant conventional age-restricted housing product for which there is an existing demand. It should be noted that due to land costs in Downtown Kennesaw, detached housing is unlikely to be built.

The recommended age-targeted rental product is an in-line four to six ranch unit building, with two bedrooms and a two-car garage, ranging from 1,100 to 1,250 sf, without a basement. This popular lease product achieves densities of six to eight units per acre and takes advantage of lower construction costs because of single public utility taps and common walls. Age-targeted communities need a variety of amenities, like walking trails, subdivision entrance gates or guardhouses, grounds maintenance, a clubhouse and transportation to regional commercial centers. Lease rates for this newly constructed product are likely to be at least \$1.25/sf/month; however, once the consumer factors in the lack of the internal and external maintenance that would be required on their existing 30-year-old home, the apples to apples comparison is much more favorable.

Limits of Study

The findings of this study represent GPG's best estimates of demand at the subject study area. Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible, and is believed to be reliable. This study is based on estimates, assumptions and other information developed by GPG's independent research

effort, general knowledge of the residential real estate industry, market data from real estate listing services, and consultations with the client and its representatives.

No responsibility is assumed for inaccuracies in reporting by the client, its agent and representatives or in any other data source used in preparing or presenting this study. This report is based on information that was current as of September 5, 2014 and GPG has not undertaken any update of its research effort since such date.

This report may contain prospective financial information, estimates, or opinions that represent GPG's view of reasonable expectations at a particular time, but such information, estimates, or opinions are not offered as predictions or assurances that a precise level of income or profit will be achieved, that particular events will occur, or that a specific price will be offered or accepted. Actual results achieved during the period covered by this prospective financial analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by GPG that any of the projected values or results contained in this study will be achieved.

Actual results achieved during the period covered by our prospective financial analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by GPG that any of the projected values or results contained in this study will be achieved. This study *should not* be the sole basis for programming, planning, purchasing, financing, or development of any commercial project. This study is for the use of the client for general market analysis purposes only and is void for other site locations or developers.

For the purposes of this study, GPG has assumed the following:

- Existing housing development for which building permits have been granted are counted as existing residential supply or inventory. Housing development that has been zoned or site plan approved, but not granted building permits, are not assumed to be built and have not been included as existing inventory or supply by this study.
- Kennesaw is generally defined as all properties with a Kennesaw mailing address including residents of the City of Kennesaw.
- The region's economy will stabilize at normal or above normal ranges of population, household formation and employment growth, while price and cost inflation remain at historic levels.
- Employment distribution is to remain constant, without a spike or decline in employment by NAICS category.
- Purpose-built university student housing has not been analyzed by this study and is not reflected in this study's demand estimates.
- Projected sales rates, as well as product preferences, are based on our proprietary econometric model of the relationship between changes in population, household and family size and demographic concentrations of age groups. The most current data has been gathered from Realtor.com, STDB, Atlanta Regional Commission Plan 2040, U.S. Census Bureau, ESRI, Zillow.com and Georgia brokerage services.

-- END OF SUMMARY --

Summary of Office Market Findings

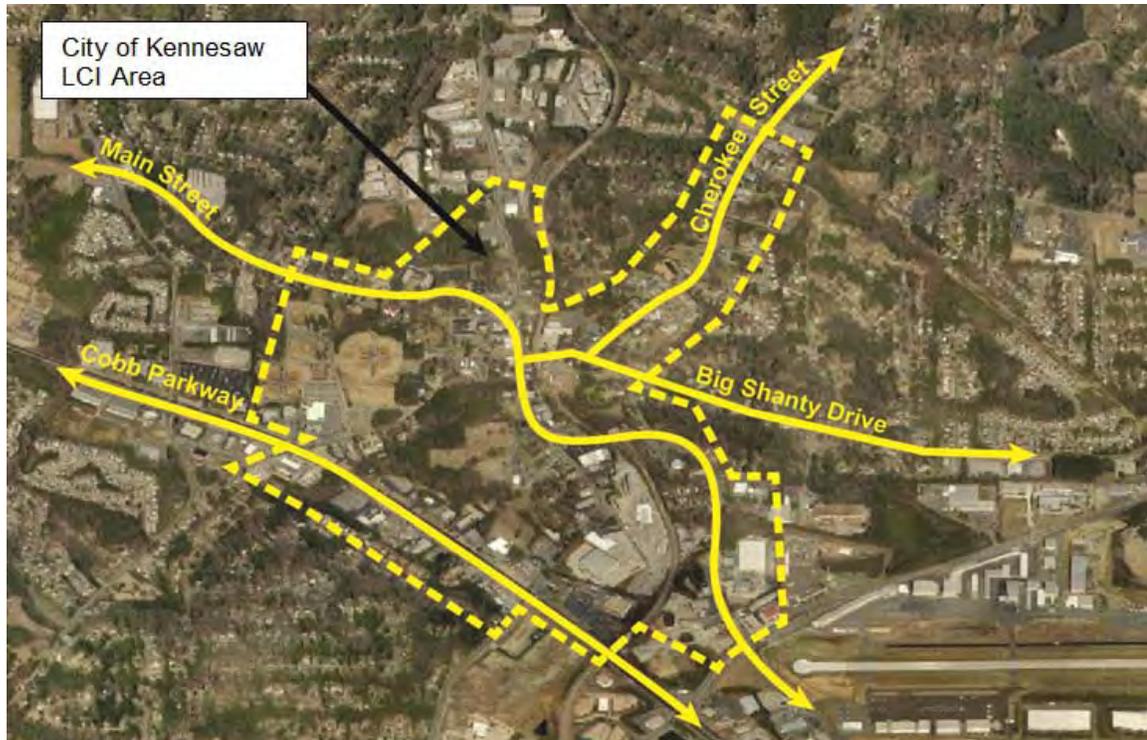


Figure 1: The Kennesaw LCI study area is shown above inside of the yellow dashed lines.

Executive Summary

This study finds that the Kennesaw Livable Centers Initiative (LCI) study area (as shown above) can support 1,600 square feet (sf) of new local serving office development by the end of 2015. Continuous office expansion, based on employment growth and functional obsolescence of existing space, is also predicted for years 2020, 2025, 2030, 2035 and 2040, with estimations of 13,700 sf, 14,400 sf, 15,000 sf, 15,600 sf and 16,200 sf, respectively, totaling 76,500 sf over the next 25 years.

These projections are based on a stabilized vacancy factor of 12.5 percent, a market average of 175 sf per general office employee, and an annualized employment growth range of 0.35 percent to 0.50 percent. This new Class-B type office space will primarily serve the needs of local medical, legal, sales and financial services providers.

Class-A office space needs for regional or national companies will primarily be met at alternative sites in the Northwest Atlanta office submarket cluster, chiefly in the Cumberland/Galleria submarket, or near the Town Center at Cobb, with superior access to the regional commercial and industrial centers.

Employment

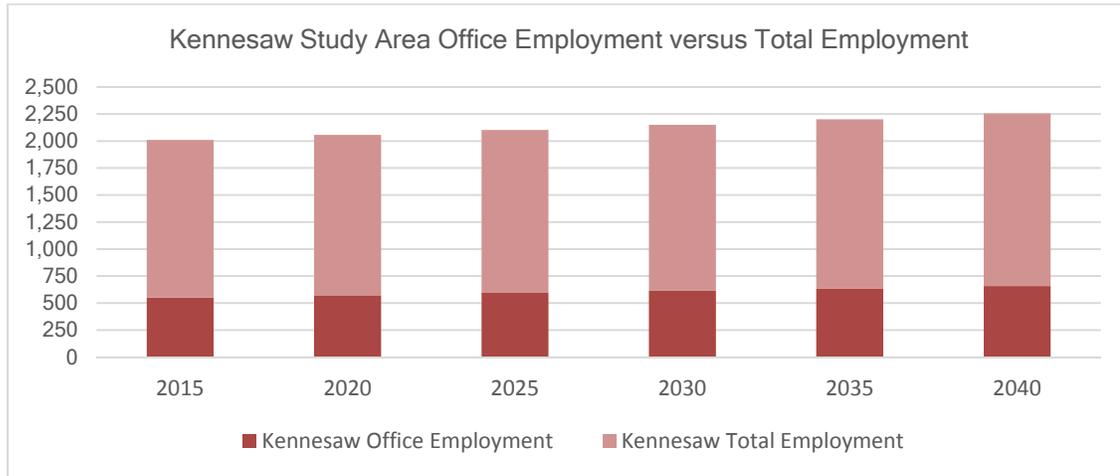


Figure 2: Office employment is projected to represent an increasing market share of total employment, rising from 37.8 to 41.1 percent of total employees.

Demand for additional office space in the LCI study area is in part driven by employment growth. This LCI area has a 2014 employment base of 2,000 workers, of which approximately 550 are office workers. Office employment in Kennesaw region is estimated to climb slowly to 570 in 2020, 610 by 2030, and 660 in 2040. The annualized employment growth rate over the next 25 years is 0.44 percent, fluctuating between 0.35 and 0.49 percent.

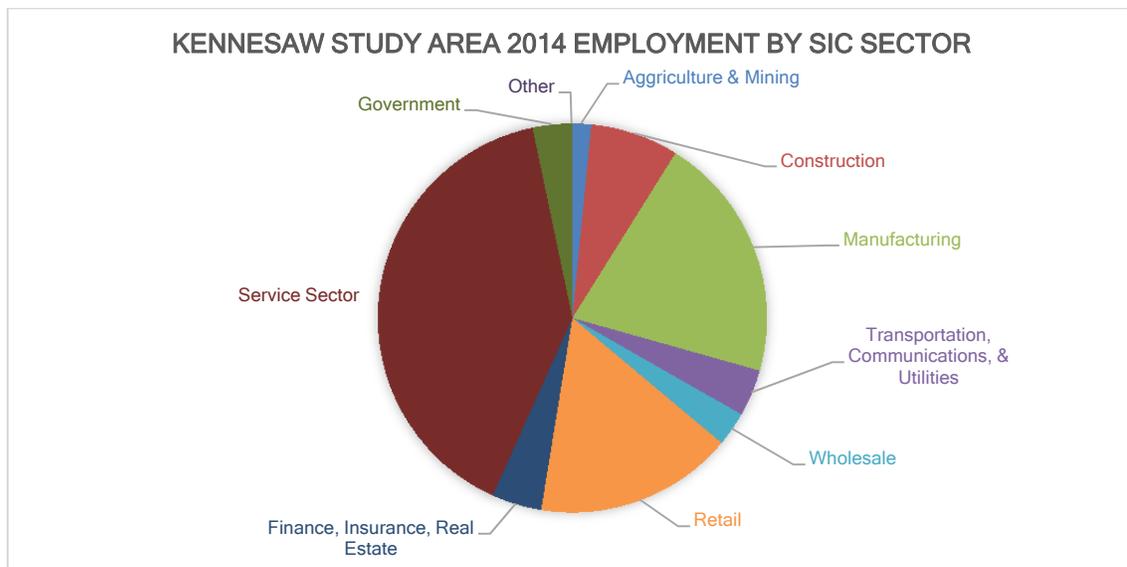


Figure 3: Kennesaw 2014 Employment by SIC sector.

The service sector dominates the 2014 Kennesaw regional employment market, with 40.0 percent of the jobs. Manufacturing is the second largest group with 20.5 percent of the employees, followed by the retail segment with 16.5 percent. The most prevalent service occupations are educational institutions and health care providers. The jobs market will evolve slightly by 2040; however, the top three categories will remain in place, with service occupations expanding to 43.5

percent. The manufacturing and retail professions are predicted to lose market share and decline to 18.6 and 15.6 percent respectively.

Kennesaw/Town Center Office Submarket

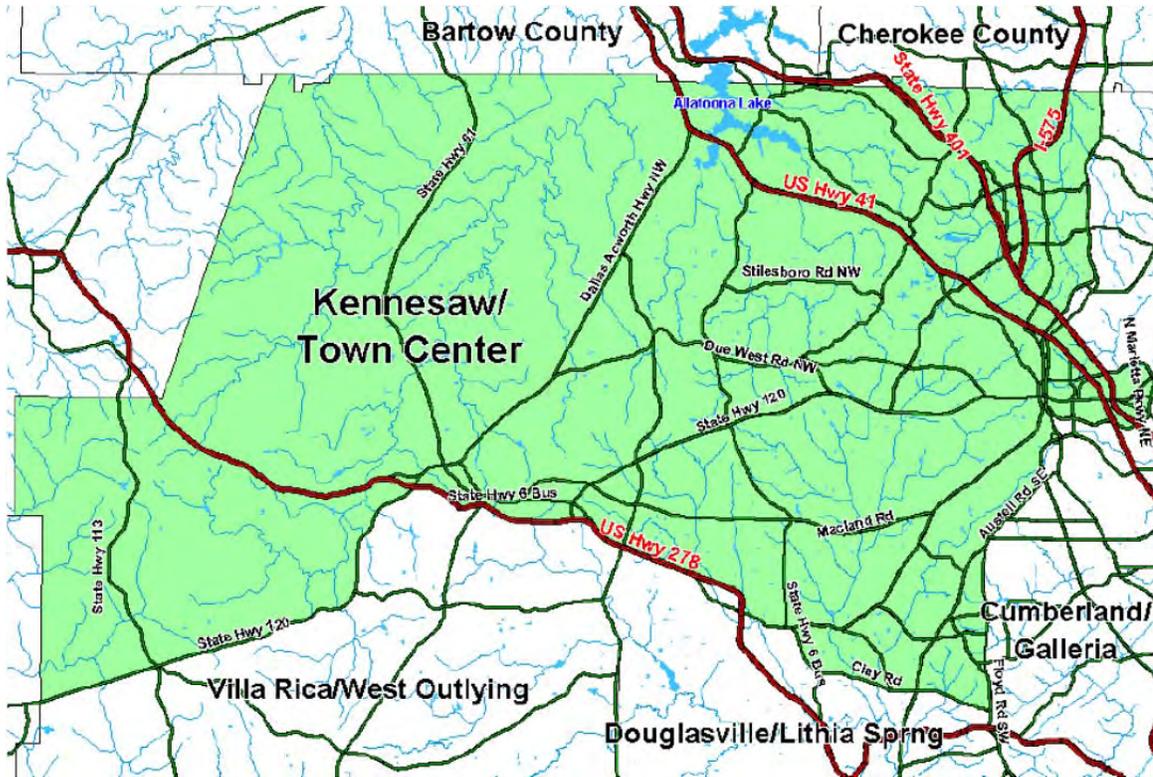


Figure 4: The Kennesaw LCI study area lies within the Kennesaw/Town Center office submarket. (COSTAR.com)

Demand for office space has two main components: 1) The need for office space for local services such as dental, medical, legal and financial services, and 2) the requirement for office space for non-local services, such as management for regional and national companies. Office space demand driven by public sector employment is statistically limited because of the tendency of governmental entities to meet their work place needs on civic campuses. Satellite government offices, like those required by Department of Motor Vehicles, are typically located in convenient retail locations.

The Kennesaw/Town Center office submarket is a component of the Northwest Atlanta submarket cluster. Other submarkets in this cluster include Bartow County, Cherokee County, Cumberland/Galleria, East Cobb and Pickens County. The study area contains over 11.265 million sf of space in 1,240 buildings. It has 1.49 million sf of Class-A space, 6.12 million sf of Class-B, and almost 3.66 million sf of Class-C. This area has the second largest office space market in the Northwest Atlanta cluster, following the Cumberland/Galleria area to the immediate southeast near Marietta Georgia, which has over two and a half times the space of the study site's region.

The combined office vacancy rate in the subject site's region at the end of the second quarter of 2014 was 12.8 percent, with a positive year to date absorption of 52,200 sf. At the end of the first half of 2014, there was a single Class-B project under construction, with 16,600 sf of space. The

top lease this year in this region was 40,500 sf at Two Barrett Lakes Center in the first quarter, to Insperity, a national human resources outsourcing company.

The second major factor in the demand for new office space is the annual functional obsolescence and retasking of Class-C buildings, which currently contain over 3.65 million sf of office space in the subject site's submarket. An annual functional obsolescence rate ranging from 1.00 percent to 1.33 percent is used, representing an average building useful life of between 75 and 100 years. This depletion rate is used to estimate the amount of Class-C space that is removed from the market place. This report estimates approximately 140,000 sf of Class-C office space being worn-out or re-purposed in the submarket annually.

Kennesaw LCI Area Office Space Demand

Estimating office space gap (need or oversupply) is based on inventorying the existing office square footage in a submarket, less the current vacancy rate, quantifying and disaggregating the base employment by SIC category, determining the number of employees who require office space by SIC employment category, and then estimating the market office space per square foot per employee. This statistic is multiplied by the estimated job growth, in this case estimated by the Atlanta Regional Commission 2040 Plan, which is generated by population and/or income escalations.

Therefore, the demand for office space has an indirect link to the population growth, and a direct connection with employment growth. The new demand created is then adjusted by a market-specific Stabilized Vacancy Factor and compared to the office space supply. Former office space inventory plus the amount of new space delivered into the market, less that which is functional obsolete or demolished, is the new office space supply. The base capture rate of a study area is the ratio of jobs in the study area to total jobs in the submarket, adjusted by criteria (access, tenant mix, regional industry, walkability, etc.) which GPG has found influences site desirability.

	2015	2020	2025	2030	2035	2040
Kennesaw Study Area Office Employment	550	570	590	610	640	660
Kennesaw Study Area Total Employment	2,010	2,060	2,100	2,150	2,200	2,260
Kennesaw/Town Center Office Submarket Office Employment	57,000	60,700	64,600	68,700	73,100	77,700
Kennesaw/Town Center Office Submarket Total Employment	185,900	196,500	205,700	215,400	225,900	236,900

Figure 5: Employment in the study area and office submarket is projected to grow by between 0.35 and 0.49 percent annually over the next 25 years. Growth rates by SIC category over the next 25 years are provided by the Atlanta Regional Commission, 2040 Plan.

For purposes of this study, the existing 2014 inventory in the Kennesaw/Town Center regional office submarket is 11.265 million sf. The Stabilized Vacancy Factor for this region is 12.5 percent. The total number of 2014 employees in this district is approximately 183,800, of which 56,100 are dedicated office employees. The 2014 office space required per dedicated office worker is roughly 175 sf per worker. The 2015 total office space market demand is 9,857,000 sf, based on an annualized employment growth rate of 0.35 percent. Adjusting for the stabilized vacancy factor, a total need of 11,265,000 sf of office space is generated.

GPG finds that by 2015, an additional 1,600 sf of local services office space (Class-B) is supportable in the Kennesaw LCI study area. This report also finds that an additional 13,700 sf is supportable in the LCI study area by 2020, 14,400 during the next five years through 2025,

15,000 sf over the next half decade ending 2030, 15,600 sf by 2035, and 16,200 sf in the final period ending 2040. A cumulative total of 76,500 sf of new office space is supportable over the next 25 years in the Kennesaw LCI area.

	2015	2020	2025
Gross Office Space Demand (Kennesaw/Town Center Submarket)	11,265,000 sf	11,523,000 sf	11,781,000 sf
Gap Potential (Demand less Supply) (Kennesaw/Town Center Submarket)	133,000 sf	1,100,000 sf	1,146,000 sf
Captured Demand (Kennesaw Study Area)	1,600 sf	13,700 sf	14,400 sf
Cumulative Captured Demand (Kennesaw Study Area)	1,600 sf	15,300 sf	29,700 sf
	2030	2035	2040
Gross Office Space Demand (Kennesaw/Town Center Submarket)	12,050,000 sf	12,336,000 sf	12,638,000 sf
Gap Potential (Demand less Supply) (Kennesaw/Town Center Submarket)	1,177,000 sf	1,215,000 sf	1,253,000 sf
Captured Demand (Kennesaw Study Area)	15,000 sf	15,600 sf	16,200 sf
Cumulative Captured Demand (Kennesaw Study Area)	44,700 sf	60,300 sf	76,500 sf

Figure 6: Captured office space demand for the Kennesaw study area.

Limits of Study

The findings of this report represent GPG's best estimates of office demand in the Kennesaw LCI study area. Every reasonable effort has been made to ensure that the data contained in this study reflects the most accurate and timely information possible, and is believed to be reliable. This study is based on estimates, assumptions and other information developed by GPG's independent research effort, general knowledge of the commercial real estate industry, market data from commercial real estate listing services, and consultations with the client and its representatives.

No responsibility is assumed for inaccuracies in reporting by the client, its agent and representatives, nor in any other data source used in preparing or presenting this study. This report is based on information that was current as of September 5, 2014 and GPG has not undertaken any update of its research effort since such date.

This report may contain prospective financial information, estimates, or opinions that represent GPG's view of reasonable expectations at a particular time, but such information, estimates, or opinions are not offered as predictions or assurances that a precise level of income or profit will be achieved, that particular events will occur, or that a specific price will be offered or accepted. Actual results achieved during the period covered by our prospective financial analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by GPG that any of the projected values or results contained in this study will be achieved.

Actual results achieved during the periods covered by our prospective demand analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by GPG that any of the projected values or results contained in this study will be achieved. This study *should not* be the sole basis for programming, planning, purchasing, financing, or development of any commercial project. This study is for the use of the client for general office market analysis purposes only and is void for other site locations or developers.

For the purposes of this study, GPG has assumed the following:

- Existing office development for which building permits have been granted are counted as existing office supply or inventory. Office development that has been zoned or site plan approved, but not granted building permits, are not assumed to be built and have not been included as existing inventory or supply by this study.
- The region's economy will stabilize at normal or above normal ranges of population, household formation, and employment growth, while price and cost inflation remain at historic levels.
- Employment distribution is based on the Atlanta Regional Commission Plan 2040 and consistent with its projections, without a spike or decline in employment by SIC category.
- Projected lease and vacancy rates, as well as product absorption models, are based on our proprietary econometric model of the relationship between changes in employment and population. The most current data has been gathered from Atlanta Regional Commission Plan 2040, STDB, U.S. Census Bureau, ESRI, COSTAR Group, Inc., LOOPNET and local brokerage services.

-- END OF SUMMARY --

6.4 SPLOST Project Lists
2011 SPLOST Project List

TIER 1

CITY OF KENNESAW PROJECTS				
Project	Description	From	To	Estimated Project Cost
Transportation Projects				
Pine Mountain Road (Coordinate w/ County Project)	Operational improvement; curb, gutter, sidewalk (both sides), turn lane, replace bridge, upgrade Smith-Gilbert Garden entrance (accel/decel lanes, stormwater improvements, new exit) and intersection upgrade & signal at Shilling/Ellis Road	Shilling Road	Cobb Parkway/ US 41/SR3	\$6,492,254
Cobb International Blvd.	Upgrade road to industrial standards.			\$1,500,000
Safety, signs, and sidewalk improvements	Upgrade sidewalks to ADA standards; upgrade signage; improve street bike routes			\$535,353
Resurfacing	Resurface various streets.			\$413,650
Collins Rd. @ Stanley Rd.	Widen road; drainage improvement, sidewalk both sides.			\$1,150,032
McCollum Pkwy @ Cherokee St.	Intersection improvement and improve drainage, and & limited additional lane.			\$388,000
Infrastructure Preservation	Upgrade storm drain, culverts, sidewalk, & curbs throughout the City; Upgrade ramps to ADA standards			\$1,101,710
Cherokee St.	Intersection Improvements Includes 10 side streets improvement.			\$5,000,000
Transportation Projects Total Estimated Cost				\$16,580,999

2011 SPLOST Project List Continued

TIER 1

CITY OF KENNESAW PROJECTS		
Project	Description	Estimated Project Cost
Parks Projects		
Skate Park	Regional concrete outdoor skating facility to include street skating and transition skating areas including multiple bowls. Proposed location is Swift-Cantrell Park.	\$750,000
Smith-Gilbert Gardens Event Building	Multi-purpose facility to be used for weddings, receptions, meetings, parties, programs, and events.	\$1,800,000
Depot Park Improvements	Planned improvements include an amphitheater and large plaza	\$2,100,000
Swift-Cantrell Park Parking	Improvements include parking, landscaping, irrigation, and maintenance building	\$650,000
Community Center Renovation	Renovate/refurbish existing classrooms, meeting rooms, dance rooms, and add pottery space	\$226,999
Parks Projects Total Estimated Cost		\$5,526,999
City of Kennesaw Total Estimated Cost		\$22,107,998

TIER 2

Kennesaw Projects - To Be Implemented If Additional Funding Becomes Available

Project	Description	Estimated Project Cost
Public Works Facilities Improvements	Public Works Yard – upgrade drainage facility, pave yard, add wash bay; Add elevator to Public Works building	\$499,000
Sardis & Big Shanty Truck Route	Widen road and upgrade to industrial standards.	\$2,000,000
Duncan Road @ Main Street	Upgrade road to industrial standards due to increased truck traffic: road, gutters, drainage.	\$781,747
Kennesaw Due West/US 41 to Summer St.	Extend right & left turn stacking lanes; extend driving lanes, upgrade signal.	\$1,150,254
Indian House Dr. @ Nowlin Rd.	Safety and operational Road Improvement.	\$170,100
Mack Dobb Road	Operational improvements: curb, gutters, drain culvert, stormwater drainage and sewer upgrade	\$2,084,394
Smith-Gilbert Gardens	Infrastructure improvements, ingress/egress, water and sewer, add'l parking	\$650,000
Depot Park Improvements	Based on Master Plan (playground, Lacy Community Bldg, rail observation deck, additional landscaping, and parking)	\$1,500,000
Swift-Cantrell Park	Recreation Center	\$4,000,000

2016 SPLOST Project List

TIER 1

CITY OF KENNESAW

Project	Description	Estimated Project Cost
Sardis Street Overpass	Construct a new overpass over the CSX Railroad, realign Whitfield Place road from Main Street to Moon Station Road and connect to the Sardis Street Extension project. Right-of-way purchase and coordination with CSX Railroad will be required. The total project length would be approximately 1,658 feet. Project further encompasses closing the railroad crossing at Main and Cherokee Street. Project conforms to the City’s Downtown/Depot Master Plan and Cobb County Comprehensive & Major Thoroughfare Plans. Project involves transforming the Depot area into a “pedestrian friendly zone” with access to the Southern Museum and other community events held at the Depot.	\$6,000,000
Infrastructure Preservation	Stormwater Infrastructure Upgrades Citywide	\$3,000,000
Ben King Road Improvements	Improvements focus on reducing congestion and safety considerations from Cherokee St. to McCollum	\$3,133,431
Sardis Street Extension Project	Project will maximize transportation system performance, improve traffic congestion and compliment redevelopment of the downtown area. Construct new road from Main Street that intersects with Cherokee Street, Shirley Drive and overpass to Moon Station Road. A bypass will also be built between the extension at Shirley Drive to N. Cherokee Street just south of Ben King to reduce the impact on the Cherokee Street Historical District.	\$2,500,000
Property Acquisition	Purchase various properties to support economic development, Parks and Smith Gilbert Gardens	\$3,000,000
Park Improvements	Recreation Center \$ 4.6 million, Splash Pad \$400,000, Amphitheater improvements; dog park upgrades; playground synthetic surface; shade structures and other Facilities and Improvements	\$1,790,000
Dallas/Watts Drive Improvements	Project includes road improvements from Main Street along Dallas and Watts Drive to Cobb Parkway. Includes a roundabout at the intersection of Watts & Dallas, street parking, and drainage improvements. This project would be a gate way to downtown Kennesaw. The project also consists of streetscape center median islands, landscaping and street light improvements.	\$2,619,072
Facility Improvements	Facility energy updates; facility security; elevator for Public Works building	\$1,200,000

2016 SPLOST Project List Continued

TIER 1

CITY OF KENNESAW

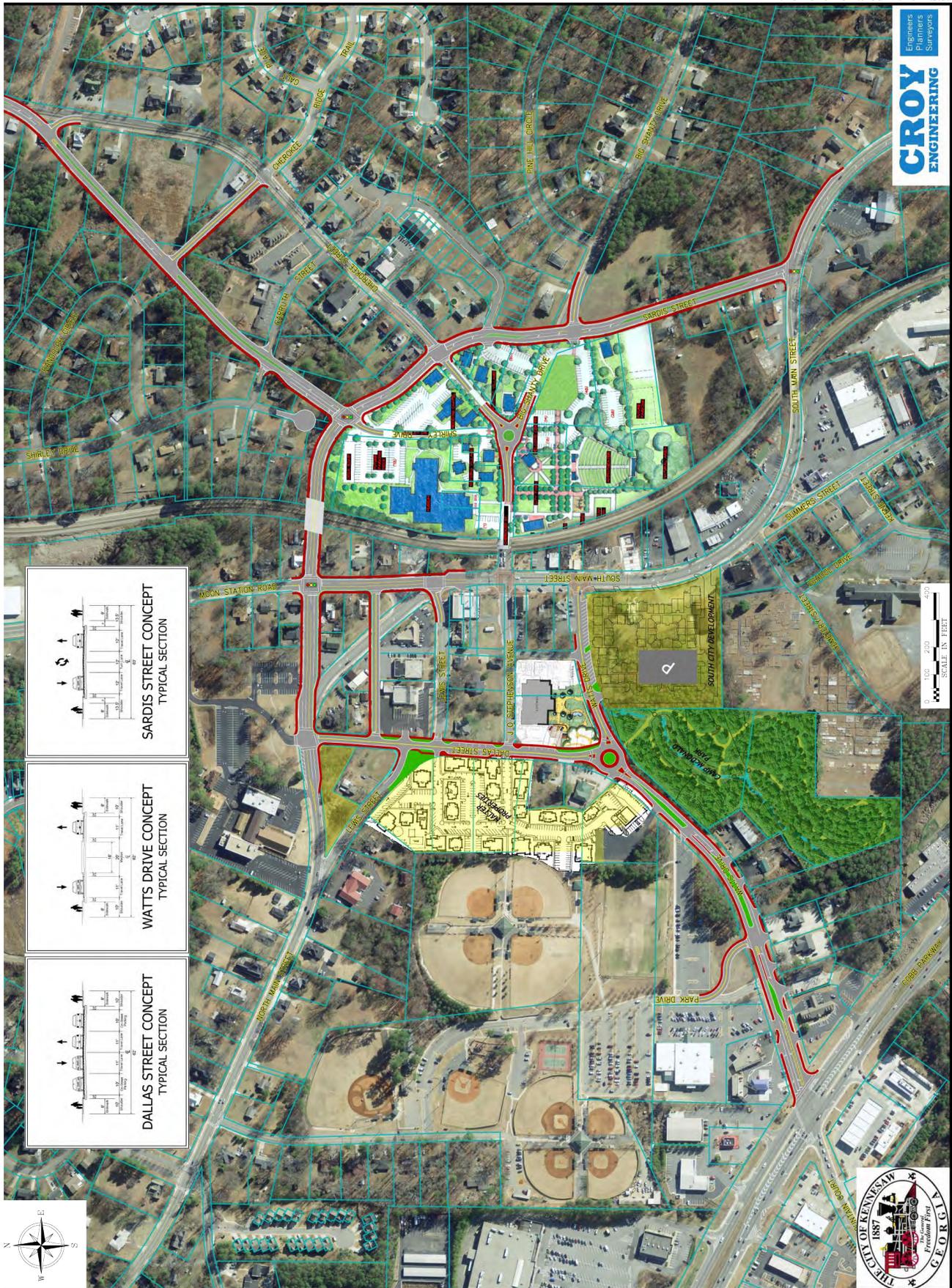
Project	Description	Estimated Project Cost
Economic Development	Depot Park Master Plan - amphitheater; move CSX RR tracks; plaza, parking improvements	\$1,500,000
Smith Gilbert Garden	Complete 2011 SPLOST Tier Two Projects	\$750,000
Resurfacing and Sidewalks	Resurfacing of various streets and sidewalk repairs	\$698,867
Police Department	Vehicles	\$125,000
City of Kennesaw Projects Estimated Total Cost		\$26,316,370
Joint City/County Projects		
Cherokee Auxiliary Lane Addition & Traffic Signal at Home Depot & Shops of Shiloh (city/county) (50/50 split)	Extend right lane on Cherokee between Jiles and I-75 ramp; tie into existing lane constructed as part of Jiles Road project. Install traffic signal on Cherokee Street, between Jiles Road and Shiloh at intersection of Home Depot & Shops of Shiloh.	\$2,402,127
Mack Dobbs Rd. Improvements (\$1,000,000 County)	Curb, gutters, drain culvert, stormwater drainage and sewer upgrade.	\$2,284,394
McCollum/Ben King Roundabout. (\$1,400,000 County)	Construct roundabout at intersection of McCollum and Ben King. Project will improve traffic operations and safety at intersection.	\$600,000
Joint City/County Projects Estimated Total Cost		\$5,286,521
City of Kennesaw Estimated Total Cost		\$31,602,891

2016 SPLOST Project List Continued

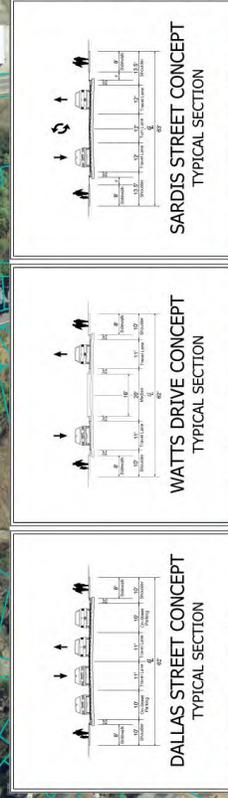
TIER 2
Kennesaw Projects - To Be Implemented If Additional Funding Becomes Available

Project	Description	Estimated Project Cost
Zoning	Multiuse Trails	\$2,409,600
Ellis Road Safety Improvements	Realign road curvature and intersection at Confederate Trail to provide better site distance. Add sidewalk along the west side of Ellis from Arlington Pointe to Nottinghill Drive (King Row Subdivision) for a total distance of approximately 1,700-linear feet.	\$563,975
Downtown Road Improvements	Upgrade brick roads, install landscaped median and upgrade streetlights.	\$556,179
Landscaping improvement	City Hall plaza/spring improvement; citywide gateway landscaping	\$500,000
Smith Gilbert Garden	Building Improvements – Carriage House	\$100,000

2016 SPLOST Project Map



Engineers
Surveyors
CROY
ENGINEERING



6.5 City of Kennesaw Signage Study

CITY OF KENNESAW, GEORGIA

CONSTRUCTION DOCUMENTS

May 14, 2008



135 TECHNOLOGY DRIVE, SUITE 401 CANONSBURG, PA 15317
TEL 724.745.8601 FAX 724.745.8607 WWW.THEKMAGROUP.COM

© ALL RIGHTS RESERVED



135 TECHNOLOGY DRIVE, SUITE 401
 CANONSBURG PA, 15317
 TEL 724.745.8601
 FAX 724.7458607
 WWW.THEKMAGROUP.COM

OWNER	ISSUED FOR / DATE	PROJECT / NO.	DRAWING TITLE / NOTES	SIGN TYPE	SHEET NO.
CITY OF KENNESAW, GA	DESIGN DEVELOPMENT 03/24/08	2802.01	GATEWAY IDENTIFICATION MAIN AND CHEROKEE	N/A	23
		APPROVAL / DATE	SCALE: 3/4" = 1' 0"		

DRAWN BY: MRM
 DATE: 03/24/08
 CHECKED BY: BJM
 DATE: 03/24/08



OWNER	ISSUED FOR / DATE	PROJECT / NO.	DRAWING TITLE / NOTES	SIGN TYPE	SHEET NO.
135 TECHNOLOGY DRIVE, SUITE 401 CANONSBURG PA, 15317 TEL 724.745.8601 FAX 724.7458607 WWW.THEKMAGROUP.COM	CITY OF KENNESAW, GA DESIGN DEVELOPMENT 03/24/08	2802.01 APPROVAL / DATE	GATEWAY IDENTIFICATION HIGHWAY SCALE: 3/8" = 1' 0"	N/A	24

DRAWN BY	CHECKED BY
MRM 06-23-08	JGE 06-23-08
ISSUED FOR / DATE	
100% Construction Documents 05-28-08	

REVISION NUMBER

DRAWING TITLE
ENTRANCE IDENTIFICATION

NOTES

OWNER
CITY OF KENNESAW, GA

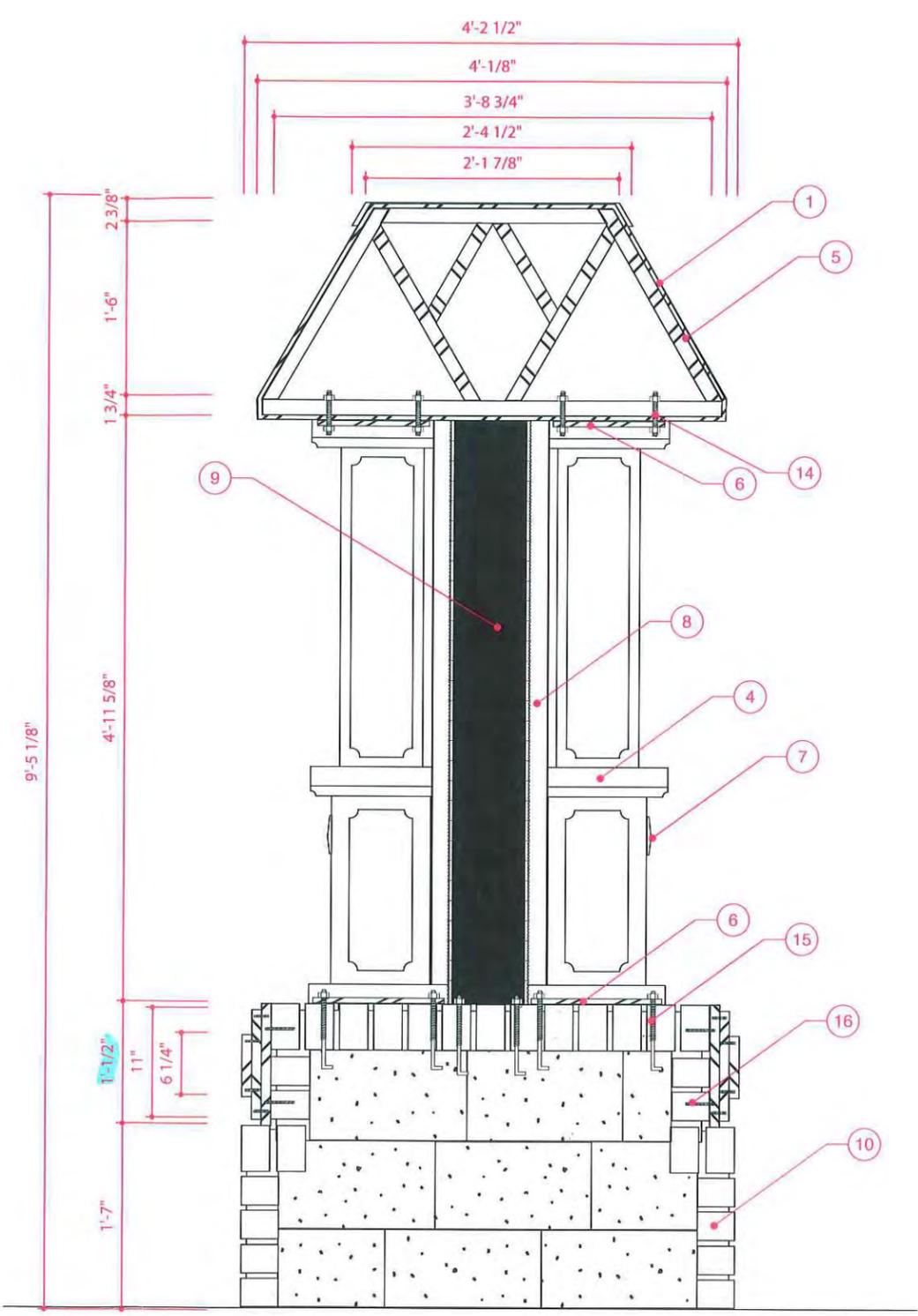
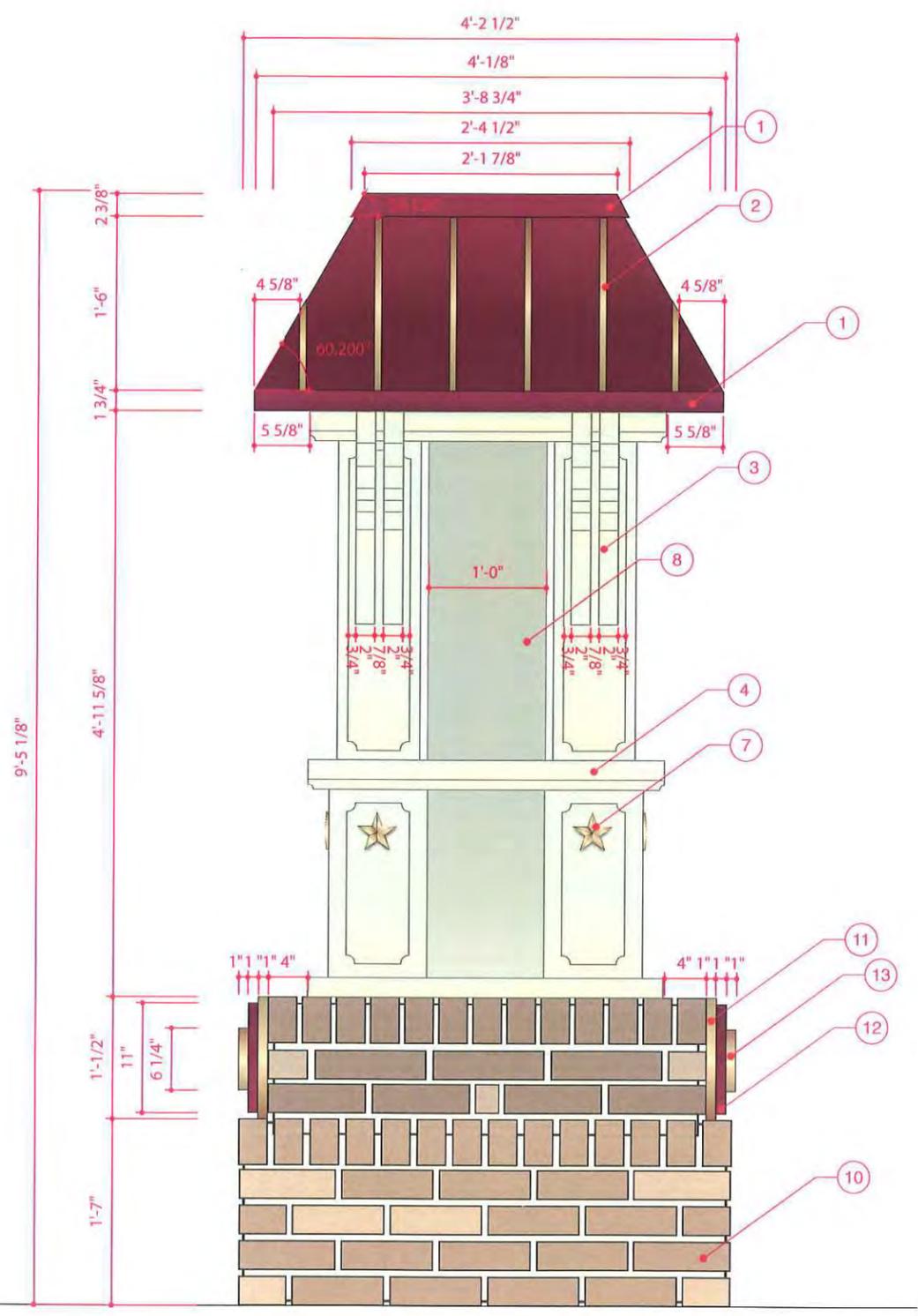
APPROVAL / DATE

PROJECT NUMBER

2803.03

SIGN TYPE	SHEET NO.
01	03

©COPYRIGHT 2008 KMA DESIGN



FONTS

ABCDEFGHIJKLMNOPQRSTUVWXYZ

1234567890

COPPERPLATE - REGULAR
UPPER CASE

ABCDEFGHIJKLMNOPQRSTUVWXYZ

1234567890

COPPERPLATE - REGULAR
LOWER CASE

COLORS



PMS BLACK



PMS WHITE



PMS 194C



PMS 1817C

GENERAL NOTES

GENERAL NOTES:

1. LOCATION PLAN SYMBOLS INDICATE GENERAL SIGN LOCATIONS. THEY ARE NOT REPRESENTATIVE OF ACTUAL SIGN SIZES OR MOUNTING LOCATIONS.
2. SEE SIGN ELEVATIONS FOR ACTUAL DIMENSIONS. SEE MOUNTING DETAILS FOR SPECIFIC MOUNTING LOCATION INFORMATION.
3. CONTRACTOR TO FIELD VERIFY ALL PROPOSED SIGN LOCATIONS' EXISTING CONDITIONS AND DIMENSIONS PRIOR TO FABRICATION.
4. TYPESTYLE TO BE COPPERPLATE, REGULAR.
5. SUBSTITUTE TYPEFACES, ARROWS OR SYMBOLS WILL NOT BE ACCEPTED. ALL SYMBOLS TO BE STANDARD AIGA, DOT OR ADA SYMBOLS. IF NECESSARY, CONTACT DESIGNER FOR INFORMATION ON AVAILABILITY.
6. CONTRACTOR IS RESPONSIBLE FOR OBTAINING ALL PERMITS AND APPLICABLE FEES.
7. CONTRACTOR TO BE RESPONSIBLE FOR REMOVAL OF SIGNS IDENTIFIED ON THE DEMOLITION PLAN, SEE DEMOLITION PLAN. SIGN POSTS TO BE REMOVED COMPLETELY.
8. CONTRACTOR SHALL PROVIDE SIGNED & SEALED STRUCTURAL DRAWINGS FOR ALL SIGN TYPES.

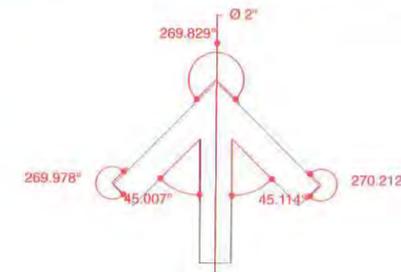
SHEET INDEX

SHEET	SIGN TYPE	DRAWING TITLE
GN	GN	GENERAL NOTES
01	01	MAIN GATEWAY IDENTIFICATION
01.1	01	MAIN GATEWAY IDENTIFICATION
02	02	SECONDARY GATEWAY IDENTIFICATION
02.1	02	SECONDARY GATEWAY IDENTIFICATION
03	03	MAIN STREET GATEWAY IDENTIFICATION
03.1	03	MAIN STREET GATEWAY IDENTIFICATION
04	04	VEHICULAR TRAILBLAZER
04.1	04	VEHICULAR TRAILBLAZER
05	05	SMALL VEHICULAR TRAILBLAZER
05.1	05	SMALL VEHICULAR TRAILBLAZER
06	06	PEDESTRIAN DIRECTIONAL
06.1	06	PEDESTRIAN DIRECTIONAL
08	08	PARKING LOT IDENTIFICATION
08.1	08	PARKING LOT IDENTIFICATION
09	09	DESTINATION IDENTIFICATION
09.1	09	DESTINATION IDENTIFICATION
10	10	HISTORIC DISTRICT IDENTIFICATION
10.1	10	HISTORIC DISTRICT IDENTIFICATION
11	11	STREET IDENTIFICATION
11.1	11	STREET IDENTIFICATION
11.2	11	STREET IDENTIFICATION
12	12	SIGN BACKGROUND
13	13	MEDALLIONS

CITY SEAL



ARROW



ISSUED FOR / DATE

ISSUED FOR / DATE

PROJECT / NO.

DRAWING TITLE / NOTES

SIGN TYPE

SHEET NO.

135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

DRAWN BY DATE
TLS 05/14/08
CHECKED BY DATE
MRM 05/14/08

GENERAL NOTES

GN

GN



FONTS

ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

COPPERPLATE
UPPER CASE

SHEET INDEX

SHEET	SIGN TYPE	DRAWING TITLE
GN	GN	GENERAL NOTES
01	01	ENTRANCE IDENTIFICATION
02	01	ENTRANCE IDENTIFICATION
03	01	ENTRANCE IDENTIFICATION
04	01	ENTRANCE IDENTIFICATION

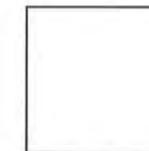
MATERIAL LIST

- .125" TIN ROOF PAINTED TO MATCH PMS 194 C
- .75" ROOF CORRUGATION PAINTED TO MATCH AKZO NOBEL COLORMAP METALLIC COLORS 318 B2
- PAGLIACCO TURNING AND MILLING CUSTOM FABRICATED COLUMN DETAIL PAINTED TO MATCH PMS WARM GRAY 1 C
- PAGLIACCO TURNING AND MILLING CUSTOM FABRICATED COLUMN PAINTED TO MATCH PMS WARM GRAY 1 C
- 1 1/2" X 1 1/2" ALUMINUM WELDED TRUSS
- .5" STEEL MOUNTING PLATE
- GEMINI, INC. CAST METAL PRISMATIC STAR CUSTOM PAINTED TO MATCH AKZO NOBEL COLORMAP METALLIC COLORS 318 B2
- .125" CUSTOM FABRICATED ALUMINUM L.E.D. CABINET PAINTED TO MATCH PMS WARM GRAY 1 C
- DAKTRONICS 20MM FULL-COLOR RGB 3700 SERIES L.E.D. SCREEN (4'9" X 6'9" X 8")
- CUSHWA MACHINE MOLDED BRICK #237 CAMBRIDGE - 3 5/8" X 2 1/4" X 8"
- 1" ALUMINUM PAINTED TO MATCH AKZO NOBEL COLORMAP METALLIC COLORS 318 B2
- 1" ALUMINUM PAINTED TO MATCH PMS 194 C
- 1" ALUMINUM LETTER PAINTED TO MATCH AKZO NOBEL COLORMAP METALLIC COLORS 318 B2
- .375" ALL-THREAD
- .375" ANCHORING J-BOLT
- .25" STUD-MOUNTING SCREW
- SURFACE PAINTED COPY TO MATCH AKZO NOBEL COLORMAP METALLIC COLORS 318 B2

COLORS



PMS 194 C



PMS WARM GRAY 1 C



AKZO NOBEL - COLORMAP METALLIC COLORS 318 B2

GENERAL NOTES

GENERAL NOTES:

- | | |
|---|--|
| <ol style="list-style-type: none"> WRITTEN DIMENSIONS ON DRAWINGS TAKE PRECEDENCE OVER SCALED DIMENSIONS. SIGN CONTRACTOR SHALL VERIFY AND BE RESPONSIBLE FOR ALL DIMENSIONS AND CONDITIONS SHOWN ON DRAWINGS. ALL SIGNS ARE TO COMPLY WITH ADA ACCESSIBILITY GUIDELINES FOR BUILDING AND FACILITIES, SIGNAGE CHAPTER 7 AND OTHER APPLICABLE CODES. THE SIGN CONTRACTOR SHALL SUBMIT LAYOUT FOR ALL ALTERNATE MESSAGES – THOSE INDICATED IN MESSAGE SCHEDULE AND NOT APPEARING IN THIS DOCUMENT SET – TO BE REVIEWED DURING THE SHOP DRAWING SUBMITTAL. SIGN CONTRACTOR SHALL VERIFY ALL EXISTING CONDITIONS PRIOR TO SHOP DRAWINGS AND BRING ANY DISCREPANCY BETWEEN THE DRAWING AND THE ACTUAL CONDITION TO THE OWNER'S ATTENTION PRIOR TO FABRICATION. THE SIGN CONTRACTOR SHALL PROVIDE ENGINEERED DESIGN FOR ALL SIGNS REQUIRING FOOTINGS, STRUCTURAL AND ELECTRICAL CONNECTIONS. THESE ENGINEERED CONNECTIONS SHALL BE SUBMITTED WITH THE SHOP DRAWINGS AND STAMPED BY AN ENGINEER REGISTERED LOCALLY. ALL COLORS AND FINISHES SHALL BE APPROVED BY THE OWNER PRIOR TO THE PRODUCTION OF SIGN UNITS. CONTRACTOR SHALL APPLY FOR AND OBTAIN SIGN PERMITS FOR ALL SIGNS PRIOR TO FABRICATION AND INSTALLATION OF SIGN UNITS. | <ol style="list-style-type: none"> SIGN CONTRACTOR SHALL PROVIDE FULL SIZE MOCK-UPS OF DESIGNATED SIGN TYPES FOR OWNER APPROVAL BEFORE PROCEEDING WITH SIGN FABRICATION AND INSTALLATION. PAINT / COLORS / MATERIALS SHOWN IN DRAWINGS SHALL BE CONTINUOUS AROUND EDGES AND ALL CONTINUOUS FACES. WHEN DISTURBANCE OF FINISHED SURFACES IS REQUIRED FOR THE INSTALLATION OF SIGNS, CONTRACTOR SHALL REPAIR AND RESTORE THE DISRUPTED SURFACE TO ITS ORIGINAL CONDITION. TYPEFACES SHALL NOT BE SUPPLIED TO CONTRACTOR. CONTRACTOR SHALL OBTAIN THE LICENSED EDITION FOR THEIR OWN USE. ALL EXTERNAL PAINTED SURFACES TO HAVE VANDAL RESISTANT CLEAR COAT. |
|---|--|

DRAWN BY CHECKED BY

MRM 06-23-08 **JGE 06-23-08**

ISSUED FOR / DATE

100% Construction Documents 05-28-08

DRAWING TITLE

GENERAL NOTES

OWNER

CITY OF KENNESAW, GA

APPROVAL / DATE

PROJECT NUMBER

2803.03

SIGN TYPE SHEET NO.

GN

GN



DRAWN BY CHECKED BY

MRM 06-23-08

JGE 06-23-08

ISSUED FOR / DATE

100% Construction Documents 05-28-08

REVISION NUMBER

DRAWING TITLE

ENTRANCE IDENTIFICATION

NOTES

OWNER

CITY OF KENNESAW, GA

APPROVAL / DATE

PROJECT NUMBER

2803.03

SIGN TYPE

01

SHEET NO.

01

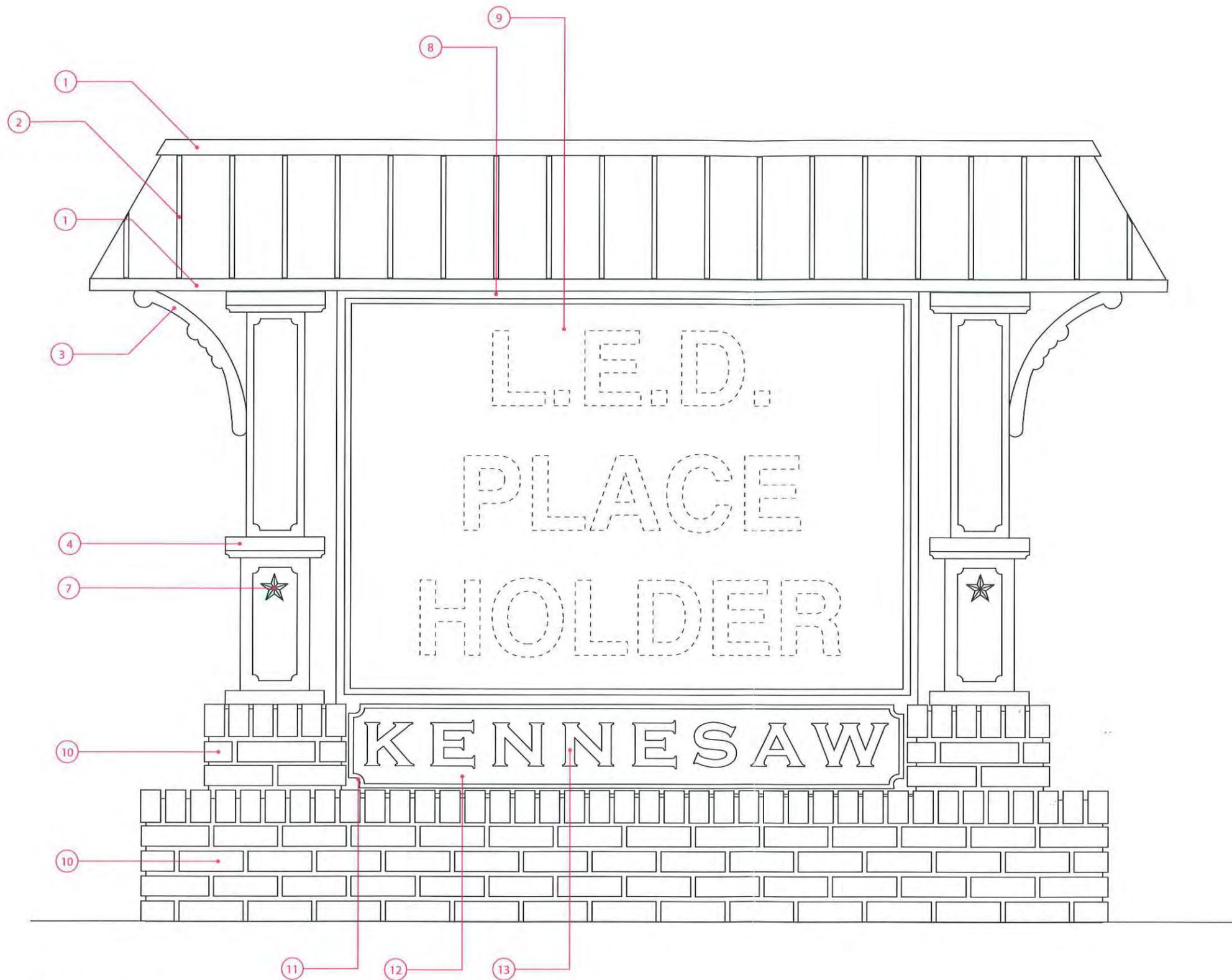
© COPYRIGHT 2008 KMA DESIGN



1 CITY ENTRANCE IDENTIFICATION ELEVATION

SCALE: 3/4" = 1'-0"





DRAWN BY CHECKED BY

MRM 06-23-08

JGE 06-23-08

ISSUED FOR / DATE

100% Construction Documents 05-28-08

REVISION NUMBER

DRAWING TITLE

ENTRANCE IDENTIFICATION NOTE DETAILS

NOTES

OWNER

CITY OF KENNESAW, GA

APPROVAL / DATE

PROJECT NUMBER

2803.03

SIGN TYPE

01

SHEET NO.

02

©COPYRIGHT 2008 KMA DESIGN



1 CITY ENTRANCE IDENTIFICATION
NOTE DETAILS

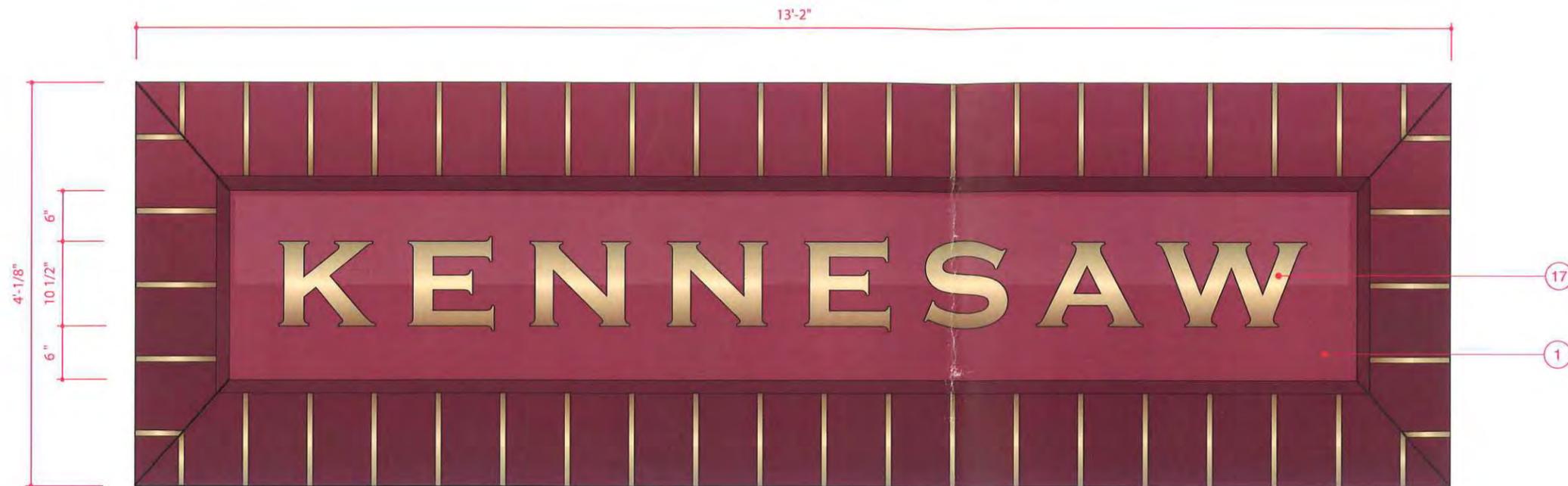
SCALE: 3/4" = 1'-0"

135 TECHNOLOGY DRIVE, SUITE 401 - CANONSBURG, PA 15317

VOICE 724.745.8601

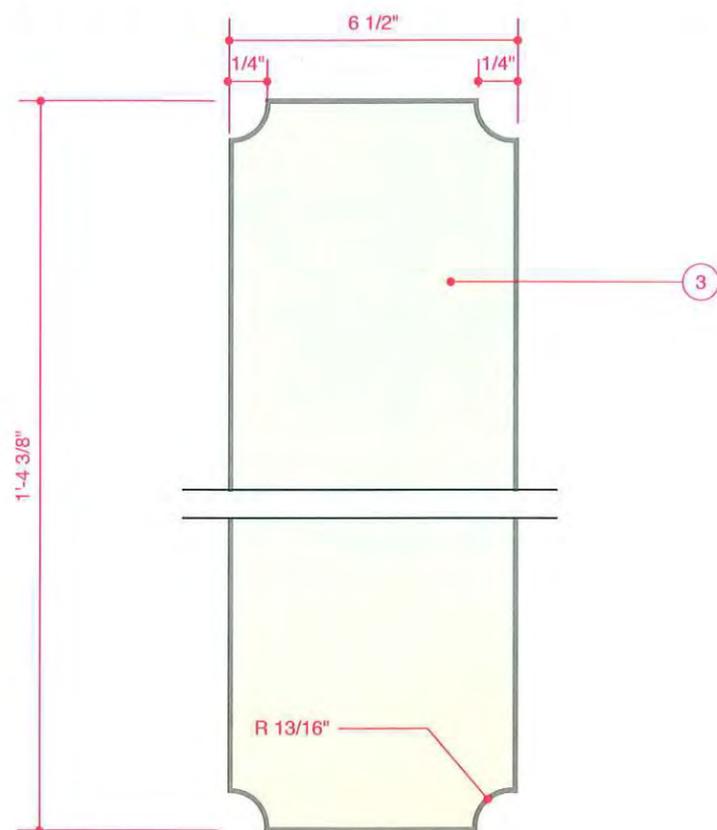
FAX 724.745.8607

WWW.THEKMAGROUP.COM



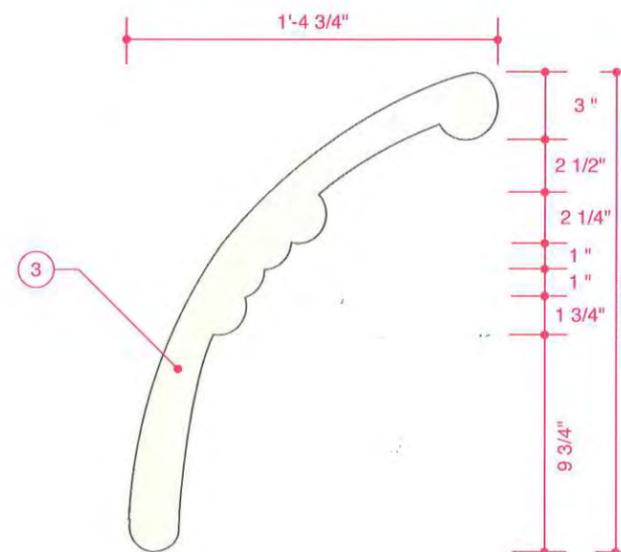
1 CITY ENTRANCE IDENTIFICATION
PLAN VIEW

SCALE: 3/4" = 1'-0"



2 CITY ENTRANCE IDENTIFICATION
DETAIL

SCALE: 1/4" = 1"



3 CITY ENTRANCE IDENTIFICATION
DETAIL

SCALE: 1 1/2" = 1'-0"

DRAWN BY CHECKED BY

MRM 06-23-08

JGE 06-23-08

ISSUED FOR / DATE

100% Construction Documents 05-28-08

REVISION NUMBER

DRAWING TITLE

ENTRANCE IDENTIFICATION

NOTES

OWNER

CITY OF KENNESAW, GA

APPROVAL / DATE

PROJECT NUMBER

2803.03

SIGN TYPE

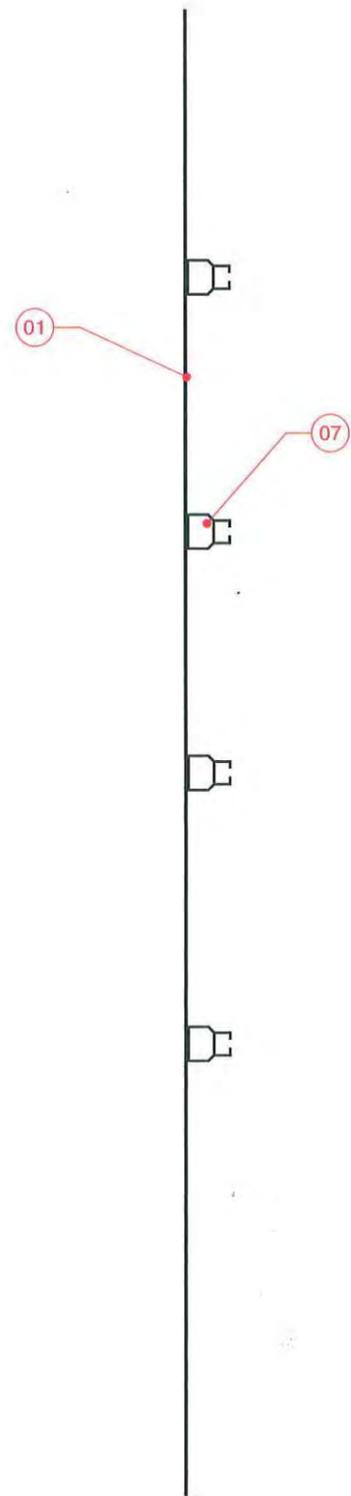
01

SHEET NO.

04

©COPYRIGHT 2008 KMA DESIGN





NOTES

- 01. .125" ALUMINUM PANEL PAINTED TO MATCH MAPS BLACK.
- 02. PAINTED TO MATCH AKZO NOBEL SIGN FINISHES COLORMAP METALLIC COLORS 318 B2.
- 03. PAINTED TO MATCH PMS 194C.
- 04. IMAGE SURFACE SCREENED TO MATCH PMS 1817C.
- 05. NOT SHOWN.
- 06. DIE-CUT REFLECTIVE WHITE VINYL.
- 07. TAPCO LARGE EXTRUSION #645-55 OR SIMILAR, SPACING TBD BY FABRICATOR. PAINTED TO MATCH MAPS BLACK.
- 08. NOT SHOWN.
- 09. NOT SHOWN.
- 10. ORACAL 851M PREMIUM CAST METALLIC VINYL 922 BRASS.
- * BACK OF SIGN PANEL SHALL BE PAINTED TO MATCH MAPS BLACK.
- ** MOUNTING APPLICATIONS SHALL BE REVIEWED AND APPROVED BY A STRUCTURAL ENGINEER.
- *** ALL PMS BLACK TO HAVE CLEAR COAT

1 VEHICULAR TRAILBLAZER ELEVATION

2 VEHICULAR TRAILBLAZER END VIEW

SCALE: 1 1/2" = 1'-0"

SCALE: 1 1/2" = 1'-0"

ISSUED FOR / DATE

ISSUED FOR / DATE

PROJECT / NO.

DRAWING TITLE / NOTES

SIGN TYPE

SHEET NO.

135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

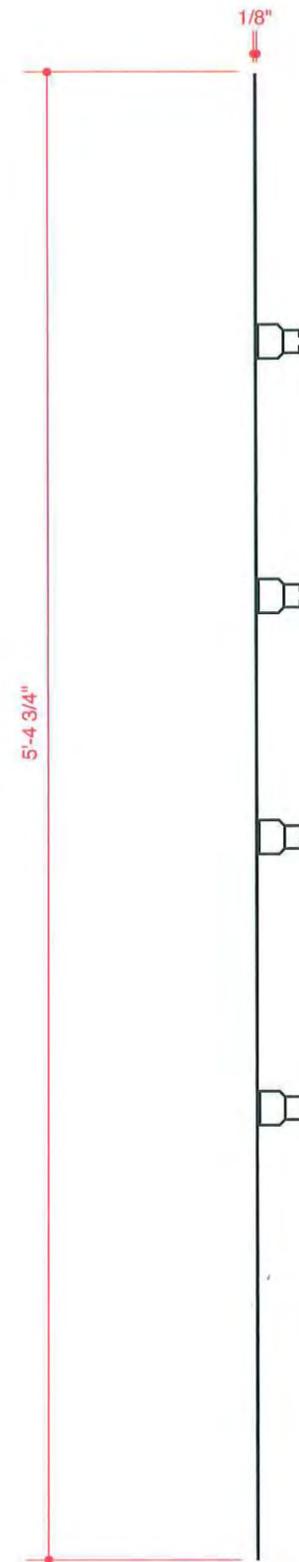
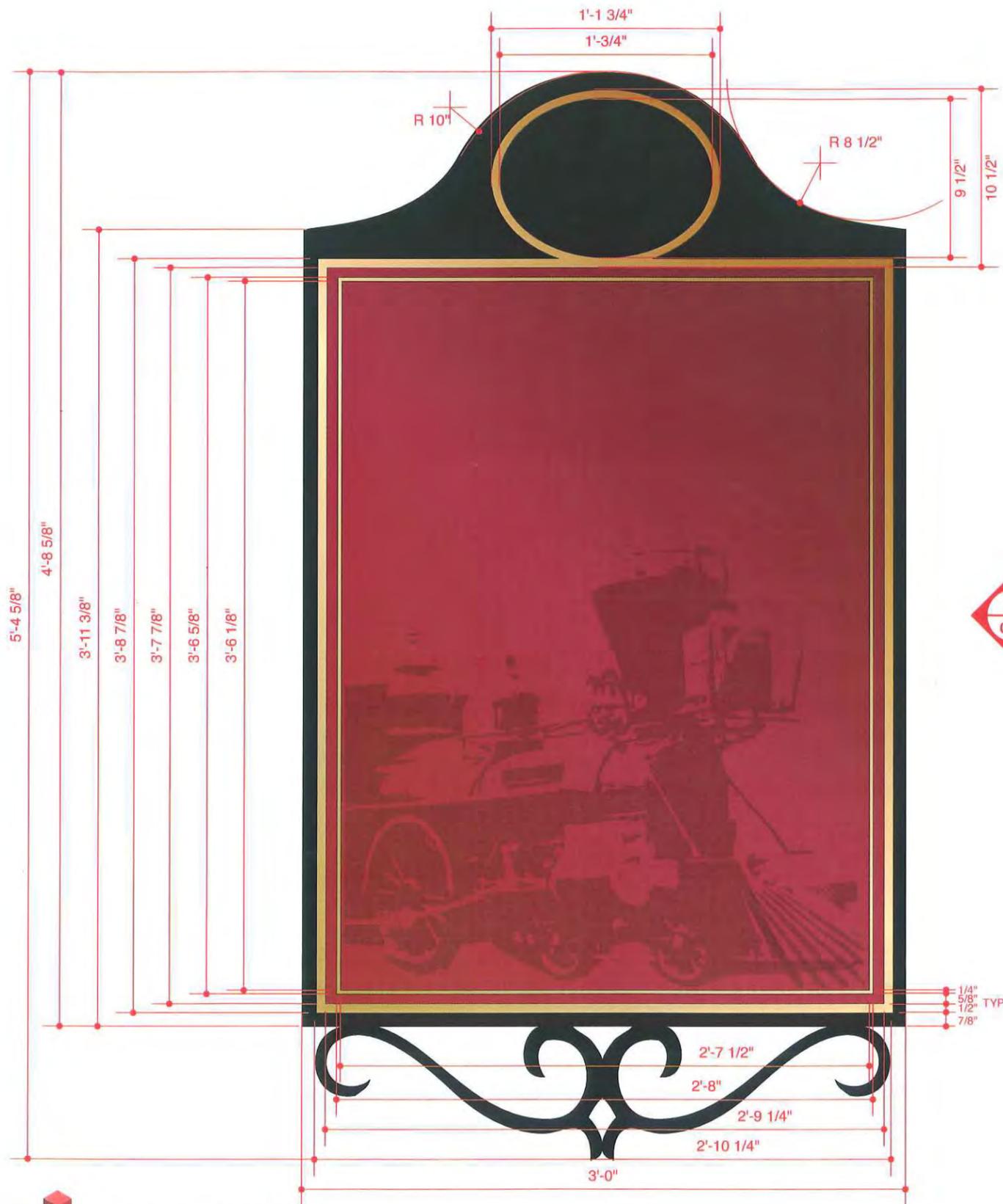
DRAWN BY: TLS DATE: 05/14/08
CHECKED BY: MRM DATE: 05/14/08

VEHICULAR TRAILBLAZER

04

04





1 VEHICULAR TRAILBLAZER
DETAIL

SCALE: 1 1/2" = 1'-0"

2 VEHICULAR TRAILBLAZER
END VIEW

SCALE: 1 1/2" = 1'-0"

ISSUED FOR / DATE

ISSUED FOR / DATE

PROJECT / NO.

DRAWING TITLE / NOTES

SIGN TYPE

SHEET NO.

135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

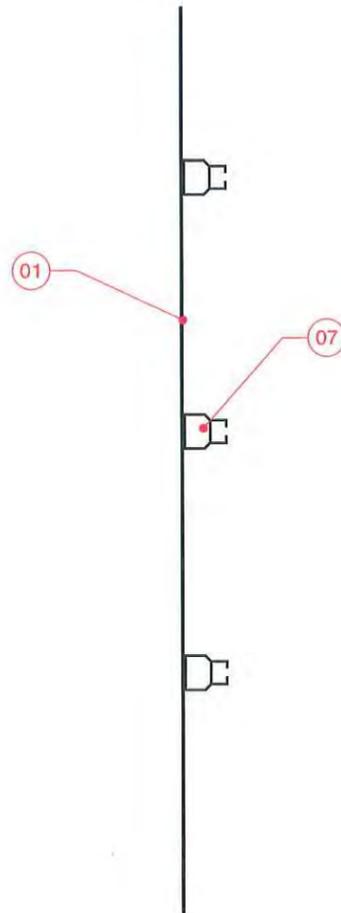
DRAWN BY: TLS DATE: 05/14/08
CHECKED BY: MRM DATE: 05/14/08

VEHICULAR TRAILBLAZER

04

04.1





NOTES

- 01. .125" ALUMINUM PANEL PAINTED TO MATCH MAPS BLACK.
 - 02. PAINTED TO MATCH AKZO NOBEL SIGN FINISHES COLORMAP METALLIC COLORS 318 B2.
 - 03. PAINTED TO MATCH PMS 194C.
 - 04. NOT SHOWN.
 - 05. NOT SHOWN.
 - 06. DIE-CUT REFLECTIVE WHITE VINYL.
 - 07. TAPCO LARGE EXTRUSION #645-55 OR SIMILAR, SPACING TBD BY FABRICATOR. PAINTED TO MATCH MAPS BLACK.
 - 08. NOT SHOWN.
 - 09. NOT SHOWN.
 - 10. ORACAL 851M PREMIUM CAST METALLIC VINYL 922 BRASS.
- * BACK OF SIGN PANEL SHALL BE PAINTED TO MATCH MAPS BLACK.
- ** MOUNTING APPLICATIONS SHALL BE REVIEWED AND APPROVED BY A STRUCTURAL ENGINEER.
- *** ALL PMS BLACK TO HAVE CLEAR COAT

1 SMALL VEHICULAR TRAILBLAZER
ELEVATION

SCALE: 1 1/2" = 1'-0"

2 SMALL VEHICULAR TRAILBLAZER
END VIEW

SCALE: 1 1/2" = 1'-0"



135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

DRAWN BY
TLS
DATE
05/14/08
CHECKED BY
MRM
DATE
05/14/08

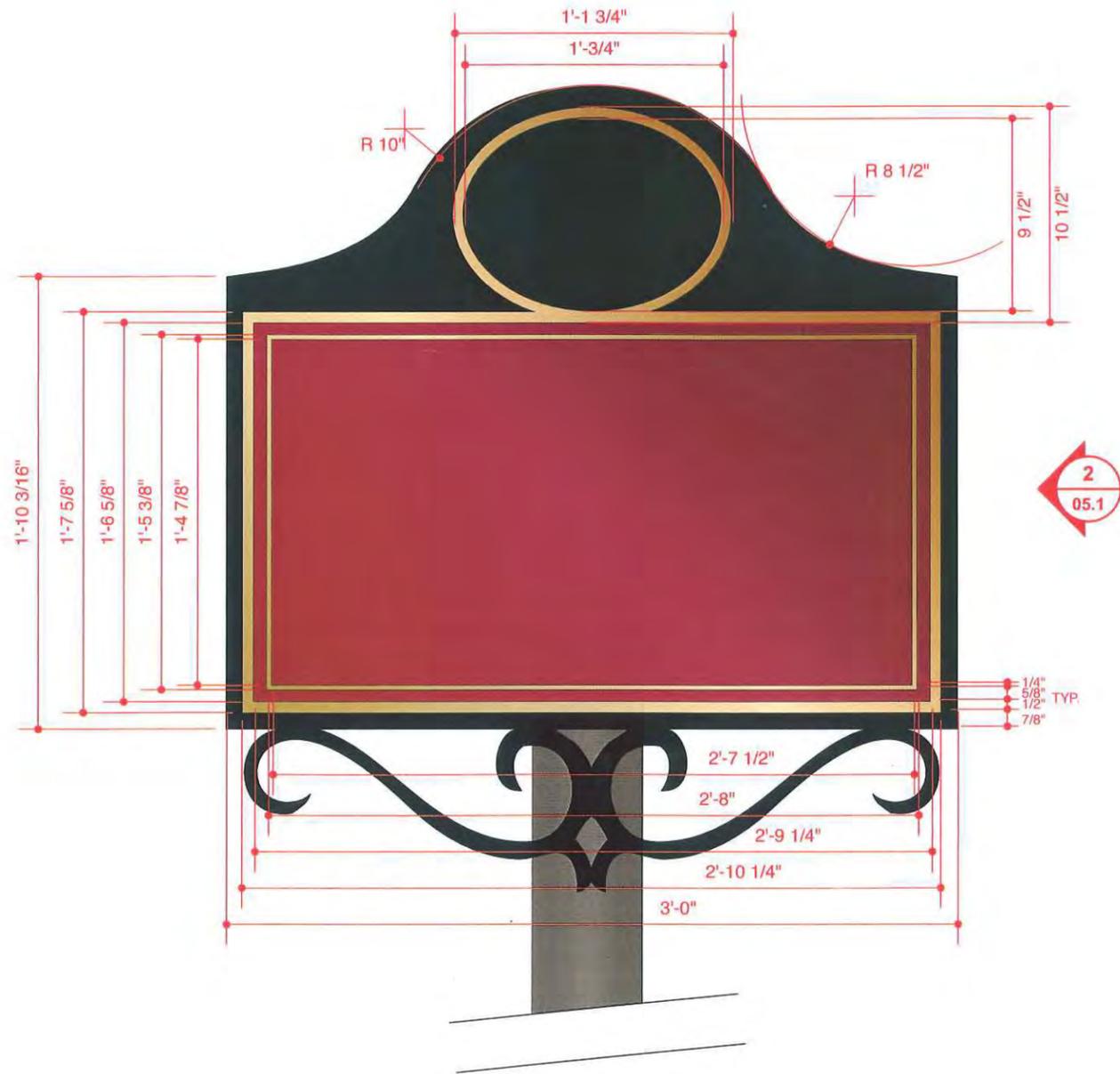
SMALL VEHICULAR TRAILBLAZER

SIGN TYPE

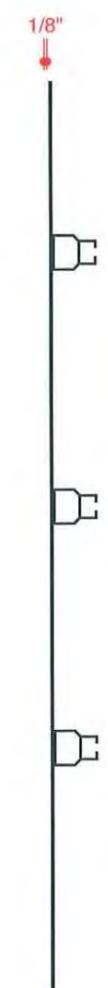
05

SHEET NO.

05



2
05.1



1 SMALL VEHICULAR TRAILBLAZER
DETAIL

SCALE: 1 1/2" = 1'-0"

2 SMALL VEHICULAR TRAILBLAZER
END VIEW

SCALE: 1 1/2" = 1'-0"



135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMAGROUP.COM

ISSUED FOR / DATE
CITY OF KENNESAW, GA

ISSUED FOR / DATE
DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

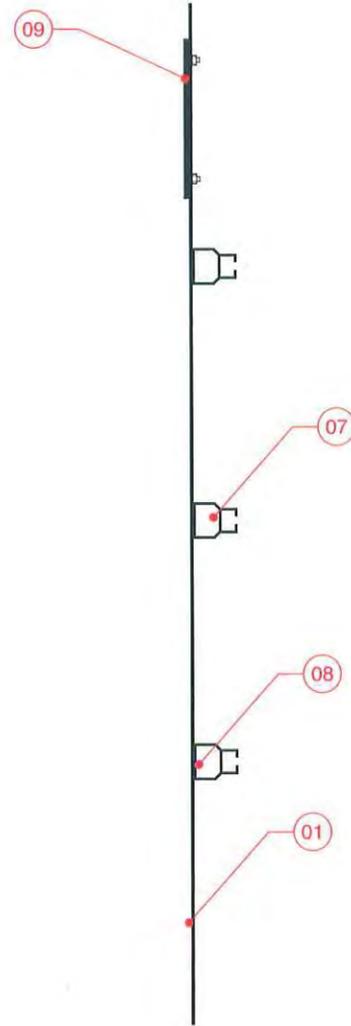
PROJECT / NO.
2802.01
APPROVAL / DATE

DRAWN BY
TLS
DATE
05/14/08
CHECKED BY
MRM
DATE
05/14/08

DRAWING TITLE / NOTES
SMALL VEHICULAR TRAILBLAZER

SIGN TYPE
05

SHEET NO.
05.1



NOTES

- 01. .125" ALUMINUM PANEL PAINTED TO MATCH MAPS BLACK.
 - 02. PAINTED TO MATCH AKZO NOBEL SIGN FINISHES COLORMAP METALLIC COLORS 318 B2.
 - 03. PAINTED TO MATCH PMS 194C.
 - 04. IMAGE SURFACE SCREENED TO MATCH PMS 1817C.
 - 05. NOT SHOWN.
 - 06. DIE-CUT REFLECTIVE WHITE VINYL.
 - 07. TAPCO LARGE EXTRUSION #645-55 OR SIMILAR, SPACING TBD BY FABRICATOR. PAINTED TO MATCH MAPS BLACK.
 - 08. NOT SHOWN.
 - 09. MATTHEWS BRONZE LOGO DRILLED & TAPPED TO ALUMINUM PANELS WITH LOCKING WASHERS.
 - 10. NOT SHOWN.
- * BACK OF SIGN PANEL SHALL BE PAINTED TO MATCH MAPS BLACK.
- ** MOUNTING APPLICATIONS SHALL BE REVIEWED AND APPROVED BY A STRUCTURAL ENGINEER.
- *** ALL PMS BLACK TO HAVE CLEAR COAT

1 PEDESTRIAN DIRECTIONAL ELEVATION

SCALE: 1 1/2" = 1'-0"

2 PEDESTRIAN DIRECTIONAL END VIEW

SCALE: 1 1/2" = 1'-0"



135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMAGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

DRAWN BY: TLS DATE: 05/14/08
CHECKED BY: MRM DATE: 05/14/08

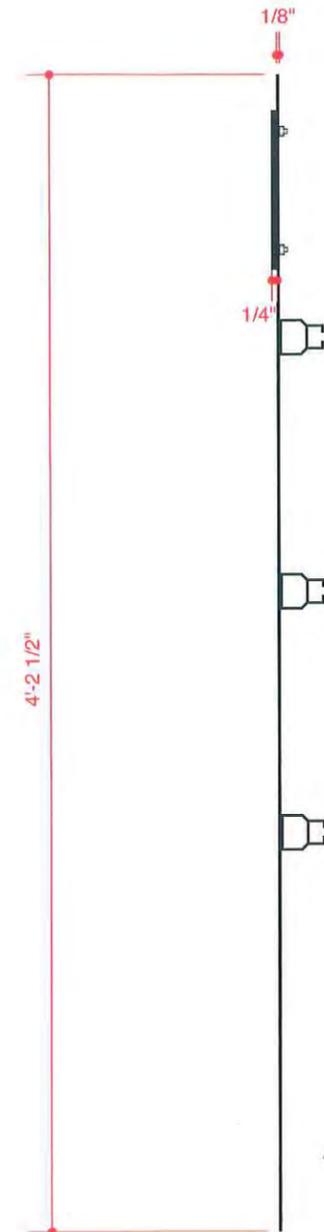
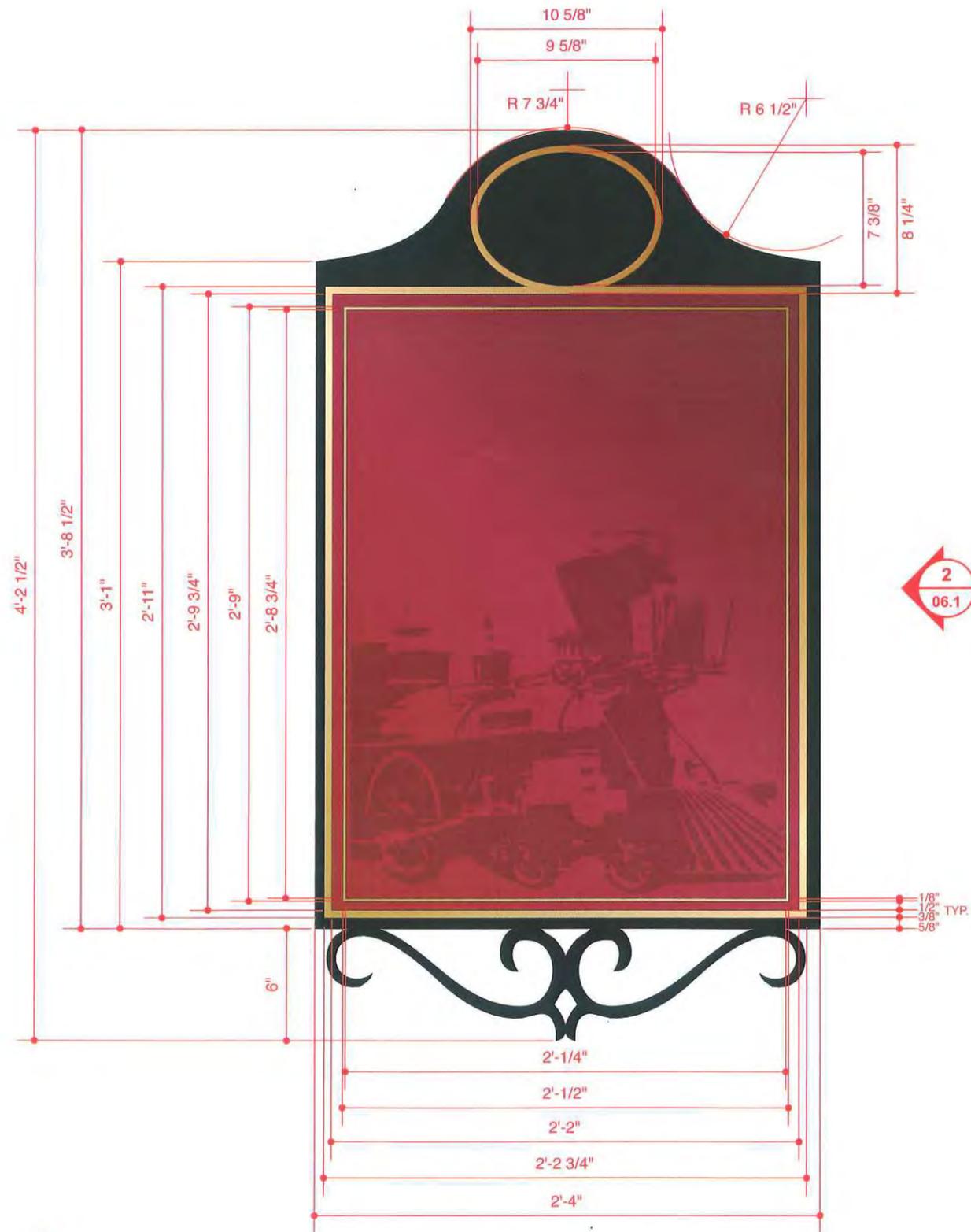
PEDESTRIAN DIRECTIONAL

SIGN TYPE

06

SHEET NO.

06



1 PEDESTRIAN DIRECTIONAL
DETAIL

SCALE: 1 1/2" = 1'-0"

2 PEDESTRIAN DIRECTIONAL
END VIEW

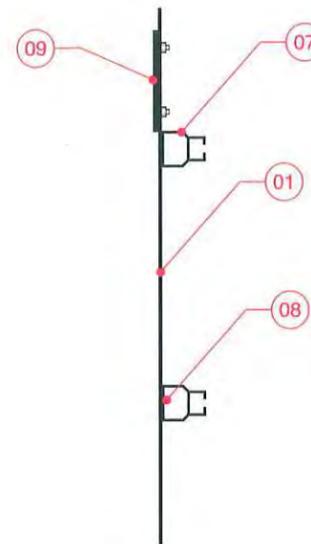
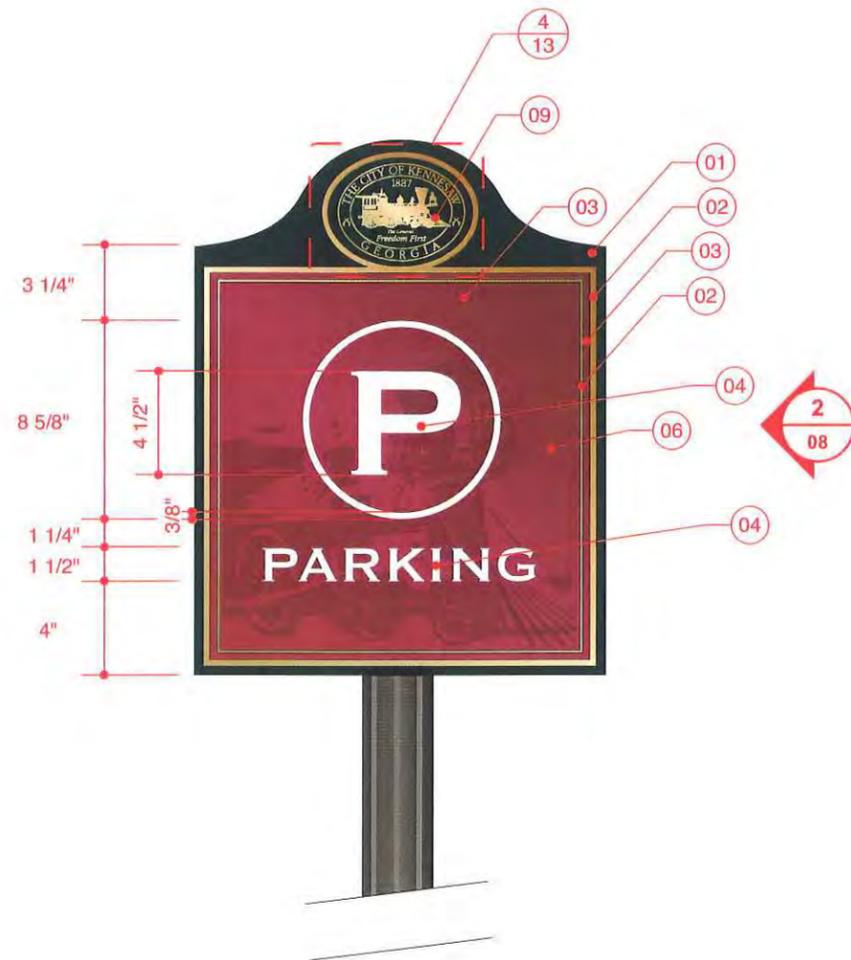
SCALE: 1 1/2" = 1'-0"

ISSUED FOR / DATE	ISSUED FOR / DATE	PROJECT / NO.	DRAWING TITLE / NOTES	SIGN TYPE	SHEET NO.
CITY OF KENNESAW, GA	DESIGN DEVELOPMENT 03/24/08. CONSTRUCTION DOCS. 05/14/08.	2802.01	PEDESTRIAN DIRECTIONAL	06	06.1
135 TECHNOLOGY DRIVE, SUITE 401 CANONSBURG, PA 15317 TEL. 724.745.8601 FAX 724.745.8607 WWW.THEKMAGROUP.COM		APPROVAL / DATE _____	DRAWN BY TLS DATE 05/14/08 CHECKED BY MRM DATE 05/14/08	© 2008 ALL RIGHTS RESERVED	



NOTES

- 01. .125" ALUMINUM PANEL PAINTED TO MATCH MAPS BLACK.
 - 02. PAINTED TO MATCH AKZO NOBEL SIGN FINISHES COLORMAP METALLIC COLORS 318 B2.
 - 03. PAINTED TO MATCH PMS 194C.
 - 04. IMAGE SURFACE SCREENED TO MATCH PMS 1817C.
 - 05. NOT SHOWN.
 - 06. DIE-CUT REFLECTIVE WHITE VINYL.
 - 07. TAPCO LARGE EXTRUSION #645-55 OR SIMILAR, SPACING TBD BY FABRICATOR. PAINTED TO MATCH MAPS BLACK.
 - 08. NOT SHOWN.
 - 09. MATTHEWS BRONZE LOGO DRILLED & TAPPED TO ALUMINUM PANELS WITH LOCKING WASHERS.
 - 10. NOT SHOWN.
- * BACK OF SIGN PANEL SHALL BE PAINTED TO MATCH MAPS BLACK.
- ** MOUNTING APPLICATIONS SHALL BE REVIEWED AND APPROVED BY A STRUCTURAL ENGINEER.
- *** ALL PMS BLACK TO HAVE CLEAR COAT



1 PARKING LOT IDENTIFICATION ELEVATION

SCALE: 1 1/2" = 1'-0"

2 PARKING LOT IDENTIFICATION END VIEW

SCALE: 1 1/2" = 1'-0"

ISSUED FOR / DATE

ISSUED FOR / DATE

PROJECT / NO.

DRAWING TITLE / NOTES

SIGN TYPE

SHEET NO.

135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

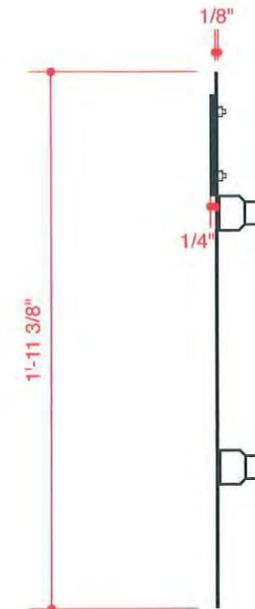
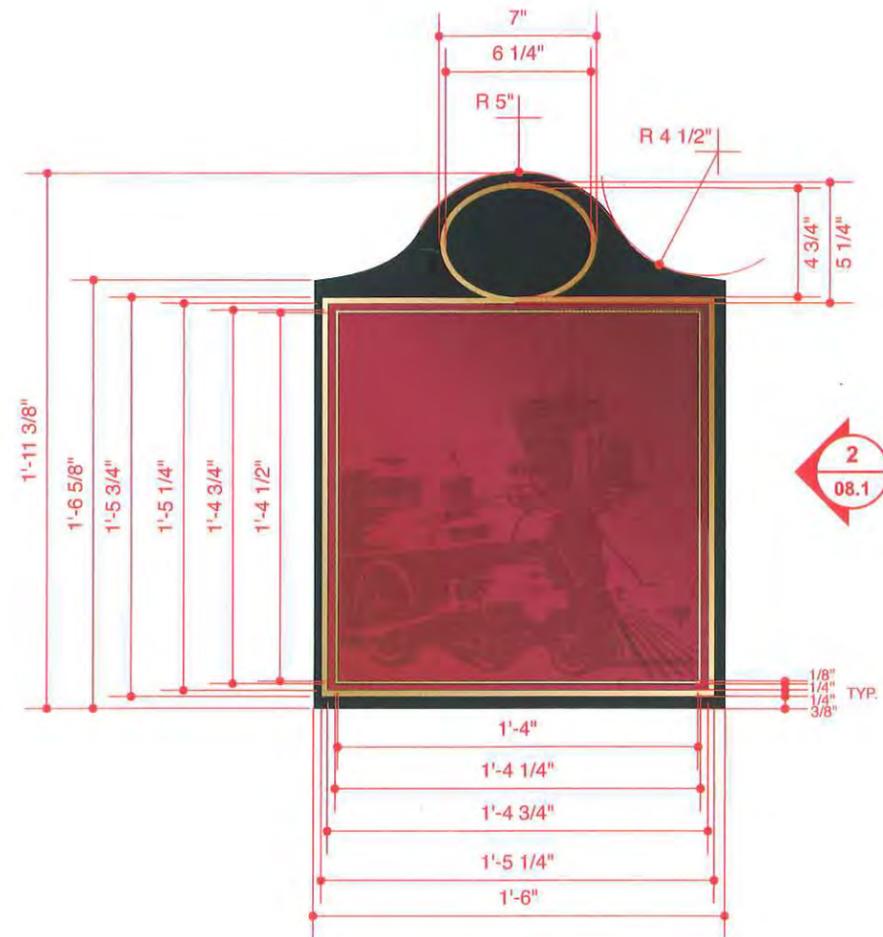
DRAWN BY DATE
TLS 05/14/08
CHECKED BY DATE
MRM 05/14/08

PARKING LOT IDENTIFICATION

08

08





1 PARKING LOT IDENTIFICATION
DETAIL

SCALE: 1 1/2" = 1'-0"

2 PARKING LOT IDENTIFICATION
END VIEW

SCALE: 1 1/2" = 1'-0"



135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMAGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

PROJECT / NO.
2802.01
APPROVAL / DATE

DRAWN BY: TLS
DATE: 05/14/08
CHECKED BY: MRM
DATE: 05/14/08

DRAWING TITLE / NOTES
PARKING LOT IDENTIFICATION

SIGN TYPE

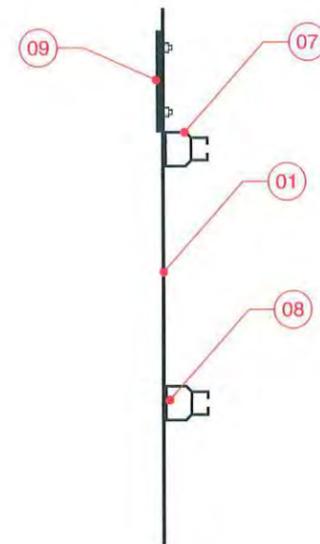
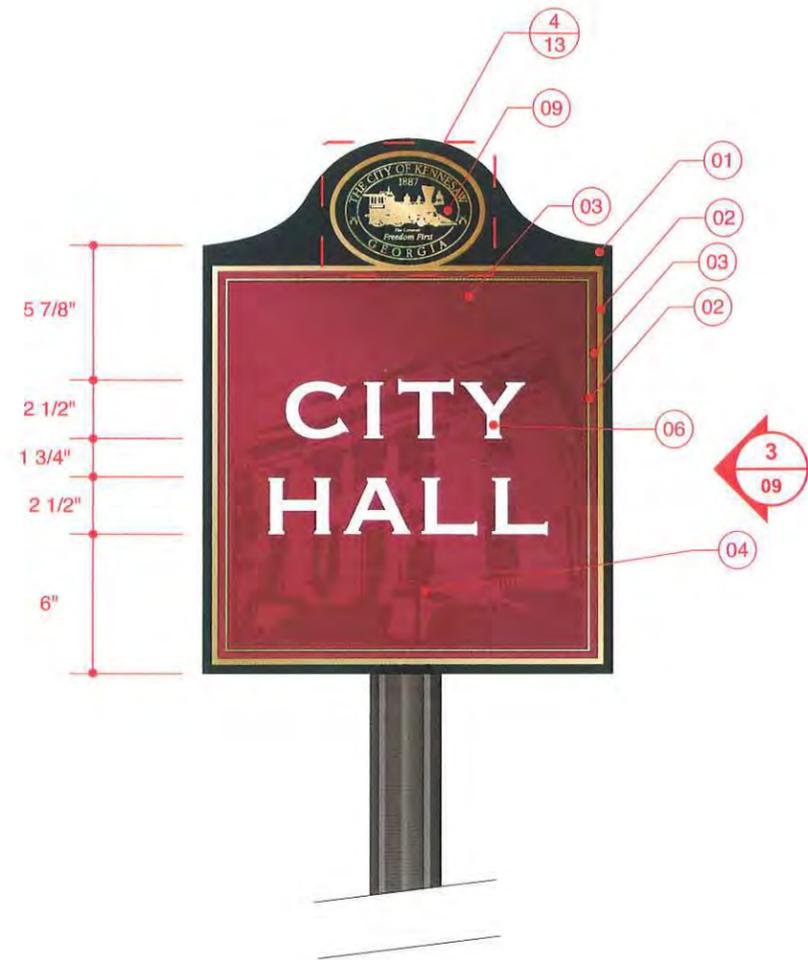
08

SHEET NO.

08.1

NOTES

- 01. .125" ALUMINUM PANEL PAINTED TO MATCH MAPS BLACK.
- 02. PAINTED TO MATCH AKZO NOBEL SIGN FINISHES COLORMAP METALLIC COLORS 318 B2.
- 03. PAINTED TO MATCH PMS 194C.
- 04. IMAGE SURFACE SCREENED TO MATCH PMS 1817C.
- 05. NOT SHOWN.
- 06. DIE-CUT REFLECTIVE WHITE VINYL.
- 07. TAPCO LARGE EXTRUSION #645-55 OR SIMILAR, SPACING TBD BY FABRICATOR. PAINTED TO MATCH MAPS BLACK.
- 08. NOT SHOWN.
- 09. MATTHEWS BRONZE LOGO DRILLED & TAPPED TO ALUMINUM PANELS WITH LOCKING WASHERS.
- 10. NOT SHOWN.
- * BACK OF SIGN PANEL SHALL BE PAINTED TO MATCH MAPS BLACK.
- ** MOUNTING APPLICATIONS SHALL BE REVIEWED AND APPROVED BY A STRUCTURAL ENGINEER.
- *** ALL PMS BLACK TO HAVE CLEAR COAT



1 DESTINATION IDENTIFICATION - LOCOMOTIVE MUSEUM
ELEVATION SCALE: 1 1/2" = 1'-0"

2 DESTINATION IDENTIFICATION - CITY HALL
ELEVATION SCALE: 1 1/2" = 1'-0"

3 DESTINATION IDENTIFICATION
END VIEW SCALE: 1 1/2" = 1'-0"

ISSUED FOR / DATE

ISSUED FOR / DATE

PROJECT / NO.

DRAWING TITLE / NOTES

SIGN TYPE

SHEET NO.

135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMAGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

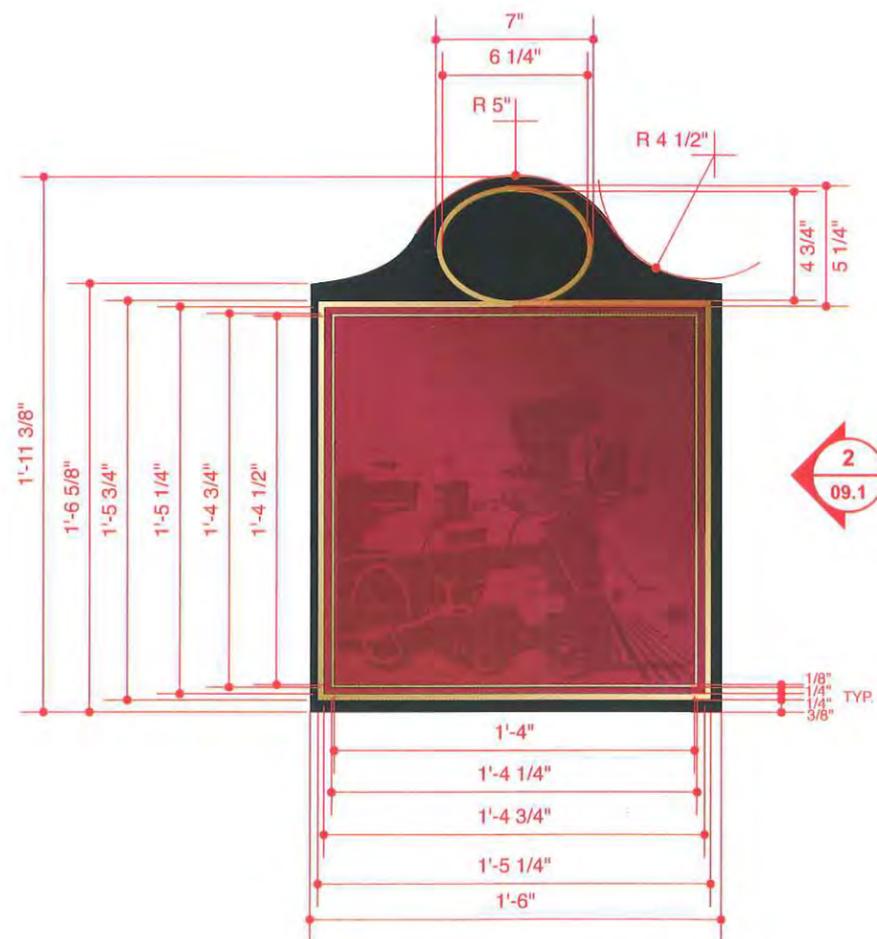
DRAWN BY DATE
TLS 05/14/08
CHECKED BY DATE
MRM 05/14/08

DESTINATION IDENTIFICATION

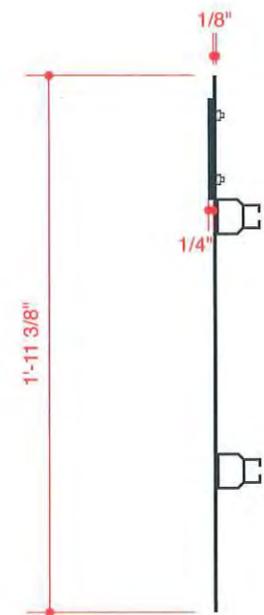
09

09





2
09.1



1 DESTINATION IDENTIFICATION
DETAIL

SCALE: 1 1/2" = 1'-0"

2 DESTINATION IDENTIFICATION
END VIEW

SCALE: 1 1/2" = 1'-0"



135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMAGROUP.COM

ISSUED FOR / DATE
CITY OF KENNESAW, GA

ISSUED FOR / DATE
DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

PROJECT / NO.
2802.01

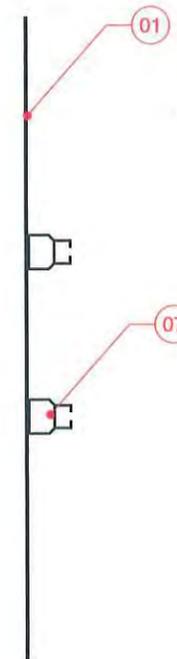
APPROVAL / DATE

DRAWN BY DATE
TLS 05/14/08
CHECKED BY DATE
MRM 05/14/08

DRAWING TITLE / NOTES
DESTINATION IDENTIFICATION

SIGN TYPE
09

SHEET NO.
09.1



NOTES

- 01. .125" ALUMINUM PANEL PAINTED TO MATCH MAPS BLACK.
 - 02. PAINTED TO MATCH AKZO NOBEL SIGN FINISHES COLORMAP METALLIC COLORS 318 B2.
 - 03. PAINTED TO MATCH PMS 194C.
 - 04. NOT SHOWN.
 - 05. NOT SHOWN.
 - 06. DIE-CUT REFLECTIVE WHITE VINYL.
 - 07. TAPCO LARGE EXTRUSION #645-55 OR SIMILAR, SPACING TBD BY FABRICATOR. PAINTED TO MATCH MAPS BLACK.
 - 08. NOT SHOWN.
 - 09. NOT SHOWN.
 - 10. ORACAL 851M PREMIUM CAST METALLIC VINYL 922 BRASS.
- * BACK OF SIGN PANEL SHALL BE PAINTED TO MATCH MAPS BLACK.
- ** MOUNTING APPLICATIONS SHALL BE REVIEWED AND APPROVED BY A STRUCTURAL ENGINEER.
- *** ALL PMS BLACK TO HAVE CLEAR COAT

1 HISTORIC DISTRICT IDENTIFICATION ELEVATION

SCALE: 1 1/2" = 1'-0"

2 HISTORIC DISTRICT IDENTIFICATION END VIEW

SCALE: 1 1/2" = 1'-0"



135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMAGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

DRAWN BY: **TLS** DATE: **05/14/08**
CHECKED BY: **MRM** DATE: **05/14/08**

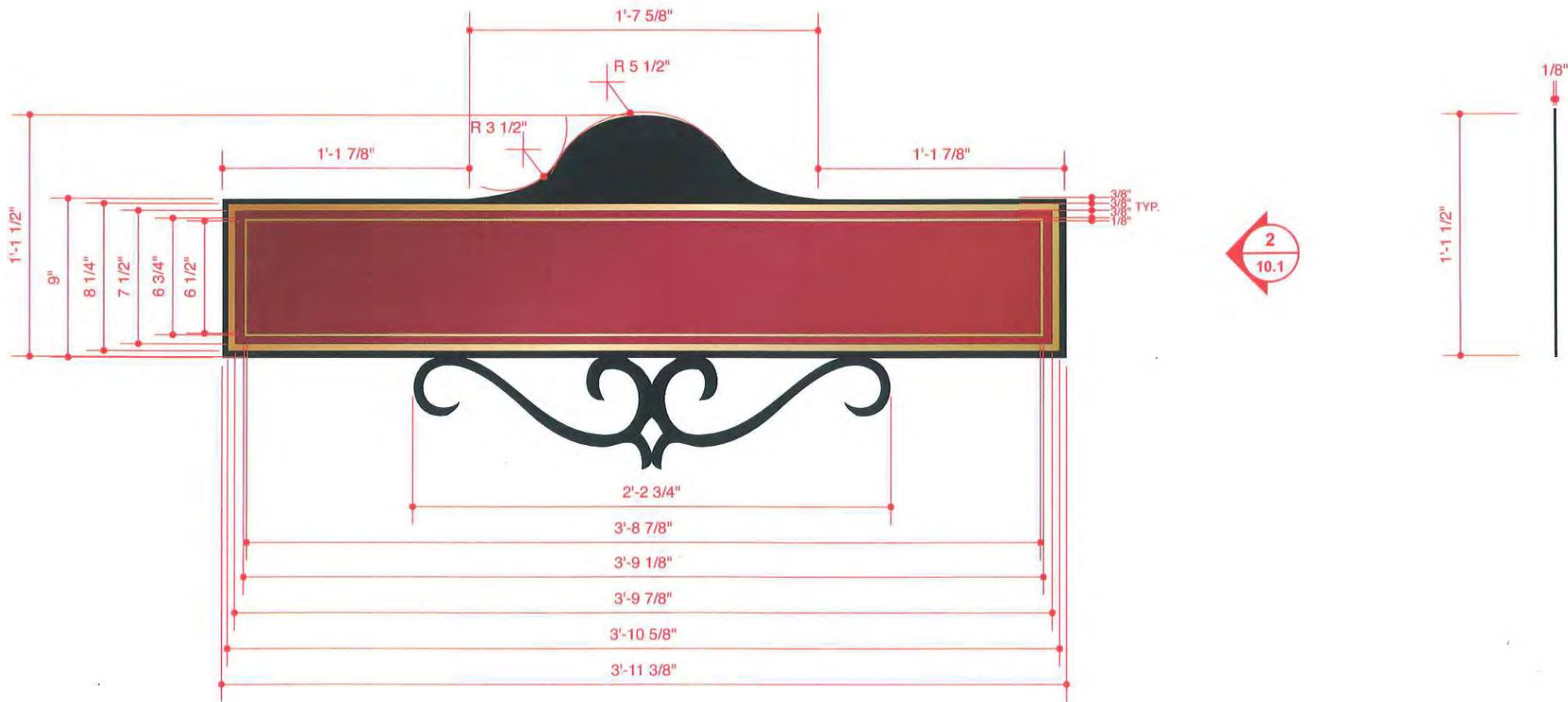
HISTORIC DISTRICT IDENTIFICATION

SIGN TYPE

10

SHEET NO.

10



1 HISTORIC DISTRICT IDENTIFICATION
DETAIL

SCALE: 1 1/2" = 1'-0"

2 HISTORIC DISTRICT IDENTIFICATION
END VIEW

SCALE: 1 1/2" = 1'-0"

ISSUED FOR / DATE

ISSUED FOR / DATE

PROJECT / NO.

DRAWING TITLE / NOTES

SIGN TYPE

SHEET NO.

135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMAGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

DRAWN BY DATE
TLS 05/14/08
CHECKED BY DATE
MRM 05/14/08

HISTORIC DISTRICT IDENTIFICATION

10

10.1





NOTES

- 01. .125" ALUMINUM PANEL PAINTED TO MATCH MAPS BLACK.
- 02. PAINTED TO MATCH AKZO NOBEL SIGN FINISHES COLORMAP METALLIC COLORS 318 B2.
- 03. PAINTED TO MATCH PMS 194C.
- 04. NOT SHOWN.
- 05. TAPCOSCAPES ALBANY L-BRACKET WITH S-SCROLL 22" S-SCROLL L-BRACKET.
- 06. DIE-CUT REFLECTIVE WHITE VINYL.
- 07. NOT SHOWN.
- 08. NOT SHOWN.
- 09. NOT SHOWN.
- 10. ORACAL 851M PREMIUM CAST METALLIC VINYL 922 BRASS.
- * BACK OF SIGN PANEL SHALL BE PAINTED TO MATCH MAPS BLACK.
- ** MOUNTING APPLICATIONS SHALL BE REVIEWED AND APPROVED BY A STRUCTURAL ENGINEER.
- *** ALL PMS BLACK TO HAVE CLEAR COAT

1 STREET IDENTIFICATION
ELEVATION

SCALE: 1 1/2" = 1'-0"

2 STREET IDENTIFICATION
END VIEW

SCALE: 1 1/2" = 1'-0"

ISSUED FOR / DATE

ISSUED FOR / DATE

PROJECT / NO.

DRAWING TITLE / NOTES

SIGN TYPE

SHEET NO.

135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMAGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

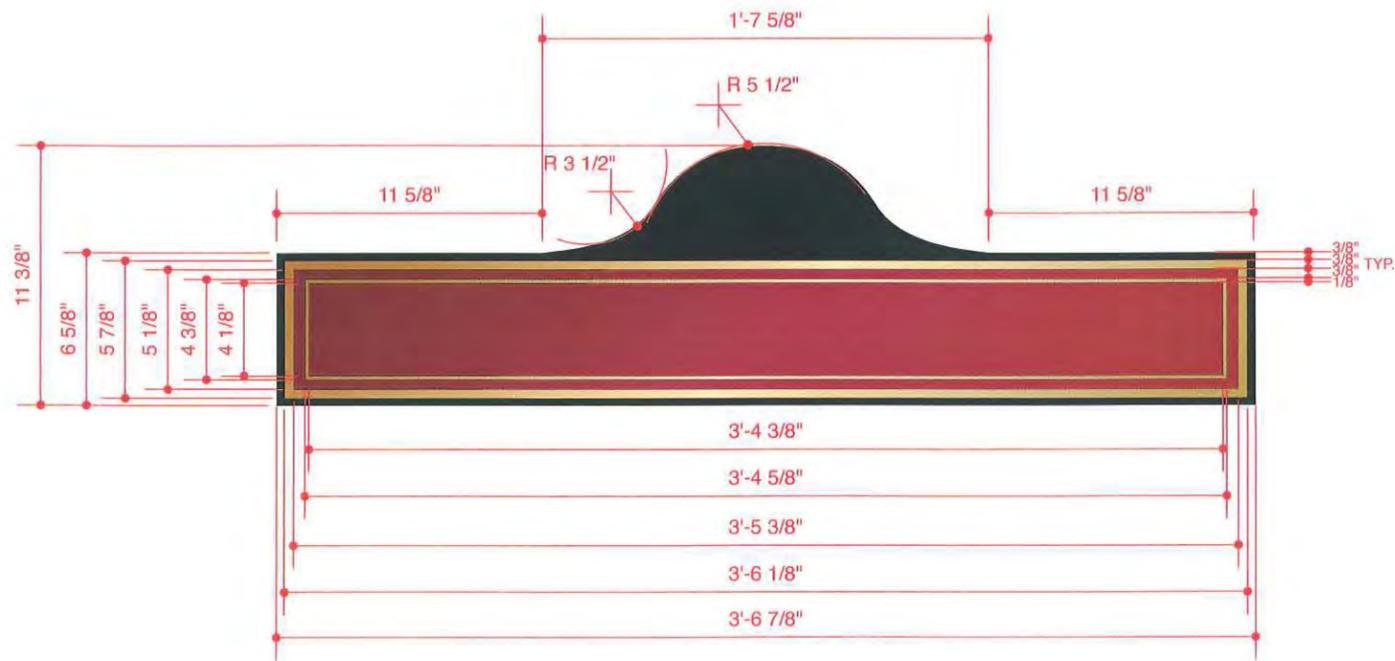
DRAWN BY: TLS DATE: 05/14/08
CHECKED BY: MRM DATE: 05/14/08

STREET IDENTIFICATION

11

11





1 STREET IDENTIFICATION
DETAIL

SCALE: 1 1/2" = 1'-0"

2 STREET IDENTIFICATION
END VIEW

SCALE: 1 1/2" = 1'-0"

ISSUED FOR / DATE

ISSUED FOR / DATE

PROJECT / NO.

DRAWING TITLE / NOTES

SIGN TYPE

SHEET NO.

135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMGROUP.COM

CITY OF KENNESAW, GA

DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

2802.01

APPROVAL / DATE

DRAWN BY: **TLS** DATE: **05/14/08**
CHECKED BY: **MRM** DATE: **05/14/08**

STREET IDENTIFICATION

11

11.1

© 2008 ALL RIGHTS RESERVED





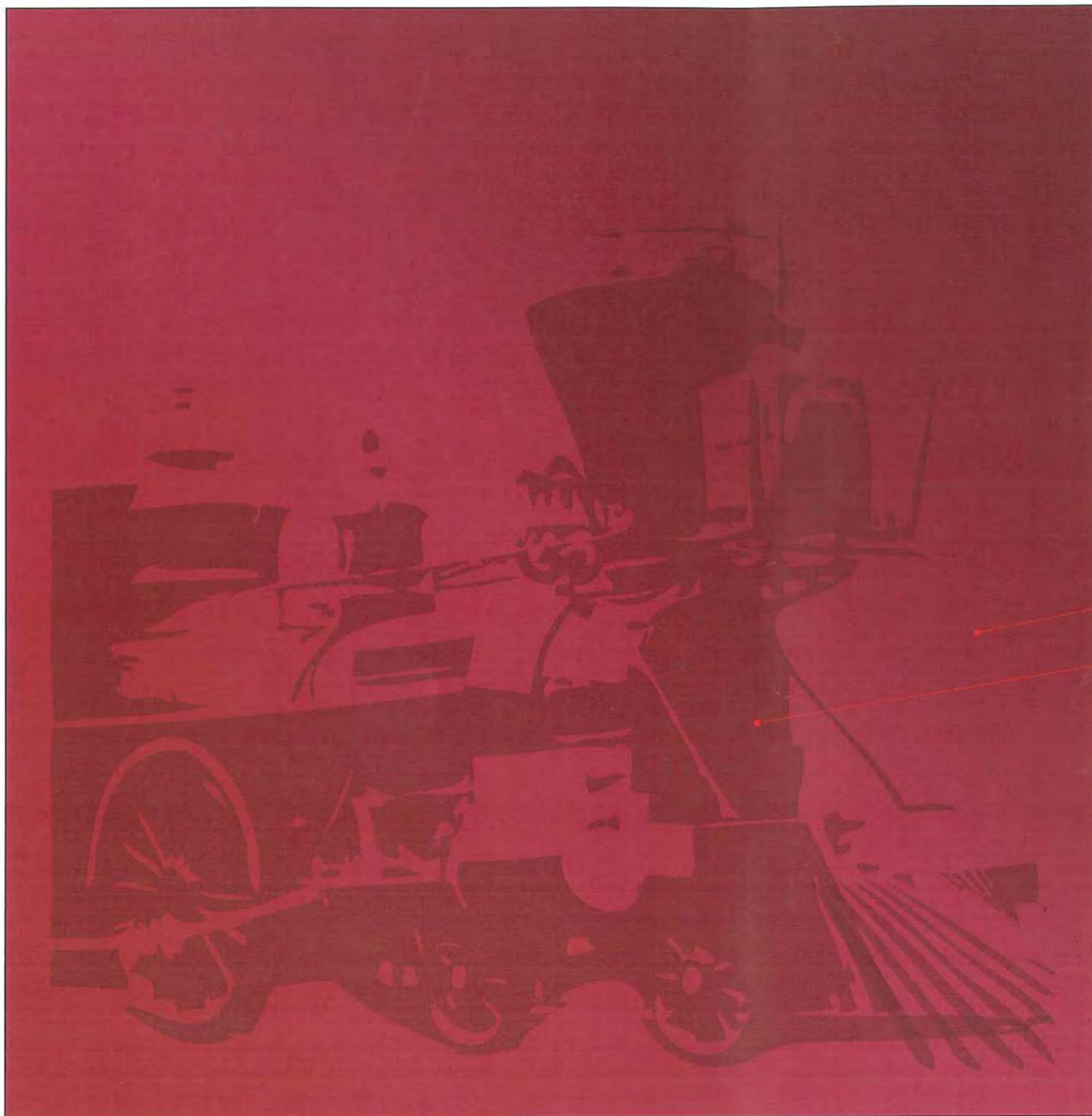
1 STREET IDENTIFICATION - ADDITIONAL STREET NAMES
ELEVATION

SCALE: 1 1/2" = 1'-0"

ISSUED FOR / DATE		ISSUED FOR / DATE	PROJECT / NO.	DRAWING TITLE / NOTES		SIGN TYPE	SHEET NO.	
135 TECHNOLOGY DRIVE, SUITE 401 CANONSBURG, PA 15317 TEL. 724.745.8601 FAX 724.745.8607 WWW.THEKMGROUP.COM		CITY OF KENNESAW, GA	DESIGN DEVELOPMENT 03/24/08 CONSTRUCTION DOCS. 05/14/08	2802.01	STREET IDENTIFICATION ADDITIONAL STREET NAMES		11	11.2
			APPROVAL / DATE	DRAWN BY TLS	DATE 05/14/08			
				CHECKED BY MRM	DATE 05/14/08			
© 2008 ALL RIGHTS RESERVED								

NOTES

- 01. SURFACE SCREENED TO MATCH PMS 194C.
- 02. SURFACE SCREENED TO MATCH PMS 1817C.



1 SIGN BACKGROUND - LOCOMOTIVE
DETAIL

SCALE: NTS



KMA
DESIGN

135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMAGROUP.COM

ISSUED FOR / DATE
CITY OF KENNESAW, GA

ISSUED FOR / DATE
DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

PROJECT / NO.
2802.01

APPROVAL / DATE

DRAWN BY	DATE
TLS	05/14/08
CHECKED BY	DATE
MRM	05/14/08

DRAWING TITLE / NOTES
SIGN BACKGROUND

SIGN TYPE

--

SHEET NO.

12

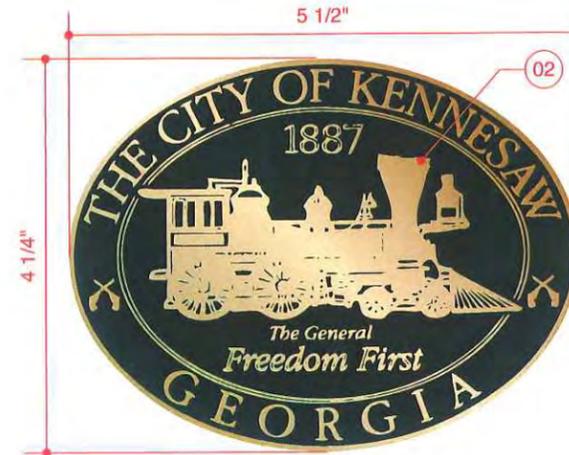
NOTES

- 01. MATTHEWS BRONZE LOGO DRILLED & TAPPED TO ALUMINUM PANELS WITH LOCKING WASHERS.
- 02. ORACAL 851M PREMIUM CAST METALLIC VINYL 922 BRASS.



1 VINYL BRONZE MEDALLION - LARGE ELEVATION

SCALE: 1/2" = 1"



2 VINYL BRONZE MEDALLION - SMALL ELEVATION

SCALE: 1/2" = 1"



3 MATTHEWS BRONZE MEDALLION - MEDIUM ELEVATION

SCALE: 1/2" = 1"



4 MATTHEWS BRONZE MEDALLION - SMALL ELEVATION

SCALE: 1/2" = 1"



135 TECHNOLOGY DRIVE, SUITE 401
CANONSBURG, PA 15317
TEL. 724.745.8601
FAX 724.745.8607
WWW.THEKMAGROUP.COM

ISSUED FOR / DATE
CITY OF KENNESAW, GA

ISSUED FOR / DATE
DESIGN DEVELOPMENT 03/24/08
CONSTRUCTION DOCS. 05/14/08

PROJECT / NO.
2802.01

APPROVAL / DATE

DRAWN BY DATE
TLS 05/14/08
CHECKED BY DATE
MRM 05/14/08

DRAWING TITLE / NOTES
MEDALLION DETAILS

SIGN TYPE

--

SHEET NO.

13