



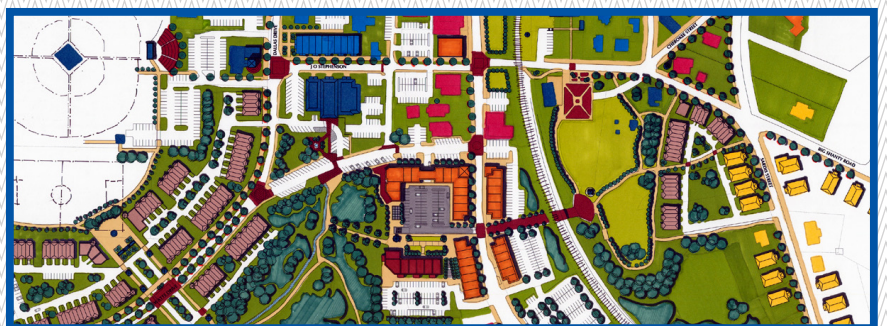
# CITY OF KENNESAW COMPREHENSIVE PLAN COMMUNITY AGENDA

Prepared for  
City of Kennesaw  
Kennesaw, Georgia

Prepared by



MACTEC Engineering and Consulting, Inc.



APRIL 18, 2007



**MAYOR**  
Leonard Church

**City Manager**  
L. Steve Kennedy

**City Clerk, CMC**  
Debra Taylor



**COUNCIL**  
Mayor Pro-Tem John Dowdy  
Cindy Giles  
Bruce Jenkins  
Mark Mathews  
Bill Thrash

CLERK'S CERTIFICATION

CITY OF KENNESAW  
GEORGIA, COBB COUNTY

I, Debra Taylor, hereby certify that I am the Clerk for the City of Kennesaw and the lawful custodian of the books and records of said municipality, and as such do hereby certify that the attached Kennesaw Resolution No. 2007-10 is a true and correct copy of document(s) on file at City Hall.

WITNESS, my hand and Seal of the City of Kennesaw, Georgia, on this 17<sup>th</sup> day of April, 2007.

ATTEST: Debra Taylor  
Debra Taylor, City Clerk



**Kennesaw Community Agenda  
Transmittal Resolution  
For the Community Assessment and Community Participation Plan  
Resolution No. 2007-10, 2007**

**TRANSMITTAL RESOLUTION FOR THE COMMUNITY AGENDA UPDATE TO  
ATLANTA REGIONAL COMMISSION AND THE  
GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS**

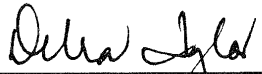
**WHEREAS**, the City of Kennesaw has completed the Community Agenda document and the update to the Short Term Work Program as part of the 20-year Comprehensive Plan Update; and

**WHEREAS**, these documents were prepared according to the Standards and Procedures for Local Comprehensive Planning effective May 1, 2005 and established by the Georgia Planning Act of 1989.

**BE IT THEREFORE RESOLVED**, that the City of Kennesaw does hereby transmit the Community Agenda and the updated Short Term Work Program as part of the 20-year Comprehensive Plan Update to the Atlanta Regional Commission and the Georgia Department of Community Affairs for official review.

Passed and adopted by the Kennesaw City Council on this 16<sup>th</sup> day of April, 2007.

ATTEST

  
\_\_\_\_\_  
Debra Taylor, City Clerk

CITY OF KENNESAW

  
\_\_\_\_\_  
Leola Church, Mayor



## 2006 – 2026 CITY OF KENNESAW COMPREHENSIVE PLAN

### COMMUNITY AGENDA



Prepared for:

**CITY OF KENNESAW**  
Kennesaw, Georgia

**MACTEC Engineering and Consulting, Inc.**  
Kennesaw, Georgia  
April 17, 2007





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## **Introduction**

### **1.1 Purpose**

The City of Kennesaw Comprehensive Plan Community Agenda consolidates the critical components of the City's plan for the future. While the Community Agenda should be considered in combination with the associated Community Assessment for comprehensive planning purposes, it is intended that review of the Community Agenda alone will provide an understanding of the City's broad vision, policies, and plans for implementation. For this reason, the Community Agenda document should be widely available to the citizens of Kennesaw and to those from outside the City who have an interest and need for understanding Kennesaw's vision and plan for the future.

This Community Agenda has been developed in accordance with a public participation plan to elicit public and stakeholder involvement into the planning process. The input of Kennesaw residents, business owners, and other community members has been obtained through public meetings and workshops, in discussions and via surveys. Additionally, the past input of Kennesaw citizens and stakeholders that contributed to past comprehensive planning and other planning efforts has been respected and, where appropriate, carried through to this document. Public involvement in planning is important for the development of a document such as this, and is equally important as and ongoing feature of the City's planning and community development process.

The Community Agenda also serves the purpose of meeting the intent of the Georgia Department of Community Affairs' (DCA) "Standards and Procedures for Local Government Comprehensive Planning" as updated and established on May 1, 2005. Preparation of the Community Agenda in accordance with these standards is an essential requirement to maintaining the City of Kennesaw's status as a Qualified Local Government as determined by DCA.

### **1.2 Scope**

The Community Agenda includes the City's vision for the future, the identification and description of character areas, key issues and opportunities to address during the planning period, and an implementation program (The Plan) for achieving the vision and addressing issues and opportunities.



## **2 Community Vision**

### **2.1 Vision Statement**

Our shared vision is to be a state-of-the-art, model city in Cobb County and the metro Atlanta region that encourages a collaborative spirit to address and resolve community issues, provides exemplary facilities and services to our residents and businesses, offers unmatched cultural, educational and recreational opportunities, and promotes economic development while preserving our local historic character and small town charm.

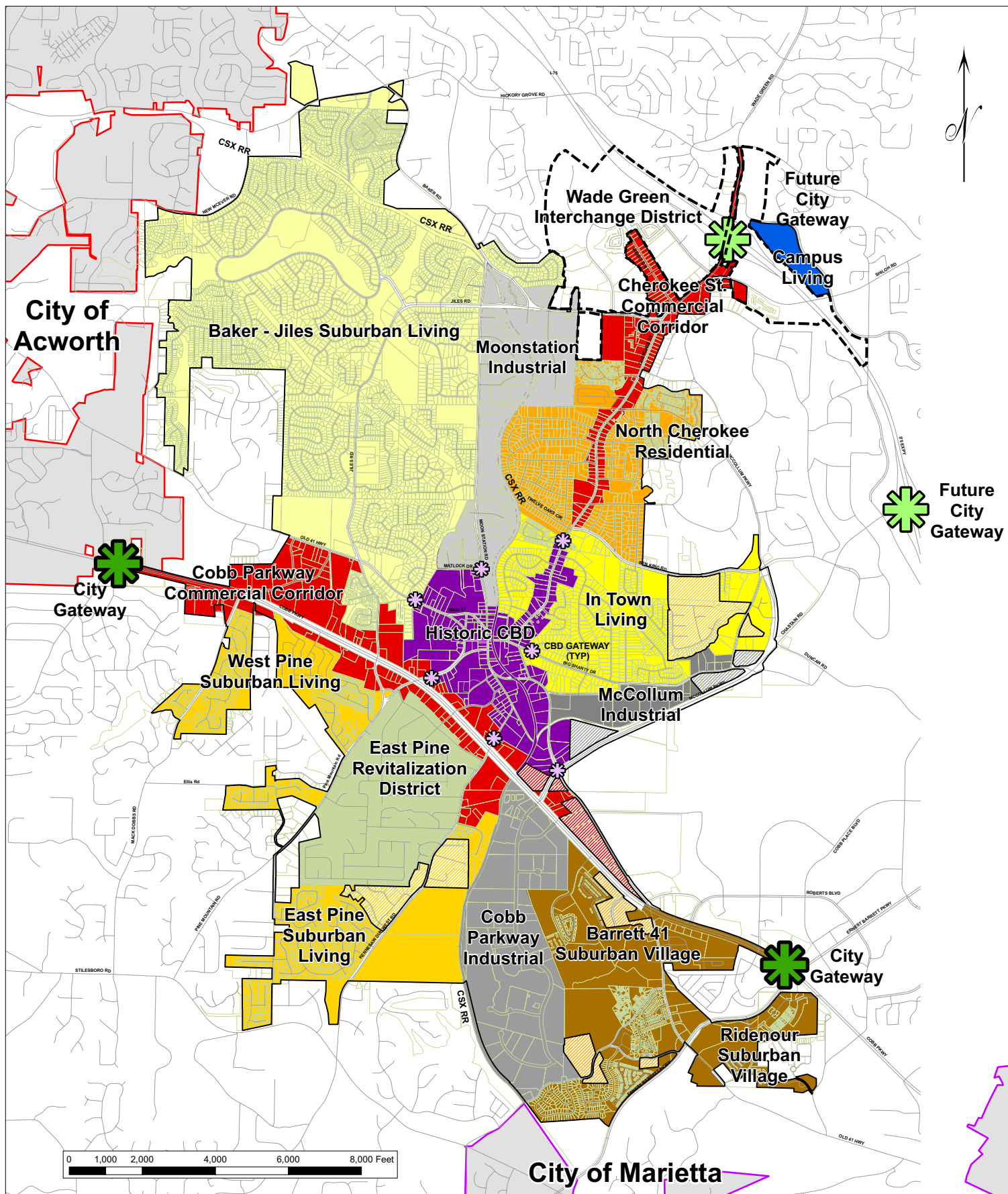
## 2.2 Future Development Maps

The Future Development Maps section includes two maps: the Character Area Map and the Future Land Use Map. The character areas function as a broad, high level category. Future Land Use Map categories detail the types of land uses allowed at the individual parcel level.

*Map 2-1: Character Area Map* shows the character areas as identified for Kennesaw. Section 2.3 provides a defining narrative for each of the character areas. *Map 2-2* shows the Future Land Use Map. Section 5.1 provides a defining narrative for the Future Land Use Categories shown on the Future Land Use Map.

The Future Development Maps were developed over the course of two separate planning processes. The current Future Land Use Map was adopted in 2006 along with Future Land Use Category descriptions. The Character Area Map was developed in 2006-2007 as part of the creation of this plan. It includes the character areas described herein. The character areas correspond closely with the current Future Land Use Map, but there are a few minor differences. In the event of a land use conflict, the most current Future Land Use Map will function as the controlling future development map.

The Character Area Map, Map 2-1, and the most current Future Land Use Map, Map 2-2, are presented on the following pages.



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

City of Kennesaw

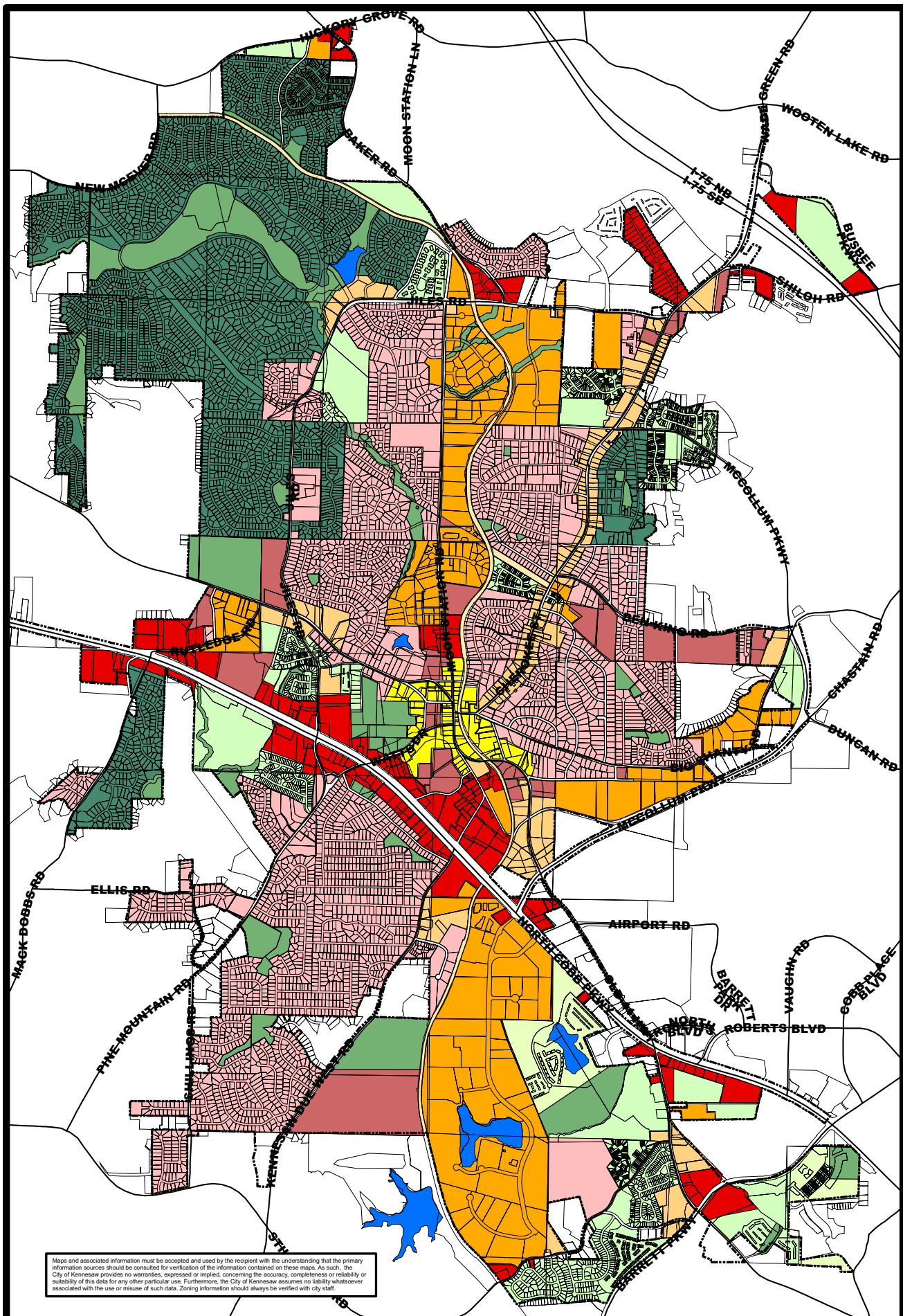
## Character Area Map

Prepared by:  
SLW  
Checked by:  
DRH  
Project number:  
6311060025



Map  
Number:  
2-1





city limits

**Future Land Use**

<span style="color: red;">■</span> CAC - Community Activity Center	<span style="color: blue;">■</span> Lake	<span style="color: lightgreen;">■</span> RAC - Regional Activity Center
<span style="color: yellow;">■</span> DAC - Downtown Activity Center	<span style="color: orange;">■</span> NAC - Neighborhood Activity Center	<span style="color: pink;">■</span> RH - Residential High
<span style="color: orange;">■</span> I - Industrial	<span style="color: darkred;">■</span> PI - Public Service/Institutional	<span style="color: lightorange;">■</span> RL - Residential Low/Medium
	<span style="color: green;">■</span> PRC - Park/Recreation/Conservation	<span style="color: yelloworange;">■</span> TCU - Transportation Communication Utilities
	<span style="color: darkgreen;">■</span> PUD - Planned Unit Development	

This Future Land Use Map does not categorize any land use as Undeveloped or Agriculture/Forestry; development is anticipated throughout the City of Kennesaw.

## FUTURE LAND USE

**CITY OF KENNESAW**  
PLANNING & ZONING DEPT.

770-590-8288

Print Date: 3/29/2006  
File: FLU B

**1" = 2000'**  
Map 2-2

## 2.3 Character Areas

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. The character areas recommended for Kennesaw, shown in Figure 2-1, define areas that:

- Presently have unique or special characteristics that need to be preserved.
- Have potential to evolve into unique areas.
- Require special attention because of unique development issues.

The table in Section 2.4 shows the relationship and the compatibility between Character Area categories and Future Land Use Map categories. Character areas serve as the higher level organizing category. Future Land Use Categories may be appropriate in more than one character area. However, some Future Land Use Categories are only appropriate in a single character area. Each character area is defined below based on the development pattern and Future Land Use Categories that are appropriate for the character area. Implementation measures recommended to either preserve or create the condition described by each character area are also included.

The character areas are described in the following pages. Each description includes the following information:

- Development Pattern
- Future Land Use Categories
- Implementation Strategies

The Development Pattern describes the nature of development included in the character area including appropriate land use, design, infrastructure and intensity. The Future Land Use categories section lists in bullets the Future Land Use Map categories included or desired within each character area. The Implementation Strategies section lists in bullets the measures the City can take to ensure that the development pattern described by each character area can become reality.

### 2.3.1 Cobb Parkway Commercial Corridor

The Cobb Parkway Commercial Corridor is the most significant commercial corridor in Kennesaw. This approximately 2 mile long section of highway runs southeast to northwest through the lower third of the city limits. The corridor's appearance and function has been affected by 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.



Figure 2-2: Cobb Parkway- North of Watts Drive

One significant area of development is located at the Jiles Road and Cobb Parkway intersection. Attractive neighborhood retail businesses and services flourish at all four quadrants of this location, extending southward to the Watts Drive intersection. Most of the businesses and/ or structures have been built within the last ten years. An approximate thirty acre mixed-use retail development is under construction at the southwest corner. This development is expected to improve the economic and employment opportunities of the City, anchor this portion of the corridor and complement the revitalization development anticipated in the Central Business District.



Figure 2-1: Cobb Parkway south from Kennesaw Due West Rd.

Between the Watts Road intersection and the CSX underpass near Kennesaw Due West Road, there is little significant commercial character. Much of this segment lacks appeal and is in need of revitalization and reorganization. There are several vacant structures and many outdated structures. Many of these businesses are older automotive service and repair shops. A variety of other businesses are also present. Access to Cobb Parkway is achieved through driveways as opposed to shared and inter-parcel access. Access to businesses is further complicated by a guard rail divider that prevents access across the median.

A Tax Allocation District (TAD) project is proposed on approximately 40 acres to the south of Cobb Parkway between Kennesaw Due West Road and the CSX rail line. This development would anchor the commercial district on the southeast segment. This mixed retail development would provide an enormous boost to the economic and employment opportunities for Kennesaw much like the development at the Jiles Road Intersection. This development would also complement the redevelopment projects



anticipated in the Central Business District. An additional private redevelopment project on the former site of the Windsor Hotel, located between Pine Mountain Road and Kennesaw Due West Road, is also planned that would create a mixed retail development that could serve as anchor development in the center of this corridor.

As these proposed and active projects develop, additional attention must be focused on improving the areas between these cornerstone projects. More efficient use of land could be achieved through multi-parcel development with inter-parcel access and shared access points to Cobb Parkway that utilize signalized intersections for ingress and egress. A diversity of services and products must also be pursued that is appropriate for Kennesaw and this busy section of Cobb Parkway. Identifiable and unifying architectural elements, landscaping, setbacks and signage are details that should be determined and implemented to establish a "Sense of Place" that is appropriate for Kennesaw.

Pedestrian access to the Cobb Parkway Commercial Corridor should also be addressed. Because of the neighborhood-influenced, retail nature of this corridor and limited land for "Big Box" stores, pedestrian access could become an important aspect to this corridor. As the "live, work, play" strategy is incorporated into development and revitalization projects, improvements to pedestrian mobility and safety may become a priority. Inter-parcel and shared access points are key concepts that can improve pedestrian safety and mobility. Pedestrian or bike access from adjacent neighborhoods to the rear of adjoining commercial properties should also be considered, particularly south of Cobb Parkway from the East Pine Suburban Living area and to the north of Cobb Parkway adjacent to the Historic CBD area.



**Figure 2-3: Cobb Parkway at Old Hwy 41**

Expanding the commercial district from Cobb Parkway to Old Hwy 41 between Jiles Road and Rutledge Road should be considered to capture the potential regional impact of Swift-Cantrell Park. As park phases II and III are developed (which call for an Aquatic Center and Performing Art Center) event guests may require overnight accommodations as well as restaurants and retail stores. This area may also be appropriate for medium density housing or mixed use developments that appeal to those desiring access to the historical, cultural, recreational, and

economic resources of a flourishing suburban community. Open space or green space should be included with new development. Pedestrian links via sidewalks or trail systems should also be considered as this area develops.

The segment from McCollum Parkway south to the Old Hwy 41 intersection may also experience opportunities for redevelopment since this segment is generally a transition district from airport industrial to commercial to light industrial and office land use applications. However, this segment is mostly comprised of two "islands" that are still part of unincorporated Cobb County. With the exception of the Cobb County Police and Fire Station, all remaining parcels should be considered for annexation if the

opportunity is presented. Should the outstanding islands be annexed into the City, changes in land use requirements would be minimal as the current land use applications- commercial and light industrial- are appropriate for the area and consistent with the City's Zoning and Character Area Maps. The City would have to impose any applicable building codes and guidelines to redeveloped properties.

### **Future Land Use Categories**

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

### **Development Patterns and Standards**

- Redevelopment projects should occur on a multi-parcel basis.
- Require inter-parcel access connectivity and shared access to control access flow to Cobb Parkway.
- Encourage nodal development with clear boundaries and transitional zones.
- Discourage strip development.
- Encourage the integration of public transportation hubs at nodal developments.
- Support improved pedestrian mobility and safety as surrounding neighborhood revitalization occurs.
- Encourage pedestrian access to nodal developments via sidewalks and trail systems to maximize use of public transportation hubs.
- Provide transitional buffers between commercial and adjacent residential land uses.
- Require developers and the Cobb Parkway Merchants Association (proposed) to adhere to architectural and site development standards.
- Maintain adequate building and landscaping setbacks that promote safety and market visibility.

- Encourage a diverse mix of products and services.
- Encourage the use of shared signage.
- Allow mixed use development in the vicinity of Swift –Cantrell Park.
- Provide pedestrian linkages from transportation nodes to the Historic CBD, Adams Park, and Swift Cantrell Park as public transit becomes available.
- Follow Best Management Practices for stormwater management as defined in the Georgia Erosion and Sedimentation Act.

### **Implementation Strategies- Cobb Parkway Commercial Corridor Character Area**

- Identify existing and/or establish new architectural and site design guidelines specific to Cobb Parkway Commercial Corridor residential and commercial development.
- Create a Cobb Parkway Merchants Association. Encourage their involvement in defining commercial architectural and site design guidelines, guideline modifications, code compliance, and business development.
- Include a focus study of this corridor as part of the business development plan that will inventory existing businesses, recognize product or service opportunities, identify suitable development, and establish appropriate functional relationships with surrounding residential areas and the Historic CBD. A Livable Centers Initiative (LCI) study should be considered for this corridor.
- Coordinate with the Cobb County Department of Transportation to identify appropriate node locations for public transit stations or park and ride lots. Incorporate recommendations into revitalization plans. This could be included as part of the potential LCI study.
- Coordinate with Cobb County Department of Transportation to construct or improve sidewalk accessibility or linkages where access to public transit or retail development is planned (nodal developments). A sidewalk assessment/improvement overlay map may be required.
- Host regional discussions with surrounding municipalities and Cobb County departments to discuss large redevelopment projects that will affect, among others, transportation, tax revenue, and public services such as emergency and educational services.
- Initiate a feasibility study to examine the appropriate land use combination for the area along Rutledge Road between Swift-Cantrell Park and Cobb Parkway. Consider mixed-use development that could provide solutions to student housing, executive-level living, guests requiring overnight accommodations, and



supporting retail services. This could be included as part of the potential LCI study.

- Initiate a study to determine the appropriate land use for the area between Watts Drive and Kennesaw Due West Road that considers the potential TAD development project, the East Pine Revitalization District, and the Windsor Hotel redevelopment project. This could be included as part of the potential LCI study.
- Identify locations for City gateway markers and/ or monuments at the southern and northern city limits along Cobb Parkway. If it is determined to be feasible, design and build gateway monuments to reflect the desired character of the City.
- Adopt amendments to the sign ordinance as required to incorporate the use and integration of shared signage.

### 2.3.2 Cherokee Street Commercial Corridor

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



**Figure 2-4: Cherokee Street Commercial Corridor- Existing Office Park Examples**

One area of special concern is the corridor segment located between Jiles Road and I-75, in particular Weeks Drive. Weeks Drive is an older residential development that has suffered as a result of being “sandwiched” between commercial and multi-family



**Figure 2-5: Cherokee Street Commercial Corridor- Existing Retail Examples**

developments that is currently outside the Kennesaw City Limits. Increased traffic volume on Cherokee Street has severely limited accessibility into and out of this neighborhood. Suggestions for improvement of this upper segment are limited without considering the surrounding County land uses. Refer to the Wade Green Interchange District character description.

Planning for this corridor should attempt to preserve as many of the residential structures as feasible. Increasing the width of the right-of-way and the roadway should also become a priority if Cherokee Street remains the primary interstate access road to the CBD. Redevelopment should take place on a multi-parcel level in order to minimize driveways and give the flexibility to relocate and reuse qualified structures. Existing homes worthy of preservation and that would be located at an unsafe distance from a widened right-of-way should be relocated to a more accommodating location. Homes on large lots

with deep, existing setbacks from Cherokee Street should be reused as homes or converted to an appropriate commercial use. Larger setbacks that account for the possibility of a wider right-of-way should be required for all new development.

Area character, land use compatibility, scale, impact, controlled access to Cherokee Street, tree preservation, pedestrian mobility and safety are key elements for incorporation into the redevelopment of this corridor. New development should reflect the character of the area by re-introducing architectural elements compatible to surrounding neighborhoods and complementary signage and color schemes. Because the area is adjacent to residential and low impact land use, new development should be compatible in scale and impact. Wider sidewalks, improved visibility, and traffic calming techniques should also be incorporated.

There is an opportunity to create a themed gateway into the City that can be located in close proximity to the I-75 interchange and establish the Kennesaw's Sense of Place and corridor character. This corridor should not attempt to compete with the Cobb Parkway corridor, but complement that corridor with office and unique retail businesses. The land uses along this corridor should also serve as transition into the Historic CBD to the south and into the interstate-neighborhood commercial district of Jiles Road and Wade Green Road north of I-75. (Part of the Wade Green Interchange District)

**Figure 2-7: Gateway**

## Future Land Use Categories

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

## Development Patterns and Standards

- Require redevelopment at a multi-parcel level.
- Require inter-parcel access and connectivity to control access flow to Cherokee Street.
- Encourage new developments to use shared access to Cherokee Street.
- Encourage nodal development with clear boundaries and transitional zones.
- Discourage strip development.
- Encourage the integration of public transportation hubs at nodal developments closer to the Wade Green Interchange District.
- Encourage pedestrian access to nodal developments via sidewalks.
- Provide transitional buffers between commercial and adjacent residential land uses.
- Maintain adequate building and landscaping setbacks that promote safety and market visibility.
- Encourage a diverse mix of products and services with emphasis on low intensity development to protect the surrounding neighborhoods.
- Encourage the use of shared signage.
- Encourage the reuse of homes as businesses where appropriate.
- Where possible, protect large specimen trees located throughout the corridor.
- Relocate homes and businesses as required to widen the right of way for pedestrian and vehicular safety.
- New development should reflect the most recent architectural and design styles that complement adjacent neighborhoods.

- Follow Best Management Practices for stormwater management as defined in the Georgia Erosion and Sedimentation Act.

### **Implementation Strategies- Cherokee Street Commercial Corridor Character Area**

- Identify existing and/or establish new architectural and site design guidelines specific to Cherokee Street commercial development.
- Create a Cherokee Street Merchants Association. Encourage their involvement in defining commercial architectural and site design guidelines, guideline modifications, code compliance, and business development. This Association may also include business owners along the section of Cherokee Street that is located in the Historic CBD character area.
- Initiate a corridor study to identify issues and opportunities involved with increasing the width of the right-of-way of Cherokee Street including, but not limited to, relocating or razing structures, improving pedestrian mobility and safety, tree preservation, structure preservation, and the relocation of utilities. A determination needs to be made if this corridor should remain as a preservation corridor or become a parkway corridor.
- Include a focus study of this corridor as part of the business development plan that will inventory existing businesses, recognize product or service opportunities, identify suitable development, and establish appropriate functional relationships with surrounding residential areas and the Historic CBD. Coordinate the focus study with the corridor study, the Kennesaw Business Association, the Kennesaw Downtown Development Association, the Cherokee Street Merchants Association.
- Coordinate with the Cobb County Department of Transportation to identify appropriate public transit stops at nodes or park and ride lots near I-75. Incorporate recommendations into revitalization plans. This study could be included with the corridor study.
- Coordinate with Cobb County Department of Transportation to construct or improve sidewalk accessibility or linkages where access to public transit or retail development is planned. A sidewalk assessment/ improvement overlay map may be required.
- Initiate a study to determine the desired development for the area between Jiles Road and Ben King Road that would consider the potential North Cherokee Residential redevelopment projects and the commercial district between Ben King Road and Main Street that is part of the Historic CBD character area. This study could be included with the corridor study.
- Adopt amendments to the sign ordinance as required to incorporate the use and integration of shared signage.



### 2.3.3 Cobb Parkway Industrial

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



Figure 2-6: Cobb Parkway Industrial Park

The overall area is strategically located near McCollum Airport and the CSX rail line. It also has direct access to Cobb parkway and I-75 via McCollum Parkway. Structures are generally metal buildings with brick or stone facades on the front. Many structures have stone or brick facades on at least two or more sides.

Pedestrian access is limited due to the heavy traffic volume of the area. No sidewalk access is provided along this segment of Cobb Parkway or in the industrial park.

It is anticipated that the primary industrial land use of this area will not change. New infill development and redevelopment should consider adjacent residential land use applications. Ideally, moderate to heavy manufacturing and distribution operations should be located internally on the site with lower impact operations along the periphery to minimize disturbance to adjacent, non-industrial land uses. Since opportunities for infill development remain, new businesses should be located within the industrial park according to their level of intensity. There are many vacant office/warehouse spaces available in existing structures. The City should work closely with Cobb County and other industrial park stakeholders to recruit businesses to fill the vacant office/warehouse spaces.

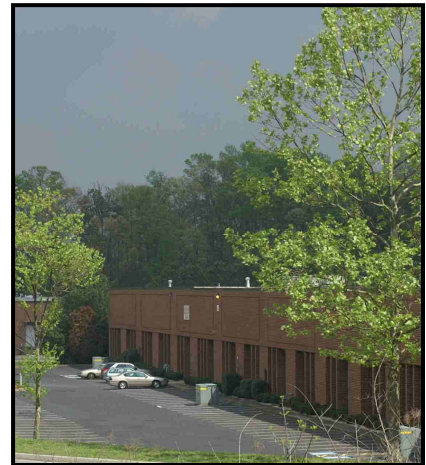


Figure 2-7: Cobb Parkway Industrial Park-

#### Future Land Use Categories

- **CAC** Community Activity Center
- **I** Industrial
- **TCU** Transportation/Communication/Utilities

#### Development Patterns and Standards

- All developments are to adhere to the City's architectural and site design guidelines.

- Vehicular circulation must take place on the respective industrial property; backing into or turning around on streets should not be allowed. Appropriate site design should support proper circulation.
- Locate higher intensity businesses away from the edges to protect surrounding residential land uses.
- Locate lower intensity businesses towards the outer edges to provide a transitional buffer between higher intensity uses and neighboring residential areas.
- Promote transitional buffering between all industrial/ warehouse operations and surrounding neighborhoods.
- Maintain adequate building and landscaping setbacks that promote safety and market visibility.
- Encourage a diverse mix of products and services.
- Encourage the use of shared signage where feasible.

#### **Implementation Strategies- Cobb Parkway Industrial Character Area**

- Identify existing and/or establish new architectural and site design guidelines specific to the Cobb Parkway Industrial character area.
- Create a Cobb Parkway Industrial Business Association for this character area. Encourage their involvement to define architectural, site design and redevelopment guidelines, to promote code compliance, and to proactively participate in transportation improvement and pollution reduction measures. As the industrial park matures, the area may become a good candidate for a Community Improvement District (CID) that would then be able to devise a funding strategy to pay for improvements and renovations.
- Include a focus study of this industrial park as part of the business development plan that will inventory existing businesses, recognize product or service opportunities and identify appropriate development. Coordinate this effort with Kennesaw Business Association, the Cobb Parkway Business Association, and the Cobb County Chamber of Commerce.
- Adopt amendments to the sign ordinance as required to incorporate the use and integration of shared signage.

### 2.3.4 McCollum Parkway Industrial



**Figure 2-8: McCollum Parkway Industrial- Office Park**

The McCollum Parkway Industrial character area is located along a one mile section of McCollum Parkway from near Old Highway 41 east to Big Shanty Drive. There currently exists a broad mix of uses which are generally low to moderate in impact. Many of the structures have been built in the last ten to twenty years. Most of the structures are constructed metal buildings with brick or stones facades that face McCollum parkway. Access to McCollum Parkway is typically via individual driveways except for the small, light industrial operations located on Big Shanty Drive.

The large, spacious parcels and lower impact businesses provide a transition buffer between McCollum Airport to the south and the In-Town Living character area directly to the north.

McCollum Parkway is a five lane parkway connecting the I-75/Chastain Road interchange with Cobb Parkway and McCollum Airport. The roadway provides sufficient support for the surrounding light to moderate industrial traffic. The large parcels comprising this area present an opportunity for businesses to expand, for parcels to be subdivided, or for large natural landscape buffers to be located between the In-Town Living character area or adjacent parcels. This potential land use and growth is in contrast to the moderate to heavy industrial nature of the Cobb Parkway Industrial area.



**Figure 2-9: McCollum Parkway Industrial- Corporate Office with Greenspace**

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. If parcels are subdivided, provide inter-parcel and shared parcels access points when feasible. New and redevelopment projects should adapt architectural and signage elements that will identify this area with other areas in Kennesaw such as the CBD.

The Ernst Concrete, Inc site, currently outside the city limits, located at the corner of Big Shanty Road and McCollum Parkway, may provide additional redevelopment opportunities if the operations relocate after the Vulcan rock quarry's resources are depleted. This corner lot, in combination with adjacent parcels, may become suitable for medium to high density student housing or neighborhood compatible commercial or office uses.

## Future Land Use Categories

- **I** Industrial
- **NAC** Neighborhood Activity Center
- **PI** Public Service/Institutional

## Development Patterns and Standards

- Promote adequate buffering between all industrial/ warehouse operations and surrounding neighborhoods.
- Maintain adequate building and landscaping setbacks that promote safety and market visibility.
- Promote open space and tree preservation.
- Encourage a diverse mix of products and services.
- Require truck parking along the sides or rear of the structures.

## Implementation Strategies- McCollum Parkway Industrial Character Area

- Identify existing and/or establish new architectural and site design guidelines specific to the McCollum Parkway Industrial character area. These guidelines should be similar to the other industrial character areas.
- Create a McCollum Parkway Industrial Business Association for this character area. Encourage their involvement to define architectural, site design and redevelopment guidelines, to promote code compliance, and to proactively participate in transportation improvement and pollution reduction measures.
- Include a focus study of this industrial park as part of the business development plan that will inventory existing businesses, recognize product or service opportunities and identify appropriate development. Coordinate this effort with Kennesaw Business Association, the Cobb Parkway Industrial Business Association and the Cobb County Chamber of Commerce.
- Adopt amendments to the sign ordinance as required to incorporate the use and integration of shared signage.



### 2.3.5 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.



Figure 2-10: Moonstation Industrial- Office Park



Figure 2-11: Moonstation Industrial- Office Warehouse

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

Many of the businesses are part of industrial parks and do share inter-parcel and single access points onto Jiles Road or Moonstation Road. There are several individual businesses on large lots that have their own driveways. These lots may be subdivided and, when combined with adjacent lots, opportunities may be available for additional light industrial or neighborhood commercial development. If new development occurs, sufficient room on site should be made available for parking and maneuvering large trucks without impeding traffic flow on Moonstation Road.

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. Because of the location between two large residential areas and the limited capacity of Moonstation Road, increasing the land area or intensity is not feasible. Local demand may support more neighborhood commercial



Figure 2-12: Moonstation Industrial

functions than light industrial. Common architectural, landscape, and signage elements should be incorporated to illustrate the City's Sense of Place. For parcels located closer to the Historic CBD, proposed land uses with the potential to detract from historic corridor on the southern end of Moonstation Road should be carefully considered.

### Future Land Use Categories

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

### Development Patterns and Standards

- Locate higher intensity operations away from the edges to protect surrounding residential land uses.
- Locate lower intensity operations towards the outer edges to provide a transitional buffer between higher intensity uses and neighboring residential areas.
- Maintain adequate building and landscaping setbacks that promote safety and market visibility.
- Encourage a diverse mix of products and services.
- Encourage retail operations to locate closer to Moonstation Road corridor.
- Vehicular circulation must take place on the respective industrial property; backing into or turning around on streets should not be allowed. Proper site design should support on-site circulation.
- New development should adopt architectural styles and details of the surrounding businesses.
- Encourage neighborhood friendly, low impact retail commercial to be located adjacent to and visible from Jiles Road and Moonstation Road.
- Follow Best Management Practices for stormwater management as defined in the Georgia Erosion and Sedimentation Act.

### Implementation Strategies- Moonstation Industrial Character Area

- Identify existing and/or establish new architectural and site design guidelines specific to the McCollum Parkway Industrial character area. These guidelines should be similar to the other industrial character areas.
- Create a Moonstation Industrial Business Association for this character area. Encourage their involvement to define architectural, site design and redevelopment guidelines, to promote code compliance, and to proactively participate in transportation improvement and pollution reduction measures.
- Include a focus study of this industrial park as part of the business development plan that will inventory existing businesses, recognize product or service opportunities and identify appropriate development. Coordinate this effort with Kennesaw Business Association, the other local industrial business associations and the Cobb County Chamber of Commerce.
- Adopt amendments to the sign ordinance as required to incorporate the use and integration of shared signage.

### 2.3.6 Historic Central Business District (CBD)

The Historic CBD character area includes the Central Business District, the five historic districts and the study area of the 2003 Livable Centers Initiative (LCI). The character area spans a distance along the northern edge of the Cobb Parkway Commercial



Figure 2-13: Historic CBD

Corridor from McCollum Parkway to near Jiles Road and northward to Matlock Drive on Moonstation Road, Pine Hill Drive on Cherokee Street and to South Main Street at McCollum Parkway.

Currently, this area is composed of a mix of land uses, historical and cultural resources, businesses, homes and neighborhoods and architectural styles and elements. Overall, 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. However, opportunities to reverse this course are being pursued.

Several small and large vacant parcels throughout the Historic CBD may present opportunities for infill development. Existing structures should also be considered for adaptive reuse. The Central Business District (CBD) presently lacks sufficient structures and organization to be a bustling destination without extensive redevelopment. Some improvements have occurred at City Hall, Adams Park, The Southern Museum of Civil War and Locomotive History, and a few select commercial and residential properties along Main Street and Cherokee Street. The large, open space at the Depot supports events from concerts to festivals to civil war era re-enactments, but requires further development to support the thousands of event-goers.



**Figure 2-14: Historic Central Business District- North Main Street**



**Figure 2-15: Historic Central Business District- Converted Home for Lease**

Overlapping the struggling economic base is the desire to preserve the significant historical sites located throughout the area, most notably homes, natural springs, the City cemetery, the railroad corridor ( the beginning point for “The Great Locomotive Chase”) and a few remaining homes or structures on or adjacent to Main Street. Finding the balance between economic development which the City must have to survive and preservation of the cultural and historic resources is the immediate challenge. Suggestions to strengthen the Historic CBD and address these challenges have been included in the 2003 LCI study.

Future development within the Historic CBD should follow the concepts developed as part of the LCI study, but specific land use and site development should be left to the discretion of city staff and elected officials as long as all applicable zoning ordinances and development codes are met. The LCI study developed a concept of enhanced residential and neighborhood retail uses throughout the northern portions of the Historic CBD. More intense development is planned for the southern portions of the area including mixed use retail and single family and multi-family residential. Some increase in density is expected should residential development follow the recommendations of the LCI study.



The City should encourage two and three story commercial developments along Main Street with compatible historic character. Retail uses should be reserved for ground floors with office or residential uses reserved for the upper floors. Retail or restaurant type businesses that traditionally remain open after normal business hours should be encouraged to locate downtown and provide reasons for people to come to downtown. Wide sidewalks, benches, lighting, landscaping, pedestrian friendly crosswalks, and a convenient parking system are elements that are key to developing a successful downtown. Residential developments should incorporate greenspace and pedestrian connectivity to downtown and surrounding parks or trails. New development along Cherokee Street should recognize deeper setbacks in the event that the right-of-way is expanded to accommodate transportation improvements from I-75 into the CBD. See the Cherokee Street Commercial Corridor description for additional information.



Figure 2-16: A Renovated Central Business District-

encouraged to locate downtown and provide reasons for people to come to downtown. Wide sidewalks, benches, lighting, landscaping, pedestrian friendly crosswalks, and a convenient parking system are elements that are key to developing a successful downtown. Residential developments should incorporate greenspace and pedestrian connectivity to downtown and surrounding parks or trails. New development along Cherokee Street should recognize deeper setbacks in the event that the right-of-way is expanded to accommodate transportation improvements from I-75 into the CBD. See the Cherokee Street Commercial Corridor description for additional information.

New developments slated for parcels adjacent to City Hall should be encouraged and supported as they potentially represent the largest CBD economic impact. Architectural and development guidelines are being finalized to promote quality and cohesiveness. Tree and historic preservation guidelines have been established. Revitalization efforts should include adherence to and enforcement of these codes, particularly to commercial and residential properties in the CBD or historic districts that have fallen into disrepair. As redevelopment and revitalization projects are implemented, the appearance and function of existing structures will have the greatest impact on the overall scenic character of Kennesaw.

For additional information and development descriptions refer to the 2003 *Kennesaw Redefined*, Livable Centers Initiative Study.

### Future Land Use Categories

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

## Development Patterns and Standards

- Encourage new, mixed-use developments to share access to the major thoroughfares where feasible.
- Concentrate traditional commercial development along Cherokee Street and to Main Street between Dallas Street and the CSX Overpass.
- Redevelopment should occur on a multi-parcel basis, except on larger, individual parcels where infill development is deemed appropriate.
- Require inter-parcel access (or rear alleys) to control access flow to Main Street.
- New development should be constructed at human scale.
- Require the incorporation of CBD architectural elements and guidelines into new construction or redevelopment projects.
- In mixed-use, multi-story development, require office/retail operations to be located on the first or ground floor and residential elements to be located above the first or ground floor.
- Maintain adequate building and landscaping setbacks that promote safety and market visibility.
- Provide limited on-street parking along Main Street.
- Promote the use of shared parking lots and/ or parking decks. Parking lots and decks should be located behind structures.
- Promote the revitalization and reuse of homes for office or business uses.
- Encourage the integration of public transportation stops at appropriate node locations.
- Encourage pedestrian access to downtown via sidewalks and trail systems.
- Provide transitional buffers between commercial and surrounding residential land uses.
- Encourage a diverse mix of commercial products and services.
- Use paving patterns, landscaping, lighting, bench seating and signage to improve pedestrian areas.

- Incorporate pedestrian amenities such as benches and trash receptacles, into all development with public access.

### **Implementation Strategies- Historic Central Business District Character Area**

- Identify existing and/or establish new architectural and site design guidelines specific to Historic CBD development. Include the existing historic preservation guidelines, facade grant requirements, and the 2003 LCI study recommendations.
- Include the Kennesaw Business Association, Kennesaw Downtown Development Association and developers in determining appropriate architectural and site design guidelines, guideline modifications, code compliance, and business development planning.
- Enforce building and zoning codes for all businesses and residences in the Historic CBD. Failing to maintain basic appearances and functions of homes and businesses will devalue the historic character and sense of place
- Complete the CSX pedestrian underpass from the CBD to the Depot.
- Using the recommendations of the 2003 LCI study, initiate detailed planning studies to redevelop South Main Street from Watts Drive to the CSX overpass, from the CSX overpass to McCollum Parkway, and along Summer Street from Main Street to Kennesaw Due West at Cobb Parkway.
- Initiate a detailed planning study between Big Shanty Road and the CBD to include the Sardis Street/ Big Shanty Road/ Cherokee Street intersections, the Depot and the Southern Museum of Civil War and Locomotive History. This study will help determine viable solutions to improving traffic congestion and the function of this area for hosting public events.
- Include a focus study of the Historic CBD as part of the business development plan that will inventory existing businesses, recognize product or service opportunities and identify complementary businesses. Coordinate this effort with Kennesaw Business Association, the Cobb Parkway Merchants Association, the Cherokee Street Merchants Association and the Cobb County Chamber of Commerce.
- Coordinate with the Cobb County Department of Transportation to identify nodes appropriate for public transit stops. Incorporate recommendations into revitalization plans.
- Construct new sidewalks or improve existing sidewalk accessibility or linkages from surrounding neighborhoods to the Historic CBD. A sidewalk assessment/ improvement overlay map may be required.

- Implement the new City marketing strategy.
- If housing for seniors is determined to be a desired element to the Historic CBD development mix, then create and adopt a Senior Living zoning ordinance to govern development.
- Initiate a study to locate a trail route from the CBD to Kennesaw State University. Coordinate this study with the appropriate Cobb County departments and Kennesaw State University.
- Identify locations for CBD gateway markers and/ or monuments at the entry points to the CBD. If it is determined to be feasible, design and build gateway monuments to reflect the desired character of the Historic CBD.
- Complete the northern leg of the Kennesaw Community Trail from the CBD to Jiles Road per the Parks, Recreation and Open Space Master Plan.
- Initiate a study to locate a trail route from the CBD to Kennesaw Mountain National Battlefield Park. Coordinate this study with the appropriate Cobb County departments.
- Adopt amendments to the sign ordinance as required to incorporate the use and integration of shared signage.

### 2.3.7 Barrett 41 Suburban Village

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



Figure 2-17: Barrett 41 Village- Housing Options



## Parkway.

This area is serviced by a shopping center anchored by a regional food store and several individual retail and restaurant establishments. It is also located in close proximity to the Kennesaw Mountain National Battlefield Park, Town Center mall, and the retail and office districts across Cobb Parkway and along Barrett Parkway.

Pedestrian mobility in this area is limited as all through streets- Old Highway 41, Cobb Parkway, Barrett Parkway and Stanley Road- are heavily congested. There is also limited connectivity between neighborhoods. Because of the commuter nature of the area and the tenure of the developments, there are limited opportunities to reorganize this area into a live, work, play community. A potential opportunity for redevelopment of the Castle Lake Mobile Home Community may exist within the twenty year planning period; however, this area is presently outside the City limits. Should this community require a wholesale redevelopment and possibly be incorporated into the city, then the use of an LCI study to create a vision and a planning framework for this area may be possible. Redevelopment of this community could provide the foundation that unites the entire character area with unique, identifiable sense of place characteristics.



**Figure 2-18: Barrett 41 Village- Old Hwy 41  
Neighborhood Retail Corridor**

For the immediate future, improvements within this area are likely to include sidewalk enhancements along Old Highway 41 as this is the proposed trail route linking downtown Kennesaw to Kennesaw Mountain National Battlefield Park. If this section of highway is improved to support a trail system, then major roadway access points could become signalized intersections to support pedestrian movement across Old Highway 41. Inter-parcel access and single points of access to the major roadways should be strongly encouraged. Public transportation could be a viable alternative for residents taking short trips

to Town Center Mall or to destinations along Barrett Parkway and Cobb Parkway.

All new development should follow the City's design guidelines and complement the architectural elements or styles of compatible surrounding developments. Establishing common design elements that create a sense of place for the Barrett 41 Suburban Village and link it to the rest of Kennesaw should be key considerations. New development is anticipated to have minimal impact on the currently approved density for this area.

Transitional land use should be considered for new developments where the area boundary touches adjacent character area boundaries or major corridors. Commercial and office uses may be most appropriate along Cobb and Barrett parkways. Multi-family housing or low impact office/ warehouse applications may be appropriate along the Cobb Parkway Industrial border. Recreational trails may also be considered along this border as maps suggest the presence of wetlands and flood

plains.

### Future Land Use Categories

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

### Development Patterns and Standards

- Include a variety of housing and professional office or retail choices.
- Locate commercial, moderate and high density housing, and light industrial operations along the outer boundary of the character area. Reserve the inner area for traditional single family detached housing.
- Encourage higher density housing types to be located closer to Cobb Parkway and transit facilities.
- Encourage low and moderate density housing types to reflect traditional neighborhood styles.
- Encourage comparable architectural styles that support the city-wide character.
- Assure compatibility of infill development with adjacent homes, surrounding neighborhoods and businesses.
- Connect neighborhoods to the local and regional network of greenspace and trails, available to pedestrians and bicyclists.
- Improve pedestrian safety through wider sidewalks, designated crosswalks, and landscaped buffer zones along the major transportation corridors.
- Promote parks and open space within developments.

### **Implementation Strategies- Barrett 41 Suburban Village Character Area**

- Identify existing and/or establish new commercial, light industrial and housing architectural and site design guidelines specific to the Barrett 41 Suburban Village and are also representative of the desired character of the City.
- Execute an LCI study of this area to include the Castle Lake Mobile Home Community. Unless this community is annexed into the City, then the LCI study should be initiate and coordinated by Cobb County.
- Include developers, the Kennesaw Business Association, homeowner associations and private property owners in this area when determining appropriate architectural and site design guidelines, modifications to the guidelines, code compliance, and character area planning.
- Enforce building and zoning codes for all businesses and residences in this area.
- Include a focus study of the business development plan to inventory existing businesses, identify product or service opportunities, and suggest appropriate neighborhood retail businesses for this character area. This development detail could be part of the LCI study.
- Coordinate with the Cobb County Department of Transportation to identify appropriate public transit stops along Cobb Parkway or Barrett Parkway. Incorporate recommendations into new development or sidewalk improvement plans. This development detail could be part of the LCI study.
- Construct new sidewalks or improve existing sidewalk accessibility or linkages within existing or new neighborhoods. A sidewalk assessment/ improvement overlay map may be required.
- Initiate a feasibility study to determine if recreational trails can be integrated into existing and new developments. There are potential opportunities to locate trails within floodplains. This development detail could be part of the LCI study.
- Incorporate “islands” into the City that are currently under Cobb County jurisdiction.
- Until the Cobb County islands are incorporated into the City, coordinate development activities with Cobb County in order to promote new development or redevelopment that is consistent with the character of this area.

### 2.3.8 Ridenour Suburban Village



Figure 2-19: Ridenour Suburban Village- View from Barrett Parkway

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

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

Future development in this area will be limited to the expansion of the existing multi-family and compatible retail developments as space allows. Not all structures have been completed. Challenges for the Ridenour Suburban Village area will include the ability to attract and retain tenants and homeowners, maintain a high degree of safety for residents, provide enough marketing support to help sustain retail or office operations, and assist in the management of traffic access to Cobb Parkway, Barrett Parkway and Ridenhour Road.

#### Future Land Use Categories

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

## **Development Patterns and Standards**

- Include a variety of housing choices.
- Locate commercial operations along the outer boundary of the character area. Reserve the inner area for housing.
- Encourage higher density housing types and office/institutional developments to be located closer to Barrett Parkway.
- Encourage moderate density housing types to reflect traditional neighborhood styles.
- Encourage comparable architectural styles that maintain the local or regional character.
- Provide an interconnected system of streets within new development that also connect to existing surface streets.
- Connect neighborhoods to the local and regional network of greenspace and trails, available to pedestrians and bicycles, for both tourism and recreational purposes.
- Enhance the pedestrian-friendly environment by adding or improving sidewalks and creating multi-use trail/bike routes linking neighboring communities and major destinations such as the Neighborhood Retail Centers and parks.
- Encourage the incorporation of open space.

## **Implementation Strategies- Ridenour Suburban Village Character Area**

- Identify existing and/or establish new commercial and housing architectural and site design guidelines specific to the Ridenour Suburban Village and that are also representative of the desired character of the City.
- Include developers, the Kennesaw Business Association and homeowner associations when determining appropriate architectural and site design guidelines, guideline modifications, code compliance, and character area planning.
- Enforce building and zoning codes for all businesses and residences in this area.
- Complete the sidewalk connectivity along Barrett Parkway from Cobb Parkway to Old Highway 41.



- Coordinate with the Cobb County Department of Transportation to identify appropriate public transit stops along Cobb Parkway or Barrett Parkway. Incorporate recommendations into new development or sidewalk improvement plans.
- Provide connectivity to the Kennesaw National Battlefield Park via trails or sidewalks.

### 2.3.9 East Pine Suburban Living

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

The majority of the homes are ranch or split-level styles on basements, depending on the period in which they were built. Designed for larger lots within maturing oak and pine forests, many of the neighborhoods have experienced years of ownership stability. But as the homes age, many may convert to rental properties which could cause a decline in appearance and maintenance as is likely the situation in the East Pine Revitalization District.



Figure 2-20: East Pine Suburban Living Housing Examples

As homes continue to age, the chance that many homes may fall in to disrepair based on age and poor maintenance will probably increase. The need for redevelopment may become apparent, either on a parcel by parcel basis or on a multi-parcel basis. It will be important for new redevelopment projects to reflect the housing trends of the surrounding areas. New development should be considerate of the existing homes and homeowner opinions and strive to blend new housing styles with existing styles. Sidewalk connectivity and neighborhood parks or greenspace should be considered if redevelopment occurs on a large scale (multi-parcel).

New development should also be aligned with traffic patterns and sensitive to congestion in the area. If housing density is increased from the current density, then transportation planning alternatives should be explored and proper solutions

implemented. However, dramatically increasing the density may destroy the rural sense of place that currently exists and complicate an already complex transportation situation.



**Figure 2-21: East Pine Suburban Living Newest Housing Examples**

Planning for new development should involve addressing commercial encroachment from Cobb Parkway. A commercial project valuable to the economic success of Kennesaw is planned for a location between Kennesaw Due West Road, the CSX rail line and Burnt Wood Drive. Transitional land use between this commercial development and the East Pine neighborhoods may be required. If so, opportunities for institutional or office development may exist.

Also, along the back side of Burnt Wood Drive, there are currently several light industrial operations. This area may be an appropriate location for additional housing developments, or expanded office/ commercial development associated with the planned commercial development previously mentioned. The light industrial operations should be relocated to a more appropriate location within one of the three defined industrial character areas.

### **Future Land Use Categories**

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

### **Development Patterns and Standards**

- Include a variety of housing choices based on single family residential concepts.
- Encourage higher density housing to be located along the outer fringe.
- Encourage housing types to reflect traditional neighborhood styles.
- Encourage comparable architectural styles that maintain the regional character.
- Assure compatibility of infill development with adjacent homes, surrounding neighborhoods and businesses.

- Allow public facilities such as schools and community centers, or neighborhood activity centers, to be developed at suitable locations within walking distance of residences.
- Provide an interconnected system of streets within new subdivisions that is also connected to existing subdivisions.
- Enhance pedestrian-friendly movement by adding or improving sidewalks and creating other pedestrian-friendly, multi-use trail/bike routes linking neighboring communities and major destinations such as the Cobb parkway Commercial Corridor, the CBD, parks, schools, transportation hubs, etc.
- Improve pedestrian safety through wider sidewalks, benches, street lighting, designated crosswalks, and landscaped buffer zones along major transportation corridors.
- Encourage and promote adequate open space.
- Provide adequate buffers between commercial land uses and adjacent residential land uses.
- Include open space or trails with new development or redevelopment.
- Protect water quality with appropriate stream buffers.
- Follow Best Management Practices for stormwater management as defined in the Georgia Erosion and Sedimentation Act.

#### **Implementation Strategies- East Pine Suburban Living Character Area**

- Enforce building and zoning codes for all businesses and residences in this area. Failing to maintain basic appearances and functions of homes and businesses will devalue the character and sense of place
- If housing for seniors is determined to be an acceptable element to include in this character area, then create and adopt a Senior Living zoning ordinance to govern development.
- Identify existing and/or establish new architectural and site design guidelines that can be applied toward neighborhood-friendly commercial redevelopment along the outer edge of this character area. Guidelines must be sensitive to the rural or suburban setting of the neighborhoods.

- Identify existing and/or establish new architectural and site design guidelines specific to the rural or suburban setting of the neighborhoods and to this character area. The most recent residential development in adjacent areas may provide a basis for appropriate guidelines to follow.
- Develop sidewalk or trail connectivity to the Smith-Gilbert Arboretum, Kennesaw Mountain High School, and Big Shanty Park.

### 2.3.10 East Pine Revitalization District

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

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



**Figure 2-22: East Pine Revitalization District Well Maintained Home**

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

Many of the homes are on half basement foundations, and the lots are wide and deep with large hardwood canopies. The homes typically have large setbacks where large front yards create a sense of openness. The streets are generally in good condition and wide enough to provide temporary parking. No sidewalks are present, but the wide streets provide room for pedestrian mobility.



Another concern for this area, particularly the northern half, is that it is located in the approach and departure paths for planes taking and off and landing at McCollum Airport. As the region has grown, so has the airport. With 392 aircraft based at the airport, there are over 350 take-off and landings daily. With the addition of the Federal Express distribution warehouse on Airport Road at Main Street, those numbers are certain to increase. Adding to this is the fact that more corporate and commercial jets will likely be used thereby further increasing the noise levels associated with the approach paths.

As the neighborhood and structures age, homes may continue to fall into disrepair. The number of take-offs and landings will increase as well as the noise from an ever increasing number of commercial and corporate jets, likely causing revitalization or even redevelopment of this area to become necessary.



**Figure 2-23: East Pine Revitalization District-  
Examples of Below Average Housing Conditions**

Future revitalization/ redevelopment of this area will be a sensitive subject for many. The process will depend on many factors. Initially, action should be taken to improve the appearance of the homes and property. A detailed visual assessment should be performed to evaluate the condition of homes, properties and associated structures. Building and zoning codes should be enforced to stop and prevent code violation and unsafe building practices. If properties are leased, then it may be necessary to pursue absentee landlords. If airport noise and health issues associated with increased air traffic become the primary concern, then significant steps to redevelop the area may become necessary.

### **Future Land Use Categories**

- **PRC** Park/ Recreation/ Conservation
- **RL** Low/Medium Density Residential

### **Development Patterns and Standards**

- Include a variety of housing choices based on single family residential concepts.



- Promote noise reduction construction practices for all new development.
- Encourage higher density housing to be located along the outer periphery.
- Locate commercial operations along the outer boundary of the character area. Reserve the inner area for housing.
- Encourage housing types that reflect traditional neighborhood styles.
- Encourage comparable architectural styles that maintain the regional character.
- Assure compatibility of infill development with adjacent homes, surrounding neighborhoods and businesses.
- Allow public facilities such as schools and community centers, or neighborhood activity centers, to be developed at suitable locations within walking distance of residences.
- Provide an interconnected system of streets within new subdivisions that is also connected to existing subdivisions.
- Enhance pedestrian-friendly movement by adding or improving sidewalks and creating other pedestrian-friendly, multi-use trail/bike routes linking neighboring communities and major destinations such as the Cobb parkway Commercial Corridor, the CBD, parks, schools, transportation hubs, etc.
- Improve pedestrian safety through wider sidewalks, benches, street lighting, designated crosswalks, and landscaped buffer zones along major transportation corridors.
- Encourage and promote adequate open space.
- Provide adequate buffers between commercial land uses and adjacent residential land uses.
- Promote the preservation of large, specimen trees during redevelopment.
- Include open space or trails with new development or redevelopment.
- Protect water quality with appropriate stream buffers.
- Follow Best Management Practices for stormwater management as defined in the Georgia Erosion and Sedimentation Act.

### **Implementation Strategies- East Pine Revitalization District**

- Initiate a study to determine the impact of increased commercial air traffic from McCollum Airport on the character area.
- If the increase in commercial air traffic from McCollum Airport is determined to negatively impact this area, then initiate a comprehensive revitalization study to determine the land use and redevelopment activities appropriate for the conditions.
- Enforce building and zoning codes for all businesses and residences in this area. Failing to maintain basic appearances and functions of homes and businesses will devalue the character and sense of place.
- Identify and establish appropriate architectural and site design guidelines that can be applied toward neighborhood-friendly commercial redevelopment along the outer edge of this character area. Guidelines must be sensitive to the suburban setting of the neighborhoods.
- Identify existing and/or establish new residential architectural and site design guidelines specific to the suburban setting of the neighborhoods and to this character area. The most recent residential development in the adjacent area may provide a basis for appropriate guidelines to follow.
- Initiate a study to determine the age, condition and value of the housing stock.
- If the age and condition of the housing stock is causing diminished property values, health or safety concerns, then initiate a redevelopment study to determine appropriate redevelopment solutions.
- If housing for seniors is determined to be a desired element to include in this character area, then create and adopt a Senior Living zoning ordinance to govern development.
- Implement a tree protection program for this area. The large hardwood trees are a valuable asset and provide much of the character of the area. This program may be part of a city-wide tree protection program.
- Develop sidewalk or trail connectivity to the Smith-Gilbert Arboretum, Kennesaw Mountain High School, and Big Shanty Park.

### 2.3.11 West Pine Suburban Living

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

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



Neighborhood compatible retail uses should be discouraged because of the abundance of neighborhood and community retail establishments along Cobb Parkway.

The definition of this character area and guidelines for future development should be reconsidered and redefined should annexation occur on a large scale. No significant increase in density is anticipated unless the rural single family lots in unincorporated Cobb County are subdivided and developed at a higher density.

#### Future Land Use Categories

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

#### Development Patterns and Standards

- Include a variety of housing choices based on single family residential concepts.
- Encourage housing types to reflect traditional neighborhood styles.
- Encourage comparable architectural styles that maintain the local character.

- Assure compatibility of infill development with adjacent homes, surrounding neighborhoods and businesses.
- Allow public facilities such as schools and community centers, to be developed at suitable locations within walking distance of residences.
- Provide an interconnected system of streets within new subdivisions that is also connected to existing subdivisions.
- Enhance pedestrian-friendly movement by adding or improving sidewalks and creating other pedestrian-friendly multi-use trail/bike routes linking neighboring communities to parks or schools.
- Encourage and promote adequate open space.
- Provide transitional buffers between commercial and adjacent residential land uses.
- Include open space and/or recreational trails with new development or redevelopment.
- Protect water quality with appropriate stream buffers.
- Follow Best Management Practices for stormwater management as defined in the Georgia Erosion and Sedimentation Act.

### **Implementation Strategies – West Pine Suburban Living Character Area**

- Identify existing and/or establish new residential architectural and site design guidelines specific to the suburban setting of the neighborhoods and to this character area. The most recent residential development in the area may provide a basis for appropriate guidelines.
- Enforce building and zoning codes for all neighborhoods in this area. Failing to maintain basic appearances and functions of homes and businesses will devalue the character and sense of place.
- If housing for seniors is determined to be a desired element to include in this character area, then create and adopt a Senior Living zoning ordinance to govern development.
- Implement a tree protection program for this area. The large trees are a valuable asset and are part of the character to the area. This program may be part of a city-wide tree protection program.



### 2.3.12 Baker-Jiles Suburban Living

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



**Figure 2-25: Baker-Jiles Suburban Living-  
Examples of Housing Choices**

The older neighborhoods are located between Jiles Road, Moonstation Road and North Main Street. These neighborhoods are generally more than 10 years old. Neighborhoods located to the north and west of Jiles Road are, generally, less than ten years old. Future development in this area is limited due to the extensive development that has already occurred. Available land is limited to a few individually owned parcels. Smith-Cantrell Park will occupy the largest of the available parcels.

Redevelopment within the older neighborhoods is possible on a lot by lot basis, but not likely on a multi-parcel or large scale basis. In general, homes, parks, and businesses are being well maintained. The City should encourage the ongoing maintenance of homes and businesses through code enforcement. Should redevelopment of areas be required, then the new development should reflect the new development styles in surrounding areas and care should be taken to integrate the new development with the existing. Housing development should reflect the preference of the community. No significant increase in density is expected. Commercial development should be neighborhood compatible and designed to be appropriate context with the area of service.

One area of special focus should be the unincorporated area between Swift-Cantrell Park and Hampreston Way including the Heritage Club community. Inclusion of this area in the City would improve the clarity of the city limits and improve the coordination of emergency and operational services with Cobb County and, potentially, the City of Acworth. Also, this area will be greatly impacted by the ongoing development and daily activities of Swift -Cantrell Park.

## Future Land Use Categories

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

## Development Patterns and Standards

- Include a variety of housing choices based on single family residential concepts.
- Discourage multi family and attached single family housing development.
- Encourage housing types to reflect traditional neighborhood styles.
- Encourage comparable architectural styles that maintain the local character.
- Assure compatibility of infill development with adjacent homes, surrounding neighborhoods and businesses.
- Allow public facilities such as schools, churches and community centers, to be developed at suitable locations within walking distance of residences.
- Provide an interconnected system of streets within new subdivisions that is also connected to existing subdivisions where feasible.
- Enhance pedestrian-friendly movement by adding or improving sidewalks and creating other pedestrian-friendly multi-use trail/bike routes linking neighboring communities to parks, schools, neighborhood retail centers and the CBD.
- Encourage and promote adequate open space, playgrounds and parks.
- Provide transitional buffers between commercial and adjacent residential land uses.
- Include open space and/or recreational trails with new development or redevelopment.
- Protect water quality with appropriate stream buffers.

- Follow Best Management Practices for stormwater management as defined in the Georgia Erosion and Sedimentation Act.

### **Implementation Strategies- Baker-Jiles Suburban Living Character Area**

- Identify existing and/or establish new residential architectural and site design guidelines specific to the suburban setting of the neighborhoods and to this character area. The most recent residential development in the area may provide a basis for appropriate guidelines.
- Enforce building and zoning codes for all neighborhoods in this area. Failing to maintain basic appearances and functions of homes and businesses will devalue the character and sense of place.
- If housing for seniors is determined to be a desired element to include in this character area, then create and adopt a Senior Living zoning ordinance to govern development.
- Implement a tree protection program for this area. The large trees are a valuable asset and are part of the character to the area. This program may be part of a city-wide tree protection program.
- Where feasible, provide neighborhood connectivity to the Kennesaw Community Trail and city-wide network of sidewalks.
- Do not allow new multi-family and single family attached housing developments in this character area. This area should support traditional single family detached housing.
- Ensure that the widening of Jiles Road through this area has minimal impact to the natural resources and suburban character of the area.

### 2.3.13 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



**Figure 2-26: In-Town Living- Examples of Housing Choices**

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.

Areas characterized as In-Town Living are located northeast of the CBD between the CSX rail line and McCollum Parkway and between Ben King Road/ Twelve Oaks Circle and Big Shanty Drive/ Duncan Road corridor. The area is primarily developed as single family detached homes. Most of the homes are more than thirty years old and are constructed as ranch or split level styles on relatively large lots with maturing hardwoods. Brick and wood/vinyl siding are common facade materials. The streets

are wide enough to allow on street parking or pedestrian mobility in the absence of sidewalks. The vast majority of homes have been maintained well and convey a strong sense of neighborhood pride; however, enough homes are in need of repair or cleanup that they can detract from the overall character of this residential area.

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 with the redevelopment activities in the Historic CBD and surrounding homes and neighborhoods. Land use densities are not expected to increase significantly with redevelopment. Common architectural elements, sidewalks, lighting and landscaping should be incorporated into redevelopment projects in order to blend the old styles with the new styles or trends reflected in the CBD.

#### Future Land Use Categories

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



## Development Patterns and Standards

- Include a variety of housing choices based on single family residential concepts.
- Encourage moderate density housing types and office/institutional developments to be located along the outer periphery, closer to the CBD, main Street or public transportation nodes.
- Encourage housing types to reflect traditional neighborhood styles.
- Encourage comparable architectural styles that reflect the city and neighborhood character.
- Assure compatibility of infill development with adjacent homes, surrounding neighborhoods and businesses.
- Allow public, neighborhood activity centers be developed at suitable locations within walking distance of residences.
- Provide an interconnected system of streets within new subdivisions that is also connected to existing subdivisions.
- Connect neighborhoods to the local and regional network of greenspace and trails, available to pedestrians and bicycles, for both tourism and recreational purposes.
- Enhance pedestrian-friendly movement by adding or improving sidewalks and creating other pedestrian-friendly multi-use trail/bike routes linking neighboring communities and major destinations such as the CBD, Main Street, Cobb Parkway, Cherokee Street, neighborhood activity centers, parks, schools, etc.
- Improve pedestrian safety through wider sidewalks, benches, street lighting, designated crosswalks, and landscaped buffer zones along major transportation corridors.
- Encourage and promote adequate open space.
- Encourage business developments to share access to transportation corridors or other surface streets.
- Require inter-parcel commercial access to control access flow to transportation corridors.
- Require neighborhood compatible commercial developments to have clear boundaries and transitional zones.

- Provide transitional buffers between commercial and adjacent residential land uses.

### **Implementation Strategies- In-Town Living Character Area**

- Enforce building and zoning codes for all neighborhoods in this area. Failing to maintain basic appearances and functions of homes and businesses will devalue the character and sense of place.
- Identify existing and/or establish new residential architectural and site design guidelines specific to the suburban setting of the neighborhoods and to this character area. The most recent residential development in the area may provide a basis for appropriate guidelines.
- Initiate a detailed study to determine the age, condition and value of the housing stock.
- If the age and condition of the housing stock is causing diminished property values, health or safety concerns, then initiate a planning study to determine appropriate redevelopment solutions.
- If housing for seniors is determined to be a desired element to include in this character area, then create and adopt a Senior Living zoning ordinance to govern development.
- Implement a strict tree protection program for this area. The large trees are a valuable asset and are part of the character to the area. This program may be part of a city-wide tree protection program.
- Include open space and/or recreational trails with new development or redevelopment. With redevelopment, consider a trail route along the CSX rail line from the Historic CBD to near Jiles Road thereby linking the North Cherokee Residential, the In Town Living and Historic CBD character areas.
- Provide neighborhood connectivity to the CBD, the Kennesaw Community Trail and the city-wide network of sidewalks.

### 2.3.14 North Cherokee Residential

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



**Figure 2-27: North Cherokee Living-  
Examples of Common Housing Choices**

Single Family homes are typically ranch or split level style homes on basements and situated on large, mostly wooded lots. Home facades are generally constructed of brick or wood siding. Structural and landscape appearances are as diverse as the housing stock. Sidewalks are absent from many of the neighborhoods, but wide streets provide sufficient space for pedestrian mobility and on-street parking.

Future development of these areas, like many other residential areas, is very limited as much of the available land has been developed. However, due to the age of many of the structures, particularly the manufactured housing, redevelopment of these areas is likely to be a consideration in the next twenty years. If keeping the manufactured housing is not an option, a resulting challenge will be to provide traditional housing at affordable prices. If redevelopment occurs, the type of redevelopment should be closely affiliated and complementary of the redevelopment activities in surrounding residential areas.

Due to this area's close proximity to Kennesaw State University, student housing may be a viable solution. If student housing is constructed then a modest increase in density would be expected, depending upon the type and size of project. Integrating a new project of this stature with existing homes will be challenging.

Common architectural elements, sidewalks, lighting and landscaping should be incorporated into redevelopment projects in order to blend the old styles with the new styles or trends reflected in the Historic CBD and the In-Town Living character areas.

## Future Land Use Categories

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

## Development Patterns and Standards

- Include a variety of housing choices.
- Encourage moderate density housing types and office/institutional developments to be located along the outer fringe, closer to Cherokee Street and Jiles Road and McCollum Parkway.
- Promote the appropriateness of student housing development along the northern end of this district.
- Encourage low and moderate density housing types to reflect traditional neighborhood styles.
- Encourage comparable architectural styles that reflect the city and neighborhood character.
- Improve neighborhood character and appearance through code enforcement.
- Assure compatibility of infill development with adjacent homes, surrounding neighborhoods and businesses.
- Allow public neighborhood activity centers be developed at suitable locations within walking distance of residences.
- Provide an interconnected system of streets within new subdivisions that is also connected to existing subdivisions.
- Connect neighborhoods to the local and regional network of greenspace and trails available to pedestrians and bicyclists.
- Enhance pedestrian-friendly movement by adding or improving sidewalks and creating other pedestrian-friendly, multi-use trail/bike routes linking neighboring communities and major destinations such as Kennesaw State University, the CBD, and Cherokee Street Commercial Corridor.
- Improve pedestrian safety through wider sidewalks, benches, street lighting, designated crosswalks, and landscaped buffer zones along major transportation corridors.

- Encourage and promote adequate open space.
- Encourage business developments to share access to McCollum Parkway, Cherokee Street or Ben King Road.
- Require inter-parcel commercial access to control access flow to transportation corridors.
- Require neighborhood-compatible commercial developments to have clear boundaries and transitional zones.
- Provide transitional buffers between commercial and adjacent residential land uses.

### **Implementation Strategies- North Cherokee Residential Character Area**

- Enforce building and zoning codes for all neighborhoods in this area. Failing to maintain basic appearances and functions of homes and businesses will devalue the character and sense of place.
- Identify existing and/or establish new residential architectural and site design guidelines specific to the suburban setting of the neighborhoods and to this character area. The most recent residential development in the area may provide a basis for appropriate guidelines.
- Initiate a study to determine the age, condition and value of the housing stock.
- If the age and condition of the housing stock is causing diminished property values, health or safety concerns, then initiate a planning study to determine appropriate redevelopment solutions.
- If housing for seniors is determined to be an acceptable element to include in this character area, then create and adopt a Senior Living zoning ordinance to govern development.
- If student housing is determined to be an acceptable element for this character area, then develop guidelines to govern development. This element may be included with the planning study.
- For student housing development, incorporate public transit stops on Cherokee Street with direct routes to Kennesaw State University. This element may be included with the planning study.
- Initiate a study to determine an appropriate pedestrian and bicycling route from student housing sites to Kennesaw State University. This element may be included with the planning study.



- Implement a tree protection program for this area. The large trees are a valuable asset and are part of the character of the area. This program may be part of a city-wide tree protection program.
- Include open space and/or recreational trails with new development or redevelopment. With redevelopment, consider a trail route along the CSX rail line from the Historic CBD to near Jiles Road thereby linking the North Cherokee Residential, the In Town Living and Historic CBD character areas. This element may be included with the planning study.
- Provide neighborhood connectivity to the CBD, the Cherokee Street Commercial corridor and the city-wide network of sidewalks.

### 2.3.15 Campus Living

This character area is defined only by recent student apartment development in close proximity to the Kennesaw State University campus (less than one mile from the closest entry). This area is a good location for students, and for working adults as well. Located



Figure 2-28: Campus Living- Existing Moderate Density Housing

on Busbee Parkway south of Wade Green Road, the area is well situated for access to I-75, I-575 and Barrett Parkway. Sidewalks support pedestrian access along Wade Green Road, Busbee Parkway and Frey Road. Neighborhood office parks and retail stores and services are located along Wade Green Road.

Growth of this area is limited due to lack of available land and to its isolation from other areas in the City limits. This area is an “island” totally surrounded by land under Cobb County jurisdiction; however, the potential exists for this area to be included as part of a larger area called the Wade Green Interchange District. This district, if formed, could include a mix of office/warehouse, light industrial, retail, single family and multi-family land uses.

#### Future Land Use Categories

- **CAC** Community Activity Center
- **RH** High Density Residential

## **Development Patterns and Standards**

- Include a variety of multi-family or student housing choices.
- Encourage comparable architectural styles that reflect the city and surrounding areas.
- Enhance pedestrian-friendly movement by adding or improving sidewalks and creating other pedestrian-friendly multi-use trail/bike routes linking neighboring communities and destinations such as Kennesaw State University, Chastain Road, and Wade Green Road.
- Improve pedestrian safety through wider sidewalks, benches, street lighting, designated crosswalks, and landscaped buffer zones along major transportation corridors.
- Encourage business developments to share access to transportation corridors or other surface streets.
- Require inter-parcel commercial access to control access flow to transportation corridors.
- Require neighborhood compatible commercial nodal developments to have clear boundaries and transitional zones.
- Provide transitional buffers between commercial and adjacent residential land uses.
- Allow commercial development only along the northern boundary near Wade Green Road.

## **Implementation Strategies- Campus Living Character Area**

- Enforce building and zoning codes for all residential and commercial development in this area. Failing to maintain basic appearances and functions of residences and businesses will devalue the character and sense of place.
- If student housing is the desired element for this character area, then develop guidelines to govern future development.
- For student housing development, incorporate public transit stops on Busbee Parkway with direct routes to Kennesaw State University.
- Initiate a plan to construct a marked and identifiable pedestrian and bicycling route from this area to Kennesaw State University.

### **2.3.16 Wade Green Interchange District (Potential)**

The Wade Green Interchange District is a description of a potential character area that currently includes a mix of land uses from light industrial and office/warehouse to residential and retail. All of this area is currently under Cobb County jurisdiction. It is important to the City of Kennesaw to consider this area for planning purposes as development in this area directly impacts the Baker-Jiles Suburban Living area, the Campus Living area, Cherokee Street Commercial Corridor development, access to the Historic CBD, and transportation issues along Jiles Road, Cherokee Street, and Wade Green Road.

Kennesaw and Cobb County should coordinate development activities in this general vicinity to prevent incompatible land use that may lead to land use conflicts or increased traffic congestion, especially during peak congestion hours.

#### **Future Land Use Categories**

- **CAC** Community Activity Center
- **I** Industrial
- **NAC** Neighborhood Activity Center
- **RAC** Regional Activity Center
- **RH** High Density Residential
- **RL** Low/Medium Density Residential
- **TCU** Transportation/Communication/Utilities

#### **Development Patterns and Standards**

- Not applicable due to annexation requirement.

#### **Implementation Strategies**

- Not applicable due to annexation requirement.

## 2.4 Summary Table of Future Land Use Categories Appropriate for Each Character Area- Figure 2-29

Character Areas	Future Land Use Categories										
	CAC - Community Activity Center	DAC - Down- town Activity Center	I - Industrial	NAC - Neigh- bor- hood Activity Center	PI - Public Service/ Institutional	PRC - Park/ Recreation/ Conservation	PUD- Planned Unit Develop- ment	RAC - Regional Activity Center	RH - Residential High	RL - Residential Low/ Medium	TCU - Transportation Communication Utilities
Cobb Pkwy Commercial Corridor	X		X	X	X	X			X	X	X
Cherokee Street Commercial Corridor	X		X	X	X						
Cobb Parkway Industrial	X		X								X
McCollum Parkway Industrial			X	X	X						
Moonstation Industrial	X		X	X	X	X					X
Historic Central Business District	X	X	X	X		X				X	X
Barrett 41 Suburban Village	X			X		X		X	X	X	
Ridenour Suburban Village	X					X		X	X		
East Pine Suburban Living					X	X				X	
East Pine Revitalization District						X				X	
West Pine Suburban Living						X	X		X	X	
Baker-Jiles Suburban Living	X			X	X	X	X		X	X	X
In-Town Living				X	X	X			X	X	
North Cherokee Residential						X	X		X	X	
Campus Living	X								X		
Wade Green Interchange District (Potential)	X		X	X				X	X	X	X

Source: City of Kennesaw Character Area Map, Future Land Use Map adopted 2006.

## 2.5 Summary Table of Quality Community Objectives Pursued or Achieved in Each Character Area- Figure 2-30

Quality Community Objectives	Cobb Pkwy Commercial Corridor	Cherokee Street Commercial Corridor	Cobb Parkway Industrial	McCollum Parkway Industrial	Moon-station Industrial	Historic Central Business District	In-Town Living	Baker-Jiles Suburban Living
<b>Traditional Neighborhood.</b> Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.						X	X	X
<b>Infill Development.</b> Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.	X	X				X	X	X
<b>Sense of Place.</b> Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.	X					X	X	X
<b>Transportation Alternatives.</b> Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged	X	X				X	X	X
<b>Regional identity.</b> Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.	X	X	X	X	X	X	X	X
<b>Heritage Preservation.</b> The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.						X		



**Figure 2-30: Summary Table of the Quality Community Objectives Desired or Achieved in Each Character Area (Continued)**

Quality Community Objectives	Cobb Pkwy Commercial Corridor	Cherokee Street Commercial Corridor	Cobb Parkway Industrial	McCollum Parkway Industrial	Moon-station Industrial	Historic Central Business District	In-Town Living	Baker-Jiles Suburban Living
<b>Open Space Preservation.</b> New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.				X		X	X	X
<b>Environmental Protection.</b> Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.						X	X	X
<b>Growth Preparedness.</b> Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.	X	X	X	X	X	X	X	
<b>Appropriate Business.</b> The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.	X	X	X	X	X	X		
<b>Employment Options.</b> A range of job types should be provided in each community to meet the diverse needs of the local workforce.	X	X	X	X	X	X		
<b>Housing Choices.</b> A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.	X					X	X	X
<b>Educational Opportunities.</b> Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.						X		

**Figure 2-30: Summary Table of the Quality Community Objectives Desired or Achieved in Each Character Area (Continued)**

Quality Community Objectives	Cobb Pkwy Commercial Corridor	Cherokee Street Commercial Corridor	Cobb Parkway Industrial	McCollum Parkway Industrial	Moon-station Industrial	Historic Central Business District	In-Town Living	Baker-Jiles Suburban Living
<b>Regional Solutions.</b> Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.	X		X	X		X		X
<b>Regional Cooperation.</b> Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.	X		X	X				

Source: Department of Community Affairs, City of Kennesaw Character Area Map.

**Figure 2-30: Summary Table of the Quality Community Objectives Desired or Achieved in Each Character Area (Continued)**

Quality Community Objectives	East Pine Suburban Living	East Pine Revitalization District	West Pine Suburban Living	North Cherokee Residential	Barrett 41 Suburban Village	Ridenour Suburban Village	Campus Living	Wade Green Interchange District (Potential)
<b>Traditional Neighborhood.</b> Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.				X	X			
<b>Infill Development.</b> Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.	X	X		X	X			
<b>Sense of Place.</b> Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.						X		
<b>Transportation Alternatives.</b> Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged	X	X		X	X	X	X	X
<b>Regional identity.</b> Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.	X	X	X	X	X	X	X	X

**Figure 2-30: Summary Table of the Quality Community Objectives Desired or Achieved in Each Character Area (Continued)**

Quality Community Objectives	East Pine Suburban Living	East Pine Revitalization District	West Pine Suburban Living	North Cherokee Residential	Barrett 41 Suburban Village	Ridenour Suburban Village	Campus Living	Wade Green Interchange District (Potential)
<b>Heritage Preservation.</b> The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.								
<b>Open Space Preservation.</b> New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.	X	X	X	X	X			
<b>Environmental Protection.</b> Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.	X	X			X			
<b>Growth Preparedness.</b> Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.		X	X	X		X		
<b>Appropriate Business.</b> The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.								X

**Figure 2-30: Summary Table of the Quality Community Objectives Desired or Achieved in Each Character Area (Continued))**

Quality Community Objectives	East Pine Suburban Living	East Pine Revitalization District	West Pine Suburban Living	North Cherokee Residential	Barrett 41 Suburban Village	Ridenour Suburban Village	Campus Living	Wade Green Interchange District (Potential)
<b>Employment Options.</b> A range of job types should be provided in each community to meet the diverse needs of the local workforce.					X			X
<b>Housing Choices.</b> A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.	X	X	X	X	X	X	X	X
<b>Educational Opportunities.</b> Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.								
<b>Regional Solutions.</b> Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.	X	X						X
<b>Regional Cooperation.</b> Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.	X	X						X

Source: Department of Community Affairs, City of Kennesaw Character Area Map.



## Issues and Opportunities

### 3.1 Introduction

The list of issues and opportunities described below has been identified through discussions with elected officials, City staff and the public in meetings as described in the Community Participation Program.

### 3.2 Population

#### 3.2.1 Issues

##### 1. Moderate Population Growth

The City's population is projected to increase at an average annual rate of 1.8% to 5% between 2000 and 2025. The 2005 estimate of population for the City is 30,552. The projected population for 2025 is expected to range between 44,000 and 48,000.

##### 2. Consistent Growth Throughout all Age Cohorts

Between 2000 and 2025 Kennesaw's Senior Population, 65 and over, is expected to increase slightly from 5.8% to 6.1% of the total population. This equates to 2,710 seniors in 2025. In 2000, children age 0-17 comprised 27.8% or 6,013 of the population and are expected to comprise a smaller portion in 2025 at 26.1% or 11,597 of the population. This equals a twenty-five year increase of 93%. Working adults age 18-64 comprised 66.5% or 14,413 of the population in 2000 and are expected to share a larger portion in 2025 at 67.8% or 30,125 of the population.

##### 3. Hispanic Population

The Hispanic population is expected to increase its share of the population from 6.2% or 1,344 in 2000 to 7.6% or 3,377 in 2025. This equates to a modest average annual population increase of 82 residents.

#### 3.2.2 Opportunities

##### 1. Economic Impact

The increase in population may be advantageous to businesses and city government. If development efforts successfully keep a large sum of consumer dollars inside the city limits, then business owners would be able to reinvest in their business and employ additional people. The city would benefit through improved city sales tax receipts, thereby improving city revenue streams.

## **3.3 Housing**

### **3.3.1 Issues**

#### **1. Demographic Changes Affect Housing Demand**

- The market is dominated by single family homes.
- The largest age cohorts, representing nearly half of householders, are in their child-raising years – 25 to 44 years old – which will sustain demand for traditional single-family houses, but not necessarily new homes.
- Homeowners are solidly middle class with a median household income of \$66,839 according to the 2000 Census. All households earning more than \$60,000 annually have increased significantly since 1990. Households earning more than \$75,000 have grown more than 973% in the same 10 year period. Households earning less than \$20,000 have diminished.

#### **2. Aging Neighborhoods**

As neighborhoods mature, they may fall into disrepair, become attractive as rental properties that may not be well maintained or become a target for property crimes.

#### **3. Limited Space for Greenfield Development**

Approximately 95% of the property within the City limits is currently built out. As a result, new housing will be the result of infill or redevelopment.

#### **4. Kennesaw State University Student Housing**

As Kennesaw State University (KSU) continues to grow, additional student housing will be needed. However, land surrounding KSU is currently developed. Assisting KSU with their student housing situation is a key component to building a long-term relationship with KSU.

### **3.3.2 Opportunities**

#### **1. Encourage Traditional Neighborhood Developments (TND)**

Where redevelopment or infill housing development opportunities exist, TND developments should be encouraged.

#### **2. Encourage and Promote Preservation of Historic Homes**

Incentives should be identified to encourage owners, business or residential, to improve or maintain the historic appearance of buildings located in one of Kennesaw's historic districts.

### **3. Monitor Market for Opportunity to Encourage High-End and Senior Housing**

As household income rises, Kennesaw residents may desire upgrades in housing. As the baby boomer population ages, there will be a need for housing that has appeal to retirees, whether that is in the form of low-maintenance loft condominiums in downtown Kennesaw or detached single-story units in a senior-oriented residential community.

## **3.4 Economic Development**

### **3.4.1 Issues**

#### **1. Relevant Job Growth to Population Growth**

Based on generalized employment patterns in 2000, the number of jobs available is not aligned with the population growth. In 2000, 90% of the labor force, approximately 16,000 residents, worked outside of Kennesaw causing missed opportunities for local business, in particular, those in the retail and services industries.

#### **2. Strategic Economic Development Plan**

The City lacks a strategic economic development plan. The City has begun to experience new commercial and residential development; however, the City is in need of a formal economic development plan document that is updated regularly in order to measure and manage economic growth in the City.

#### **3. A Balanced Economy**

Kennesaw's disadvantages relative to creating a diversified economy include the number of jobs relative to the City's population, educational attainment and professional capabilities. Most jobs are in retail education, health, professional and management services.

#### **4. Industrial Park Vacancies**

There are many vacant office/warehouse units in the Cobb Parkway and Moonstation Industrial character areas. Filling these units play a significant role in developing the City's economic base.

### **3.4.2 Opportunities**

#### **1. Highly visible properties ripe for development and redevelopment**

Redeveloping highly visible properties currently vacant or undeveloped in industrial areas and the redevelopment of under-performing commercial properties along Highway 41 should become top priorities.

#### **2. Downtown Redevelopment**

The Kennesaw Downtown Development Authority (KDDA) and others should continue to develop, refine and sell their vision for the downtown area and historic districts to residents, business owners, and prospective developers.

#### **3. Business Recruitment**

Since the City of Kennesaw is not dominated by any one industry, there are limited competitive pressures within the city limits. There are opportunities for Kennesaw to identify and pursue industries that are a proper fit for the City and its residents based on an evaluation of those that attract the majority of the labor force out of the City. Take action to fill the vacant office/warehouse units in the Cobb Parkway and Moonstation Industrial character areas. Coordinate these efforts with the proposed industrial business associations and the Cobb County Chamber of Commerce.

#### **4. Educational Advantages for Economic Development**

Kennesaw benefits from its proximity to Kennesaw State University and North Metro Technical College. Education levels among City residents are high, relative to that of other northwest Metropolitan Atlanta areas.

#### **5. Intergovernmental Coordination**

The City should continue to work with the State, the County, the Chamber of Commerce, and surrounding municipalities to develop ideas and strategies to encourage economic development and develop an effective Strategic Economic Development Plan.

#### **6. Annexation**

Adjacent property in unincorporated Cobb County or “Islands” may provide opportunities for the City to more clearly define its boundaries and capture more commercial tax revenue. Opportunities to annex undeveloped or existing commercial land use parcels into the City should be pursued in order to improve the funding of the City budget. A comprehensive annexation plan is needed to guide the achievement of these goals.

## **3.5 Natural and Cultural Resources**

### **3.5.1 Issues**

#### **1. Financing Greenspace Acquisition, Development and Maintenance**

Creative financing (e.g. impact fees) and funding programs must be developed to finance park and greenspace projects if Kennesaw's comparatively low property taxes are to remain in place.

#### **2. Preservation of Historic and Cultural Resources**

Adequate design guidelines are needed to protect the historic resources located in Kennesaw's historic districts, especially as opportunities for new infill development increase. It is important to govern blending of the new with the old. Funding is always an important factor for maintaining these resources. Additional sources of funding and revenue generation are needed, particularly for the Southern Museum of Civil War and Locomotive History

### **3.5.2 Opportunities**

#### **1. Regionally-Connected Network of Open Space**

Currently, eighteen neighborhood, local and regional parks are present throughout the City. Two additional parks, Smith-Gilbert Arboretum and Smith-Cantrell Park, are under development and are expected to become an integral part of the "Chain of Parks" that will be linked by sidewalks and trails. This system of linkages is planned as a segment of a larger Trail system connecting Lake Allatoona to Kennesaw Mountain to the Silver Comet Trail.

#### **2. Water Quality Protection**

Lake Allatoona, which is fed in part by Proctor and Butler creeks in Kennesaw, provides the City and many other north metro cities and counties with drinking water. Protecting the creeks from pollutants takes on an added importance that necessitates consistent enforcement of regulations that cover erosion and sedimentation controls and stormwater management.

#### **3. State and Federal Historic Preservation Programs**

The Main Street Program and Certified Local Government (CLG) Program are two federal programs that are administered at the state level. Designation as a Main Street City provides member cities with an opportunity to receive technical assistance that can further historic preservation efforts. The CLG Program also makes designated cities eligible to receive historic technical assistance, as well as matching grant funds for historic preservation-related activities. The City participates in both programs.



## **3.6 Facilities and Services Issues**

### **3.6.1 Issues**

#### **1. Meeting the Service Demands of a Growing Population**

Many public services are owned and managed by Cobb County such as the fire department, health services, water and sewer treatment and the public library. The City provides police, stormwater management, solid waste management and parks and recreation services to the residents. Based on the City's current population, an additional five to six police officers are needed as well as incentives to battle attrition.

#### **2. Aging Stormwater Sewer System**

Over the years the metal and concrete pipes used in the stormwater sewer system have deteriorated. A replacement schedule with identified funding sources is needed.

#### **3. Parks and Recreation**

In spite of the City's extensive park system, there is a need for adult softball and multi-use fields. To reach Phases II and III of Swift-Cantrell Park, the City will need to find funding estimated at \$16 million to build an aquatic center and performing arts center. The Smith-Gilbert Arboretum will have to become self supporting within five years of opening to the public.

### **3.6.2 Opportunities**

#### **1. Meeting the Service Demands of Growing Population**

The Kennesaw Police Department patrol cars and 911 Dispatch Center are each equipped with state-of-the art communication equipment. The technology allows the force to be less centralized, more mobile, and more visible to the public. There is an opportunity for the police to position themselves strategically and leverage communication and GIS technologies to improve efficiency and response times

#### **2. Meeting the Facility Space Requirements for a Growing Population**

The new building being constructed for the Public Works Department will provide the additional work and storage space required by the department. The city may be able to maximize the use of this facility by expanding other departments.

The 911 Dispatch Center will be renovated to expand for a total of 2,800 square feet. Since this department also services 911 calls from Acworth, Acworth will likely benefit from an improved facility. The opportunity is that Kennesaw can use this department to strengthen its relationship with Acworth.

### **3. Re-evaluation of Impact Fees**

The impact fee calculation formula and the application guidelines are under review by the City. Changes to the Impact Fee are desired to offset the cost of facility and amenity improvements.

## **3.7 Land Use**

### **3.7.1 Issues**

#### **1. Suburban Sprawl**

Most of the recent development in the City over the past 10-20 years has occurred in a typical suburban land use pattern. Retail shopping and employment opportunities are distinctly separated from residential areas and primarily located on Cherokee Street, Highway 41 or in one of three industrial parks.

#### **2. Strip Commercial Development**

The land uses along some highway corridors, in particular Highway 41 and sections of Cherokee Street, form stereotypical commercial strips that may detract from the City's character. Many of the strip malls are lacking visual appeal and consist of aging structures in need of revitalization.

#### **3. Transitioning Uses**

Cherokee Street has experienced conversions of single family homes into businesses. While sensitive adaptations have afforded continual protection of historic structures, adjacent established neighborhoods may be threatened by encroachment. Unincorporated "islands" embedded within the city limits also pose a potential land use conflict with adjacent "In-City" parcels.

#### **4. Abundance of Zoning Districts**

Over the years the city has created zoning districts to satisfy a particular need. Currently, thirty two districts are codified. Many of which list functions, uses, and requirements common to other similar zoning districts. Developers, residents and staff find this confusing.

#### **5. Existing Land Use Ratios**

Kennesaw has become a bedroom community over time with a disproportionate ratio of residential to non-residential land use. Additional work and planning is required to achieve a more balanced ratio that is beneficial to the City. This balance should represent 60% residential and 40% non-residential (public, commercial, industrial) land uses.

## **3.7.2 Opportunities**

### **1. Redevelopment**

Redevelopment of highway corridors provides an opportunity to create a more seamless transition of land uses between existing sprawling single-use commercial strips and low-density single family residential. As opportunities present themselves for redevelopment of underutilized and under-performing properties along commercial corridors, the City should recruit developers capable of providing commercial and mixed-use centers that produce tax revenue for the City and provide jobs that may reduce commuting patterns for residents who commute outside of Kennesaw for employment.

### **2. Identify Available Land for Industrial and Commercial Growth**

Within the Character Area Map, commercial and industrial areas are defined. Using the Future Land Use Map an economic development plan should identify parcels within these character areas that are available and desirable for development. Redevelopment and revitalization projects present opportunities to improve the ratio of residential to non-residential land uses. Achieve a balance of 60% residential and 40% non-residential.

### **3. Encourage Traditional Neighborhood Development**

Traditional neighborhoods developments can be viable in any context, but they should be encouraged in character areas likely to experience redevelopment such as the Historic CBD, the North Cherokee Residential and In-Town Living areas.

### **4. Corridor Overlay District**

The City's familiarity and support for design guidelines to protect historic homes makes a similar approach feasible for corridors. In addition to architectural design, the overlay district could address interparcel access, utility placement, parking, landscaping, site lighting, sidewalks and signage.

### **5. Simplify Zoning Categories**

The consolidation of zoning codes and development guidelines into the Unified Development Code presents an opportunity to further reduce the number of zoning codes. Commercial categories, in particular, may be consolidated in such a way to provide a single zoning application with like-commercial categories that is aligned with the Future Development Maps and is clear in its intent and application.

## **3.8 Transportation**

### **3.8.1 Issues**

#### **1. Automobile Dependence**

The dependence on the private automobile for all trips in the City contributes to the region's air and water pollution problems. Increased regional traffic and peak period congestion are reducing the level of service on many of the City's arterial roadways and the neighboring Interstate system.

#### **2. Shift in Commercial Development Patterns**

Past and current development trends have facilitated the shifting of businesses away from town centers and activity centers and towards strip retail developments along arterial road networks.

#### **3. Inter-Parcel Connectivity**

Many of the major arterial corridors are experiencing increased peak period vehicular congestion, unappealing commercial signage clutter, and a heightened level of sprawling development patterns with a general lack of inter-parcel access. Inter-parcel connections between individual development uses where compatible, should continue to be encouraged, if not strengthened, in new development scenarios.

#### **4. Increase in the Need for Public Transportation**

A growing resident and employment population has emphasized the need for transportation alternatives in order to have access to quality jobs, services, goods, health care, and recreation opportunities.

### **3.8.2 Opportunities**

#### **1. Transportation Alternatives and Improvements**

The City should support opportunities and transportation alternatives that reduce the dependence on the private automobile, thereby reducing traffic congestion. Greater connectivity and operational effectiveness can be achieved by mixing travel modes with respect to pedestrian, bicycle, transit, and vehicular transportation options. The Cobb County Comprehensive Transportation Plan update will be completed in 2007. The City should review and consider any recommendations applicable to the City of Kennesaw. Implementation of the recommendations should be reflected in the 2007-2008 STWP update.

## **2. Promote Pedestrian Safety**

Coordination with GDOT and the Cobb DOT to improve pedestrian visibility and signalization -- and thereby reduce vehicular speeds -- along the City's major arterials should be continued.

## **3. Development Patterns**

Development patterns that blend uses incorporating housing, jobs, and recreation should be promoted for mixed-use opportunities in the future. These development patterns provide the activity nodes needed to make public transportation effective.

## **4. Context-Sensitive Design**

Transportation facilities should be designed in a manner that compliments the character and aesthetics of the surrounding area, while also achieving positive results for connectivity and capacity.

## **5. Develop a Plan and Encourage Acceptance of Public Transportation**

The City should continue to coordinate with CCT and GRTA with the intent of transit service options that adequately serve the residents of Kennesaw, including those with special and/or paratransit needs.

# **3.9 Intergovernmental Coordination**

## **3.9.1 Issues**

### **1. Communication with Cobb County**

The City has identified a need to strengthen its relationship with Cobb DOT and the Board of Education, including communication and community involvement.

### **2. Communication with local municipalities**

Because Cobb Parkway, Old Highway 41 and I-75 pass through portions of the City limits, the City experiences transportation and economic issues related to non-residents traveling through the City each day. Much of the pending growth located north and west of the City will eventually impact city resources and residents on a daily or weekly basis. Additional communication, cooperation and understanding are needed among Kennesaw's municipal neighbors.



### **3.9.2 Opportunities**

#### **1. Re-evaluation of Impact Fees**

The City should continually evaluate its impact fees relative to its current need, projected needs, and compare to that of surrounding cities. The City's impact fees are being reviewed in 2007.

#### **2. Special Purpose Local Option Sales Tax**

City officials need to continue to work closely with the County to help ensure that this important source of capital improvements funding is used effectively.

#### **3. Regional Transportation Planning**

City officials need to continue to be actively involved in the transportation planning activities with ARC, GRTA, and the Cobb County DOT. Transportation issues affect everyone and are the foundation for many home purchases, employment selections and economic development decisions.

#### **4. Regional municipality communication**

The City should coordinate with Cobb County and maintain regular communication with surrounding cities and counties to monitor transportation-affecting development activities that will impact city resources and residents. The Atlanta Regional Commission, the Department of Community Affairs, and Cobb County regularly host meetings and seminars that provide opportunities for Cities and Counties to discuss concerns and solutions to transportation, land use, economic and other important issues.

#### **5. Cobb County School Board Inclusion**

As the City continues to implement development and redevelopment projects, the City has the opportunity to include the Cobb County School Board in the planning process to insure that the needs of the school system and the City are understood and achieved uniformly.

## 4 Implementation Program

The three subsections included in this section outline the overall strategy for achieving the Community Vision and for addressing the Community Issues and Opportunities. It identifies specific measures to be undertaken by the City to implement the plan. The three subsections include the following:

- Policies
- Report of Accomplishments
- Short Term Work Program

### 4.1 Policies

#### 4.1.1 Housing

**Goal:** *To provide and maintain a variety of housing choices which offer superior construction, affordability and accessibility in safe and pleasant surroundings for all residents.*

- Policy 4.1.1.1** Support and promote the Atlanta Regional Commission's Regional Development Plan Best Housing Policies.
- Protect the character and integrity of existing neighborhoods, while also meeting the needs of communities.
  - Encourage a variety of home styles, densities and price ranges in locations that are accessible to jobs and services to ensure housing for individuals and families of all incomes and age groups.
  - Promote new neighborhood developments that feature greenspace and neighborhood parks, pedestrian mobility, transportation options and an appropriate mix of uses and housing types.
  - Promote sustainable and energy efficient development.
- Policy 4.1.1.2** Promote and enforce city-wide site design and architectural standards developed by the Atlanta Regional Commission for the City of Kennesaw pertaining to new development and redevelopment projects.
- Policy 4.1.1.3** Promote Senior District Zoning to developers and residents as a means of providing housing alternatives for seniors as lifestyle changes are needed.

- Policy 4.1.1.4** Encourage the development of diverse housing alternatives to reflect changing lifestyles and housing needs.
- Policy 4.1.1.5** Encourage housing design that is visually compatible with its surroundings.
- Policy 4.1.1.6** Develop and maintain common open space or a localized “greenbelt” in or through existing residential developments.
- Policy 4.1.1.7** Promote the enforcement of housing codes in order to revitalize or maintain the safety and integrity of existing and aging neighborhoods.
- Policy 4.1.1.8** Continue to promote the revitalization, maintenance and use of identified historic homes in the historic districts.
- Policy 4.1.1.9** Encourage Traditional Neighborhood or Mixed Use Developments, particularly in the CBD, where housing would be located in proximity to employment or retail centers and transportation hubs.
- Policy 4.1.1.10** Support the use of federal and state financial assistance programs designed to assist low and moderate income residents.
- Policy 4.1.1.11** Support equal housing opportunities for all persons.

## 4.1.2 Economic Development

**Goal:** *To develop and promote an environment favorable for attracting and retaining a mix of industry and businesses that provide a range of employment opportunities and generate tax revenue to supplement the operational funding and capital improvements for city services, facilities and programs.*

- Policy 4.1.2.1** Once created, review and update the Economic Development Plan annually.
- Policy 4.1.2.2** Collaborate with and support the Cobb Parkway Merchants Association, the Cherokee Street Merchants Association, and Industrial Development Authority in order to understand and react to the needs of the businesses in these corridors.
- Policy 4.1.2.3** Work cooperatively with developers and the educational Community to identify potential areas for economic development in the City and in the contiguous, unincorporated County area.

- Policy 4.1.2.4** Work cooperatively with the Kennesaw Downtown Development Authority, Kennesaw Development Authority, the Kennesaw Business Association, the Cobb County Visitor, Convention and Tourism Board, and the Cobb County Chamber of Commerce and promote business development and tourism in the city.
- Policy 4.1.2.5** Encourage a variety of employment opportunities.
- Policy 4.1.2.6** Encourage environmentally clean industry.
- Policy 4.1.2.7** Encourage local educational institutions to provide job training and continuing education opportunities for training labor force participants to meet constantly evolving educational needs.
- Policy 4.1.2.8** Encourage the development or redevelopment of land for industrial use through the identification of incentives such as training programs or tax credits.
- Policy 4.1.2.9** Achieve and maintain an economically balanced mix of residential, commercial and industrial land uses.
- Policy 4.1.2.10** Support the mission of Kennesaw State University by exploring opportunities and developing solutions to issues faced by the university.

**Economic Development- Central Business District**

- Policy 4.1.2.11** Encourage mixed-use development in the CBD, including office, retail, housing and entertainment activities.
- Policy 4.1.2.12** Encourage new developments to provide joint parking facilities with the City so that parking needs are adequately met.
- Policy 4.1.2.13** Encourage adaptive re-use of historic structures in and around the CBD and the historic districts.
- Policy 4.1.2.14** Encourage a full range of public services to be offered within the CBD including, but not limited to, government services, healthcare, libraries and recreation.

### 4.1.3 Natural and Historic Resources

**Goal:** *To develop, promote and preserve the natural, historical and cultural resources of the City for future generations.*

**Policy 4.1.3.1** Support and promote the Atlanta Regional Commission's Regional Development Plan Open Space and Preservation Policies.

- Protect environmentally sensitive areas including wetlands, floodplains, small water supply watersheds, rivers and stream corridors.
- Increase the amount, quality, connectivity and accessibility of greenspace.
- Provide strategies to preserve and enhance historic resources.
- Through regional infrastructure planning, discourage unwanted growth in undeveloped areas.

**Policy 4.1.3.2** Protect the quality of both surface water and groundwater supplies by participating in, adopting and promoting updates to the Metropolitan North Georgia Water Planning District Water Supply and Water Conservation Management plan and the Metropolitan North Georgia Water Planning District-wide Watershed Management plan.

**Policy 4.1.3.3** Support measures to limit erosion from construction sites, utility operations and other areas where soil is exposed or disturbed.

**Policy 4.1.3.4** Encourage the provision of quality, usable open space, including flood plain areas, wooded areas, historical/ cultural landscape elements and other green space.

**Policy 4.1.3.5** Identify and promote the preservation of unique landscape features such as scenic vistas, hillsides, woodlands stands, lakes, streams, wetlands and other related areas of historical, aesthetic, geographical and geological significance.

**Policy 4.1.3.6** Encourage the protection of significant plant and wildlife habitats.

#### Natural and Cultural Resources- Historic Preservation

**Policy 4.1.3.7** Provide and support local protection measures for historic sites and structures.



**Policy 4.1.3.8** Encourage the development of educational programs to promote awareness of historic and cultural resources.

**Policy 4.1.3.9** Protect buildings, neighborhoods, or areas of historical, architectural or cultural significance.

#### **4.1.4 Community Transportation, Facilities and Services**

**Goal:** *To provide exemplary community facilities and services to all residents in a cost effective manner.*

**Policy 4.1.4.1** Continually evaluate and improve methods or guidelines used for determining and allocating funding for capital improvement projects directly related to service and/or facilities expansion.

**Policy 4.1.4.2** Discourage development patterns which would require the inefficient or costly expansion of public facilities or services.

**Policy 4.1.4.3** Locate new public facilities so that they have good access to major roadways and to public transit routes.

**Policy 4.1.4.4** Coordinate new public facilities with roadway improvements to provide adequate access, and avoid situations where clustering of public facilities is prohibited due to lack of access.

**Policy 4.1.4.5** Provide adequate space to efficiently and economically carry out day to day governmental operations.

**Policy 4.1.4.6** Coordinate service and facility utilization with other public or private organizations that provide similar services when practical.

**Policy 4.1.4.7** Pursue cooperative agreements with other public or private agencies for adaptive reuse and joint use of facilities or services when feasible.

**Policy 4.1.4.8** Design public facilities so that there is adequate off street parking to minimize traffic intrusion and spillover parking into adjacent neighborhoods. Inter-parcel access should be provided in the design of the facilities.

**Policy 4.1.4.9** Plan for and design new facilities to accommodate services experiencing high demand and for those population segments in which significant increases are occurring or are expected to occur.

**Policy 4.1.4.10** Continually evaluate the need for adult and senior services particularly with recreational or civic programs.

- Policy 4.1.4.11** Encourage the provision of public or private services and facilities that serve the handicapped, homebound, and institutionalized.
- Policy 4.1.4.12** Routinely perform comparative compensation analysis for City employees to ensure the City is providing a competitive level of compensation compared to similarly sized municipalities.
- Policy 4.1.4.13** Routinely perform assessments regarding the City's solid waste management programs and the stormwater management programs to insure compliance with local, regional, state and/or federal regulations.
- Policy 4.1.4.14** Routinely perform assessments regarding the City's public safety system.
- Policy 4.1.4.15** Support opportunities for public review and comment that specifically address public services and facilities.

## 4.1.5 Land Use

**Goal:** *To develop and maintain a framework for the planning and implementation of compatible and beneficial land uses within the City of Kennesaw.*

### Land Use Types & Patterns

- Policy 4.1.5.1** Support and promote the Atlanta Regional Commission's Regional Development Plan Developed Area Policies.
- Promote sustainable economic growth in all areas of the region.
  - Encourage development within principal transportation corridors, the Central Business District, activity centers, and town centers.
  - Increase opportunities for mixed-use development, transit-oriented development, infill and redevelopment.
  - At strategic regional locations, plan to develop and/or retain industrial land uses.
  - Design transportation infrastructure to protect the context of adjoining development and provide a sense of place appropriate for our communities.
  - Promote the reclamation of Brownfield sites.

- Policy 4.1.5.2** Support a mix of residential types and densities to create diversity in housing opportunities.
- Policy 4.1.5.3** Encourage reuse and revitalization of vacant or underutilized commercial and industrial facilities.
- Policy 4.1.5.4** Support a range of land uses on vacant land and in buildings throughout the city that are compatible with surrounding uses.
- Policy 4.1.5.5** Encourage nodal patterns of development in order to discourage incremental land use changes that lead to a linear strip development pattern.
- Policy 4.1.5.6** Require the location of higher intensity uses at the center of an activity center or node and less intense uses along the periphery, to provide a transition in scale and intensity within the node.
- Policy 4.1.5.7** Require the following uses to locate along major corridors at designated nodes:
- Uses which provide essential services to the highway traveler
  - Uses which have significant parking and loading requirements
  - Uses which function relatively independently of pedestrian activity
  - Uses requiring proximity to other businesses.
- Policy 4.1.5.8** Sites should be planned to accomplish a desirable transition from the streetscape to private property and to provide for adequate landscaping, safe pedestrian movement, and sufficient parking areas.

#### **Land use- Compatibility & Design**

- Policy 4.1.5.9** Promote mixed use projects that incorporate a mix of housing types and densities, commercial use, greenspace and parking.
- Policy 4.1.5.10** Require community facilities, such as schools and churches, to be located in areas where they are compatible with existing and planned development.
- Policy 4.1.5.11** Provide for transitional uses or buffers between less compatible land uses.

- Policy 4.1.5.12** Encourage commercial sites to share functional design elements (such as inter-parcel access) when such elements support a more efficient development pattern.

### **Land Use & Transportation**

- Policy 4.1.5.13** Support, promote, participate in the scheduled updates to the Cobb County Comprehensive Transportation Plan, the Cobb County Thoroughfare Plan, the Atlanta Regional Commission's Regional Strategic Transportation System, Regional Freight Mobility Plan, and the Regional Bicycle and Pedestrian Plan.

- Policy 4.1.5.14** Encourage retail and office uses to locate where direct access to a thoroughfare is available and where safe turn movements are possible.

- Policy 4.1.5.15** Promote the use of frontage or parallel access roads with common controlled access for retail shopping and service uses to reduce traffic congestion or conflicts.

- Policy 4.1.5.16** Evaluate the functional role of roadways when considering land use changes in order to protect that function. Intensity in land use should be compatible with the service capacity of the roadway serving the site.

- Policy 4.1.5.17** Ensure that adequate transportation capacity is available before permitting higher density land use development.

- Policy 4.1.5.18** Encourage low intensity, nonresidential uses in Airport Hazard Zones and Airport Noise Zones.

### **Land Use & Redevelopment**

- Policy 4.1.5.19** Require sufficient depth from street frontage for highway corridor commercial uses to allow for design features such as inter-parcel access, points of common controlled access, shared parking, safe pedestrian movement, and streetscape transition.

- Policy 4.1.5.20** Encourage the grouping of shallow parcels along major roadways when a different land use is proposed so that adequate parcel sizes are available to accommodate current design requirements.

- Policy 4.1.5.21** Require redevelopment activities proposed within an existing residential community to:
- Minimize intrusion into adjacent stable residential areas by creating identifiable boundaries, buffering, and transition in scale;
  - Have primary access from major or secondary thoroughfares which do not traverse directly through adjacent stable residential areas; and,
  - Be of a neighborhood or community usage, scale, and intensity compatible with existing residential areas, unless large scale, master planned redevelopment is planned and approved for higher intensities.
- Policy 4.1.5.22** Encourage redevelopment on a large scale, master planned basis rather than taking a parcel by parcel basis.
- Policy 4.1.5.23** Redevelopment proposals should be encouraged to follow a nodal pattern of development to the greatest extent possible.

#### 4.1.6 Intergovernmental Coordination

**Goal:** *Improve channels of communication with local, regional and state level governments and agencies in order to achieve collaborative solutions for all common and unique problems.*

- Policy 4.1.6.1** Support and promote the Atlanta Regional Commission's Regional Development Plan Coordination Policies.
- Assist local governments to adopt growth management strategies that make more efficient use of existing infrastructure.
  - Inform and involve the public in planning at regional, local and neighborhood levels.
  - Coordinate local policies and regulations to support Regional Policies.
  - Encourage the development of state and regional growth management policy.
- Policy 4.1.6.2** Promote increased communication and cooperation between all governments in Cobb County.
- Policy 4.1.6.3** Coordinate land use policy and development standards with Cobb County.



- Policy 4.1.6.4** Consider economic and land use impacts to surrounding jurisdictions in planning efforts.
- Policy 4.1.6.5** Participate in joint planning efforts on issues of inter-jurisdictional interests such as transportation, infrastructure, air and water quality, and solid waste disposal.
- Policy 4.1.6.6** Coordinate with regional and state planning agencies and neighboring jurisdictions to comply with established comprehensive planning guidelines
- Policy 4.1.6.7** Promote efficient municipal service delivery through cooperative agreements.
- Policy 4.1.6.8** Encourage the establishment of a forum to resolve growth and annexation issues between the City and Cobb County.
- Policy 4.1.6.9** Include the Cobb County School Board in large-scale land use planning decisions.

#### **4.1.7 Transportation**

**Goal:** *Encourage and promote an efficient multi-modal transportation system that supports desired growth.*

- Policy 4.1.7.2** Make land use development decisions with consideration for the existing or planned transportation network.
- Policy 4.1.7.3** Encourage the development of a balanced transportation system, encompassing public/ private transit services as well as roadways, pedestrian and bicycle facilities.
- Policy 4.1.7.4** Promote the use of the Cobb County mass transit system to serve transportation and commuting needs within the county and metropolitan region.
- Policy 4.1.7.5** Encourage the establishment and use of public/private partnerships in the planning, design, and financing of improved infrastructure facilities and services.

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## 4.2 2000-2006 Report of Accomplishments

Project Number	Plan Element	2000-2004 Project Description	Estimated Cost	Funding Source	Responsible Party	<u>Complete?</u>	<u>Underway</u> (Anticipated Completion Date)	<u>Postponed</u> (Provide reason)	<u>Dropped</u> (Provide reason)	Notes
1	Community Facilities	Continued marketing of Downtown venues in cooperation with Downtown Merchants Association	\$20,000	KDDA	Economic Development	NO	2010			
2	Community Facilities	Installation of Downtown pedestrian underpass	\$3,100,000	Federal/State	Public Works	NO	2007			
3	Community Facilities	Evaluate effectiveness of Museum marketing strategies and make adjustments as needed	\$250,000	Museum Revenues & Foundation Funding	Museum & Economic Dev	NO	2008			
4	Land Use	Strengthen enforcement of housing codes in order to revitalize neighborhoods	N/A	N/A	Community Development	NO	2010			

## 2000-2006 Report of Accomplishments (Continued)

Project Number	Plan Element	2005 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Underway (Anticipated Completion Date)	Postponed (Provide reason)	Dropped (Provide reason)	Notes
1	Economic Development	Apply for grants for development projects	N/A	N/A	Economic Dev. & Planning	NO	Ongoing			
2	Information Technology	City Wide Computer upgrade and integration	\$200,000	General Fund	Information Technology	NO	2010			
3	Community Facilities	Neighborhood Parks Improvement	\$5,000	General Fund	Parks and Recreation	NO	Ongoing			
4	Community Development	Implement adoption of Gateway Corridor standards for Cherokee Street	\$25,000	LCI, other funding	Community Development	NO	2007			
5	Information Technology	City Wide Software Upgrades/purchases City Wide Computer upgrade and integration	\$451,000	General Fund	Information Technology	NO	2007			
6	Community Facilities	Drainage Improvements	\$200,000	General Fund/CDBG	Public Works	NO	2008			
7	Community Facilities	Storm Water Utility Development	\$75,000	General Fund	Public Works	NO	2008			
8	Community Facilities	Sidewalk Improvements	\$30,000	General Fund	Public Works	NO	2007			
9	Community Facilities	City Wide Park Expansion(Swift-Cantrell)	\$1,000,000	Bonds	Parks and Recreation	NO	2008			
10	Land Use	Increase training of Traditional Neighborhood Districts and Smart Growth techniques for the Planning Commission	\$2,000	General Fund	Planning	NO	2007			
11	Land Use	Preparation of and continued participation in Georgia Greenspace program for second tier funding-five year program	N/A	N/A	Community Development, Parks and Recreation	NO	2007			
12	Community Facilities	Street Improvements	\$90,000	GF/LARP	Public Works	NO	2010			

## 2000-2006 Report of Accomplishments (Continued)

Project Number	Plan Element	2005 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Underway (Anticipated Completion Date)	Postponed (Provide reason)	Dropped (Provide reason)	Notes
13	Economic Development	Continue business recruitment, expansion and retention efforts	\$40,000	General Fund , KDA & KDDA	Economic Development	NO	ongoing			
14	Economic Development	Apply for grants for development projects	N/A	N/A	Economic Dev. & Planning	NO	ongoing			
15	Community Facilities	Upgrade neighborhood parks	\$5,000	General Fund	Parks and Recreation	NO	Annual			
16	Land Use	Continue program of annual safety inspections for City businesses	N/A	N/A	Construction & Development	NO	Ongoing			
17	Land Use	Initiate cooperative effort with Downtown Task Force, KDDA, KDA and staff to implement incentives for encouraging joint projects with large employers such as Kennesaw State University	\$20,000	KDA & KDDA	Community Development	NO	2007			
18	Community Facilities	Promote the expansion of local public transit alternatives in conjunction with Cobb County, ARC and other state/regional agencies.	N/A	N/A	Community Development	NO	Ongoing			
19	Land Use	Work with Cobb County to implement a greenbelt system for flood plains that can also be used as a passive recreation resource.	N/A	N/A	Community Development	NO	Ongoing			



## 2000-2006 Report of Accomplishments (Continued)

Project Number	Plan Element	2005 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Underway (Anticipated Completion Date)	Postponed (Provide reason)	Dropped (Provide reason)	Notes
20	Land Use	Address conflicting zoning ordinance standards and amend same	N/A	N/A	Community Development	NO	2012			
21	Community Facilities	Infill Re-Development initiatives implemented for target areas in City utilizing redevelopment financing tools including TAD	N/A	General Fund & TAD	Economic Development	NO	2012			
22	Community Facilities	Street Improvements	\$90,000	General Fund	Public Works	NO	2012			
23	Community Facilities	Sidewalk Improvements	\$15,000	General Fund	Public Works	NO	2012			
24	Information Technology	City Wide Computer upgrade and integration	\$100,000	General Fund	Information Technology	NO	2012			

Source: City of Kennesaw Staff, MACTEC Engineering and Consulting

**2000-2006 Report of Accomplishments (Continued)**

<b>Project Number</b>	<b>Plan Element</b>	<b>2006 Project Description</b>	<b>Estimated Cost</b>	<b>Funding Source</b>	<b>Responsible Party</b>	<b>Complete?</b>	<b>Underway</b> (Anticipated Completion Date)	<b>Postponed</b> (Provide reason)	<b>Dropped</b> (Provide reason)	<b>Notes</b>
1	Economic Development	Continue business expansion, retention and recruitment efforts and survey of existing businesses	\$5,000	General Fund & KDA	Economic Development	NO	2007			
2	Community Facilities	Trail System Development and expansion for linkage to Cobb County Trail System	\$425,000	Impact Fees	Park and Recreation	NO	2007			
3	Community Facilities	Traffic Improvements	\$750,000	Bonds/SPLOST	Public Works	NO	2007			
4	Community Facilities	Smith-Gilbert Arboretum Planning	\$40,000	GF	Parks and Recreation	NO	2008			
5	Community Facilities	Street Improvements	\$90,000	LARP/General Fund	Public Works	NO	2007			
6	Community Facilities	Jiles Road Widening and Improvement	\$16,500,000	SPLOST	Public Works	NO	2011			
7	Housing	Continue strategies (through zoning) aimed at the identification and preservation of existing sound housing and stable residential neighborhoods including preservation of historic properties	N/A	N/A	Community Development	NO	2008			

## 2000-2006 Report of Accomplishments (Continued)

Project Number	Plan Element	2006 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Underway (Anticipated Completion Date)	Postponed (Provide reason)	Dropped (Provide reason)	Notes
8	Information Technology	City Wide Computer upgrade and integration	\$150,000	General Fund	Information Technology	NO	2010			
9	Community Facilities	Traffic Improvements	\$750,000	Bonds/SPLOST	Public Works	NO	2009			
10	Community Facilities	Jiles Road Widening and Improvement	\$4,000,000	SPLOST	Public Works	NO	2011			
11	Community Facilities	Traffic Improvements	\$750,000	Bonds/SPLOST	Public Works	NO	2009			
12	Economic Development	Increase promotion of Tax Allocation District incentives and expand district as needed	N/A	N/A	Economic Development	NO	2012			

Source: City of Kennesaw Staff, MACTEC Engineering and Consulting

### 4.3 Short Term Work Program

Project Number	Plan Element	2007 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Anticipated Completion Date
1	Community Facilities	Sidewalk Improvements	\$30,000	General Fund	Public Works	----	2008
2	Land Use	Re-evaluate annexation and growth strategy	N/A	N/A	Community Development	----	2007
3	Community Facilities	Swift-Cantrell Park- Phase I	\$2,500,000	Bonds	Parks and Recreation	----	2007
4	Land Use	Start sub committee for the next gateway corridor study and future standards adoption	N/A	N/A	Community Development	----	2008
5	Economic Development	Continue implementation of downtown master plan	N/A	N/A	Economic Development	----	ongoing
6	Community Facilities	Storm Water Utility Development	\$75,000	GF	Public Works	----	2008
7	Community Facilities	Drainage Improvements	\$100,000	GF	Public Works	----	2008
8	Land Use	City to initiate network with Cobb County School Board in order to improve input regarding future development	N/A	2	Community Development, City Manager	----	2011
9	Economic Development	Develop a Cobb Parkway Merchants Association with help and support from KBA, Cobb Parkway merchants and property owners.	TBD	TBD	Economic Development/ Zoning	----	TBD
10	Economic Development	Initiate an LCI study of the Cobb Parkway Commercial Corridor	TBD	TBD	Economic Development/ Zoning	----	TBD
11	Economic Development	Develop a Cherokee Street Merchants Association with help and support from KBA, Cherokee Street merchants and property owners.	TBD	TBD	Economic Development/ Zoning	----	TBD
12	Economic Development	Initiate a corridor study of Cherokee Street to identify issues and opportunities of widening the right of way.	TBD	TBD	Economic Development/ Zoning	----	TBD

## Short Term Work Program (Continued)

Project Number	Plan Element	2007 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Anticipated Completion Date
13	Economic Development	Develop a Moonstation Industrial Business Association with help and support from KBA, the Moonstation Road industrial parks and property owners.	TBD	TBD	Economic Development/ Zoning	----	TBD
14	Economic Development	Initiate a detailed planning study for the public events area between the Depot and Big Shanty Road/Sardis Street.	TBD	TBD	Economic Development/ Zoning	----	TBD
15	Housing	Initiate a detailed planning study of the In-Town Living character area west of Cherokee Street	TBD	TBD	Economic Development/ Zoning	----	TBD
16	Housing/ Land Use	Create a Senior Living Zoning District	TBD	TBD	Planning and Zoning	----	TBD
17	Community Facilities	Continue to update the Existing Land Use Map	TBD	TBD	Planning and Zoning	----	TBD
18	Facilities	Identify sites and develop monument designs for the CBD gateways	TBD	TBD	Planning and Zoning	----	TBD
19	Land Use	Amend Sign ordinance to include language for shared signage	TBD	TBD	Planning and Zoning	----	TBD
20- From Report of Accomplishments	Community Development	Implement adoption of Gateway Corridor standards for Cherokee Street	\$25,000	LCI, other funding	Community Development	NO	2007
21- From Report of Accomplishments	Information Technology	City Wide Software Upgrades/purchases City Wide Computer upgrade and integration	\$451,000	GF	Information Technology	NO	2007
22- From Report of Accomplishments	Community Facilities	Sidewalk Improvements	\$30,000	GF	Public Works	NO	2007
23- From Report of Accomplishments	Land Use	Increase training of Traditional Neighborhood Districts and Smart Growth techniques for the Planning Commission	\$2,000	GF	Planning	NO	2007
24- From Report of Accomplishments	Land Use	Preparation of and continued participation in Georgia Greenspace program for second tier funding-five year program	N/A	N/A	Community Development, Parks and Recreation	NO	2007

## Short Term Work Program (Continued)

Project Number	Plan Element	2007 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Anticipated Completion Date
25- From Report of Accomplishments	Land Use	Initiate cooperative effort with Downtown Task Force, KDDA, KDA and staff to implement incentives for encouraging joint projects with large employers such as Kennesaw State University	\$20,000	KDA & KDDA	Community Development	NO	2007
26- From Report of Accomplishments	Economic Development	Continue business expansion, retention and recruitment efforts and survey of existing businesses	\$5,000	GF & KDA	Economic Development	NO	2007
27- From Report of Accomplishments	Community Facilities	Trail System Development and expansion for linkage to Cobb County Trail System	\$425,000	Impact Fees	Park and Recreation	NO	2007
28- From Report of Accomplishments	Community Facilities	Traffic Improvements	\$750,000	Bonds/SPLOST	Public Works	NO	2007
29- From Report of Accomplishments	Community Facilities	Street Improvements	\$90,000	LARP/General Fund	Public Works	NO	Ongoing
30- From Report of Accomplishments	Community Facilities	Drainage Improvements	\$200,000	General Fund/CDBG	Public Works	NO	2008
31- From Report of Accomplishments	Public Facilities	Storm Water Utility Development	\$75,000	GF	Public Works	NO	2008
32- From Report of Accomplishments	Community Facilities	City Wide Park Expansion(Swift-Cantrell)	\$1,000,000	Bonds	Parks and Recreation	NO	2008
33- From Report of Accomplishments	Community Facilities	Smith-Gilbert Arboretum Planning	\$40,000	GF	Parks and Recreation	NO	2008
34- From Report of Accomplishments	Housing	Continue strategies (through zoning) aimed at the identification and preservation of existing sound housing and stable residential neighborhoods including preservation of historic properties	N/A	N/A	Community Development	NO	2008
35- From Report of Accomplishments	Information Technology	City Wide Computer upgrade and integration	\$200,000	GF	Information Technology	NO	2010
36- From Report of Accomplishments	Information Technology	City Wide Computer upgrade and integration	\$150,000	GF	Information Technology	NO	2010



## Short Term Work Program (Continued)

Project Number	Plan Element	2008 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Anticipated Completion Date
1	Economic Development	Continue business recruitment, expansion and retention efforts	\$40,000	KDA & KDDA	Economic Development	----	ongoing
2	Economic Development	Apply for grants for development projects	N/A	N/A	Economic Dev. & Planning	----	ongoing
3	Land Use	Continued revisions of zoning ordinance, development standards	N/A	N/A	Community Development	----	ongoing
4	Housing	Continue strategies (through zoning) aimed at the identification and preservation of existing sound housing and stable residential neighborhoods including preservation of historic properties	\$20,000	KDDA & GF	Planning	----	ongoing
5	Community Facilities	Neighborhood Parks Improvement	\$5,000	GF	Parks and Recreation	----	2009
6	Community Facilities	Street Improvements	\$90,000	GF/LARP	Public Works	----	Ongoing
7	Community Facilities	Sidewalk Improvements	\$40,000	GF	Public Works	----	2009
8	Economic Development	Apply for grants for development projects	N/A	N/A	Economic Dev. & Planning	----	2012
9	Land Use	Strengthen enforcement of housing codes in order to revitalize neighborhoods including increasing code enforcement initiatives in transitional housing areas through outreach programs and forums.	N/A	GF	Economic Dev. & Planning	----	2012
10	Economic Development	Develop a Cobb Parkway Industrial Business Association with help and support from KBA, the Cobb Parkway industrial park businesses and property owners.	TBD	TBD	Economic Dev. & Planning	----	TBD
11	Economic Development	Develop a McCollum Parkway Industrial Business Association with help and support from KBA, the McCollum Parkway businesses and property owners.	TBD	TBD	Economic Dev. & Planning	----	TBD

## Short Term Work Program (Continued)

Project Number	Plan Element	2008 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Anticipated Completion Date
12	Land Use	Initiate/ Coordinate an LCI study of the Barrett 41 character area.	TBD	TBD	Economic Dev. & Planning	----	TBD
13	Community Facilities	Develop sidewalk/ trail connectivity plan for East Pine Suburban Living Area to Smith-Gilbert Arboretum, Kennesaw Mountain High School and Big Shanty Park.	TBD	TBD	Economic Dev. & Planning	----	TBD
14	Land Use	Initiate an impact study for increasing air traffic over East Pine Revitalization District.	TBD	TBD	Economic Dev. & Planning	----	TBD
15	Economic Development	Initiate a revitalization planning study for the East Pine Revitalization District.	TBD	TBD	Economic Dev. & Planning	----	TBD
16	Economic Development	Initiate a revitalization planning study for the In-Town Living character area.	TBD	TBD	Economic Dev. & Planning	----	TBD
17	Economic Development	Continue implementation of downtown master plans.	N/A	N/A	Economic Development	----	Ongoing
18	Land Use	Initiate Comprehensive Annexation Plan	TBD	TBD	Economic Dev. & Planning	----	2011
19- From Report of Accomplishments	Housing	Continue strategies (through zoning) aimed at the identification and preservation of existing sound housing and stable residential neighborhoods including preservation of historic properties	N/A	N/A	Community Development	NO	2008
20- From Report of Accomplishments	Community Facilities	Traffic Improvements	\$750,000	Bonds/SPLOST	Public Works	NO	Ongoing
21- From Report of Accomplishments	Community Facilities	Jiles Road Widening and Improvement	\$16,500,000	SPLOST	Public Works	NO	2011

## Short Term Work Program (Continued)

Project Number	Plan Element	2009 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Anticipated Completion Date
1	Economic Development	Continue implementation and revisions of Kennesaw LCI downtown master plan	N/A	N/A	Mayor and Council & City Manager	----	2010
2	Land Use	Revisions to Zoning ordinance and development standards	N/A	N/A	Community Development	----	Ongoing
3	Economic Development	Continue business recruitment, expansion and retention efforts	\$40,000	GF, KDA & KDDA	Economic Development	----	Ongoing
4	Community Facilities	Sidewalk Improvements	\$10,000	GF	Public Works	----	Ongoing
5	Land Use	Continued review of comprehensive plans and objectives	N/A	N/A	Community Development	----	2010
6	Land Use	Evaluate existing development regulations for provisions that may limit diversity in housing types and barriers to revitalization and infill development and recommend changes where appropriate	\$30,000	KDDA, GF, LCI and DCA Grants	Community Development	----	Ongoing
7	Land Use	Transportation study on existing roadway and gateways into the City in association with GRTA and ARC consistent with the LCI Plan.	\$15,000	GF	Community Development, Public Works	----	2009
8	Land Use	Evaluate land use/zoning controls and building controls that affect areas in the immediate vicinity of Cobb County Airport-McCollum Field. Adopt an Airport Hazard Zoning District using FAA model guidelines to minimize incompatible land uses in overlay districts	N/A	N/A	Community Development, Public Works	----	2009
9	Land Use	Develop additional development standards for the provision and location of pedestrian and bicycle facilities in connection with private development projects.	N/A	N/A	Community Development	----	2009
10	Community Facilities	Upgrade Neighborhood Parks	\$5,000	GF	Parks and Recreation	----	Ongoing

## Short Term Work Program (Continued)

Project Number	Plan Element	2009 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Anticipated Completion Date
11	Community Facilities	Establish strategies and priorities for funding road improvements needed in the city in conjunction with county, state, regional and federal agencies.	N/A	N/A	Community Development	----	Ongoing
12	Community Facilities	Street Improvements	\$90,000	GF/LARP	Public Works	----	Ongoing
13	Information Technology	City Wide Computer upgrade and integration	\$100,000	GF	Information Technology	----	2010
14	Community Facilities	Identify opportunities for public/private partnerships in the planning, design and financing of improved transportation and other public facilities and services.	N/A	N/A	Community Development	----	Ongoing
15	Land Use	Evaluate zoning and development standards	N/A	N/A	Community Development	----	2012
16	Community Facilities	Upgrade Public Works sanitation fleet	\$10,000	GF	Public Works	----	2012
17	Public Facilities	Re-evaluate Storm Water ordinances	N/A	N/A	Public Works	----	2012
18	Public Facilities	Drainage Improvements	\$150,000	GF	Public Works	----	2012
19	Economic Development	Continue business recruitment, expansion and retention efforts and surveys of existing businesses	N/A	GF	Economic Development	----	2012
20	Economic Development	Continue implementation of downtown master plan	N/A	N/A	Economic Development	----	ongoing
21- From Report of Accomplishments	Community Facilities	Jiles Road Widening and Improvement	\$16,500,000	SPLOST	Public Works	NO	2011

## Short Term Work Program (Continued)

Project Number	Plan Element	2010 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Anticipated Completion Date
1	Public Facilities	Evaluate stormwater regulations and goals	N/A	N/A	Public Works	----	2011
2	Land Use	Expand Community Development staff by creating an entry level planning position	\$120,000	GF	Community Development	----	2011
3	Information Technology	Continued integration with 911 services and IT	\$125,000	GF	Information Technology	----	2011
4	Land Use	Identification of transitional housing trends for code enforcement plan	N/A	N/A	Community Development	----	2012
5	Community Facilities	Upgrade Neighborhood Parks	\$5,000	GF	Parks and Recreation	----	Ongoing
6	Community Facilities	Street Improvements	\$90,000	LARP/General Fund	Public Works	NO	Ongoing
7- From Report of Accomplishments	Community Facilities	Jiles Road Widening and Improvement	\$16,500,000	SPLOST	Public Works	NO	2011

## Short Term Work Program (Continued)

Project Number	Plan Element	2011 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Anticipated Completion Date
1	Community Facilities	Reevaluate parks and recreation need assessment data- Ongoing	N/A	N/A	Parks and Recreation	----	2012
2	Land Use	Initiate Developers Forum to create better dialogue with area developers. Forum to identify needs and market projections for area housing needs and amenity requirements (ANNUAL)	N/A	N/A	Community Development	----	2012
3	Community Facilities	Upgrade Neighborhood Parks	\$5,000	GF	Parks and Recreation	----	Ongoing
4	Economic Development	Continue implementation of downtown master plan	N/A	N/A	Economic Development	----	ongoing
5	Community Facilities	Street Improvements	\$90,000	LARP/General Fund	Public Works	NO	Ongoing
6- From Report of Accomplishments	Community Facilities	Jiles Road Widening and Improvement	\$16,500,000	SPLOST	Public Works	NO	2011

Source: City of Kennesaw Staff, MACTEC Engineering and Consulting



## **5 APPENDIX TO THE COMMUNITY AGENDA**

### **5.1 FUTURE LAND USE CATEGORY DESCRIPTIONS AND GUIDELINES**

#### **Overview**

This section describes the Future Land Use Map for Kennesaw. This land use map was prepared in coordination with policies contained in this Comprehensive Plan. This section outlines the future land use categories and provides recommendations and development guidelines for each.

#### **Land Use Categories**

Thirteen land use categories have been created to allow for development of a broad spectrum of land uses throughout the City. The location of these categories has been determined based on the analysis of existing or proposed road improvements, availability of basic services such as water and sewer, existing land uses, environmental constraints, and other accepted planning principles. The purpose of these categories and their related guidelines are discussed below. These guidelines should be used by staff, elected and appointed officials in planning infrastructure improvements, evaluating future land use proposals, and considering rezoning decisions.

Listed below are the land use categories:

- Regional Activity Center
- Community Activity Center
- Neighborhood Activity Center
- Downtown Activity Center
- Industrial Area
- Park/Recreation/Conservation
- Low/Medium Density Residential
- High Density Residential
- Public Service/Institutional
- Transportation/Utilities
- Planned Unit Development
- Undeveloped/vacant- Not used as City expects to be fully developed
- Agricultural/Forestry-- Not used as City expects to be fully developed

#### **Regional Activity Center**

The purpose of the Regional Activity Center category is to provide for areas that can support a high intensity of development. Typical land uses in these areas include high-rise office buildings and regional malls.

**Guidelines for Regional Activity Centers are listed below:**

- Mid-rise to high-rise office developments are appropriate to 24 stories in height.
- High density residential development is allowable up to 36 dwelling units per acre.
- Floor area ratios (FAR)<sup>6</sup> should be less than 2.0 for office and mixed use projects and less than 0.5 for retail uses.

Floor Area Ratio- The ratio of floor area is the expression of density allowed on a specific parcel of land. A permitted ratio of 2.0 on a 10,000 square feet lot would allow a building whose total floor area is 20,000 square feet. In this case, the FAR would be calculated by dividing the square footage of the building (20,000 square feet) by the square footage of the lot (10,000 square feet).

- Regional serving office and retail development and supporting services should be encouraged to locate in Regional Activity Centers.
- Regional Activity Centers shall be located in close proximity to the intersection of two freeways, and their access ramps to/from adjacent arterial streets.
- Regional Activity Centers should be located only where there are adequate water and sewer services.
- Office, retail, personal service, apartment lodging and other high-density residential uses should be encouraged to be developed together as self-contained mixed use projects.

**Community Activity Center**

The purpose of the Community Activity Center category is to provide for areas that can meet the immediate needs of several neighborhoods or communities. Typical land uses for these areas include low to mid-rise office buildings and department stores.

**Guidelines for Community Activity Center are listed below:**

- Low to medium intensity office, retail and commercial service uses should be encouraged to locate in Community Activity Centers.
- Office uses should be limited to four stories.
- Floor area ratios (FAR) should be no greater than 0.75 for office uses and 0.25 for retail uses.

- Community Activity Centers should be primarily located near the intersection of a freeway interchange and arterial road or the intersection of two arterials.
- Retail uses shall be encouraged where direct access to the arterial is available and where safe turning movements are possible. Interparcel access is encouraged.
- A transition in building scale and land use type should be provided between higher intensity uses and adjacent residential areas. Transitional land uses could include low intensity office or higher density residential uses.
- More intense uses and scale should be focused on those properties in close proximity to the road intersection.
- Nodal development should be encouraged.
- Commercial service uses should be encouraged in Community Activity Centers only if outdoor storage and activities are screened and buffered from adjacent uses.

## **Neighborhood Activity Center**

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.

### **Guidelines for Neighborhood Activity Center are listed below:**

- Low intensity office and retail uses should be encouraged to locate in Neighborhood Activity Centers.
- Office and retail uses should be limited to a maximum of two stories.
- Floor area ratios (FAR) should be less than 0.5 for office uses and less than 0.25 for retail uses.
- To ensure neighborhood compatibility, retail uses should also be limited in total floor area.
- Neighborhood Activity Centers should be located at the intersection of arterial streets.
- All uses should be adequately buffered to protect the stability of surrounding residential neighborhoods.

## **Downtown Activity Center**

The purpose of the Downtown Activity Center (DAC) category is to reinforce the unique role and character of the downtown area.

### **Guidelines for Downtown Activity Center are listed below:**

- New development and redevelopment should be encouraged to be compatible in use, scale, and appearance with the City's Downtown Activity 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.

### **Guidelines for Industrial are listed below:**

- Regional-serving employment areas consisting of light industrial, office/warehouse, distribution and support commercial service uses shall be encouraged to locate in Industrial areas.
- Office uses should be limited in height and floor area. Floor area ratios (FAR) for offices should be less than 0.75. Heights for office buildings should be less than four stories.
- Buffering and screening of outdoor storage shall be required in Industrial areas.
- Industrial processes and activities should not produce substantial noise, vibration, or noxious by-products.
- Industrial areas can serve as a transitional category between more intense industrial uses and less intense ones.
- Due to the importance of transportation in manufacturing and distribution, Industrial areas should be located where there is safe, direct access to the regional freeway system.
- The primary uses within Industrial areas should be industrial or manufacturing. Supporting office uses should be limited in floor area and intensity. Office uses should be limited to floor area ratios (FAR) or less than 0.5.
- Industrial areas should not be located immediately adjacent to residential areas without adequate buffering.
- In reviewing new industrial development proposals, an assessment of environmental impact and impact mitigation should be conducted.

## **Park/Recreation/Conservation**

The purpose of this category is to illustrate the public or semi-public land uses in the City. The Future Land Use Map reflects only existing public uses. It is important to realize that new parks, cultural, community service and institutional land uses will be needed in Kennesaw at regional, community and neighborhood levels.

### **Guidelines for Park/Recreation/Conservation are listed below:**

- Public parks, cultural, community service, and institutional land uses should be developed in a manner consistent with other policies in this plan.
- Regional-serving facilities should be located where there is direct access to arterials and in close proximity to freeway interchanges. Such facilities should be sufficiently buffered from adjacent residential neighborhoods.
- Community-serving facilities should be located where there is direct access to arterials and should be sufficiently buffered from adjacent residential neighborhoods.
- Neighborhood-serving facilities should be located to serve several neighborhoods. Scale and use should be compatible with the surrounding residential uses.

## **Low/Medium Density Residential**

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. This category presents a range of densities.

### **Specific Low/Medium Density Residential development proposals shall be evaluated with respect to the following guidelines:**

- Proposals at the low end of the range of densities shall be encouraged in areas that are currently developed at similar densities.
- Proposals at the high end of the range of densities shall be encouraged in areas where adequate services and facilities can accommodate such densities and where such proposed densities do not adversely affect the stability of existing residential areas.
- New residential uses should be developed in a manner that helps protect the character of these areas.
- Moderate density housing should be encouraged to be located in Medium Density Residential Areas.

- Medium Density Residential areas can serve as buffers between more intense land uses and less intense residential areas.
- Affordable housing with open space and high quality design should be encouraged to be developed in this category.

## High Density Residential

The purpose of the High Density Residential category is to provide for locations where housing at densities of four (4) to twelve (16) dwelling units per acre is appropriate. Density on any particular site should be sensitive to surrounding areas and should offer a reasonable transition of land use. The higher end of this range, sixteen (16) units per acre, should be limited to major highway corridors.

**Specific High Density Residential development proposals shall be evaluated with respect to the following guidelines:**

- Higher density housing should be located only in those areas with direct access to arterials or collectors in order to discourage neighborhood traffic intrusion and facilitate safe turning movements.
- High Density Residential areas can be used as a transitional land use between more intensive uses and less intensive uses.
- Affordable housing with open space and high quality design should be encouraged to be developed in this category.

## Public Service/Institutional

The purpose of this category is to illustrate public or semi-public land uses in the City. The Future Land Use Map reflects only existing public uses. It is important to realize that new parks, cultural, community service and institutional land uses will be needed, in Kennesaw at regional, community or neighborhood levels.

**Guidelines for Public Service/Institutional are listed below:**

- Public parks, cultural, community service, and institutional land uses should be developed in a manner consistent with other policies in this plan.
- Regional-serving facilities should be located where there is direct access to arterials and in close proximity to freeway interchanges. Such facilities should be sufficiently buffered from adjacent residential neighborhoods.



- Community-serving facilities should be located where there is direct access to arterials and should be sufficiently buffered from adjacent residential neighborhoods.
- Neighborhood-serving facilities should be located to serve several neighborhoods. Scale and use should be compatible with the surrounding residential uses.

## **Transportation/Communication/Utilities**

The purpose of this category is to illustrate public or semi-public land uses in the City. The Future Land Use Map reflects only existing public uses. It is important to realize that new parks, cultural, community service and institutional land uses will be needed in Kennesaw at regional, community or neighborhood levels.

### **Guidelines for Transportation/Communication/Utilities are listed below:**

- Public parks, cultural, community service, and institutional land uses should be developed in a manner consistent with other policies in this plan.
- Regional-serving facilities should be located where there is direct access to arterials and in close proximity to freeway interchanges. Such facilities should be sufficiently buffered from adjacent residential neighborhoods.
- Community-serving facilities should be located where there is direct access to arterials and should be sufficiently buffered from adjacent residential neighborhoods.
- Neighborhood-serving facilities should be located to serve several neighborhoods. Scale and use should be compatible with the surrounding residential uses.

## **Planned Unit Development – Residential**

The purpose of the Planned Unit Development category is to designate locations that are transitional in nature, that have property/structures that could be converted to a use more beneficial to the community, and that are more consistent with the future objectives of the city and this Comprehensive Plan. Areas designated as Planned Unit Developments are intended to be developed as part of a large scale development and not as part of a lot by lot conversion project. Each planned Unit Development will be considered on a case by case basis.

**Specific Planned Unit Development proposals shall be evaluated with respect to the following guidelines:**

- A minimum tract size of at least twenty (20) acres.
- More intense uses and scale should be focused on those properties in close proximity to the road intersection.
- Nodal development should be encouraged.
- To ensure neighborhood compatibility, retail uses should also be limited in total floor area.
- All uses should be adequately buffered to protect the stability of surrounding residential neighborhoods.
- Due to the importance of transportation in manufacturing and distribution, Industrial Areas should be located where there is safe, direct access to the regional freeway system.
- In reviewing new industrial development proposals, an assessment of environmental impact and impact mitigation should be conducted.
- Public parks, cultural, community service, and institutional land uses should be developed in a manner consistent with other policies in this Plan.
- Regional-serving facilities should be located where there is direct access to arterials and in close proximity to freeway interchanges. Such facilities should be sufficiently buffered from adjacent residential neighborhoods.
- Community-serving facilities should be located where there is direct access to arterials and should be sufficiently buffered from adjacent residential neighborhoods.
- Neighborhood-serving facilities should be located to serve several neighborhoods. Scale and use should be compatible with the surrounding residential uses.
- New residential uses should be developed in a manner that helps protect the character of these areas.
- Affordable housing with open space and high quality design should be encouraged to be developed in this category.
- Higher density housing should be located only in those areas with direct access to arterials or collectors in order to discourage neighborhood traffic intrusion and facilitate safe turning movements.

When specific development proposals are presented to the City that are less than twenty (20) acres, the City shall examine the request with respect to: interparcel access which will allow for the site to be included in a larger 20+ acre tract in the future and orientation of the buildings and parking to allow for the site to be included in a larger 20+ acre tract in the future. Most importantly the City shall take into account the surrounding existing land use and zoning to ensure neighborhood/area compatibility of new uses proposed for any site less than twenty (20) acres.

## 5.2 POPULATION PROJECTION REVISIONS

In response to Community Assessment comments received from the Atlanta Regional Commission and Kennesaw stakeholders, staff, and Elected Officials during the Community Agenda process, revisions to population projections found in the Community Assessment are necessary and have been made to reflect more conservative projections. Current land use planning, available growth opportunities and the desires of the community discourage aggressive growth patterns without extensive annexation.

The tables included on the following pages reflect the revised tables found in the Community Assessment. The revised population projections should be considered for planning purposes in conjunction with the most current land use and zoning maps.

**Table 5A- Revised Community Assessment Tables 2.1 and 2.3.- City of Kennesaw Population Projections.**

Calculation Method	Category	1980	1990	2000	2005	2010	2015	2020	2025
4	Share Based Model Projection (4.6% in 2005)	5095	8936	21,675	30,522	34,332	37,675	40,862	44,432

Source: Department of Community Affairs, MACTEC Engineering and Consulting

**Table 5A-1 Revised Community Assessment Table 2.3.- City of Kennesaw Population Projections and Twenty Year Planning Period Changes.**

% Population change 1980-2005	Avg. Annual Growth Rate 1980-2005	% Population change 2005-2025	Avg. Annual Projected Growth Rate 2005-2025
622.75%	21.39%	45.58%	2.10%

Source: Department of Community Affairs, MACTEC Engineering and Consulting

Table 5A reflects the population projections that have been applied to other projection tables listed below. The population projections in Table 5A are exactly as they appear in Table 2.3 of the Community Assessment. The Share Based Model Projection Method was selected as the best projection method that reflected the growth desired by Kennesaw residents and current City zoning and land use practices. Table 5A-1 is a continuation of Table 5A that states the Percentage(%) Change in Population and the Average Annual Growth Rates from 1980 through 2025.

**Table 5B- Revised Community Assessment Table 2.6b- Age of Population Distribution**

Category	1980	1990	2000	2005	2010 Revised Totals	2020 Revised Totals	2025 Revised Totals	Percentage Change '05-'25 Revised Totals
0 – 4 Years Old	422	819	2,136	3,050	3,468	4,168	4,532	48.59%
5 – 13 Years Old	894	1,278	3,175	4,392	4,875	5,721	6,176	40.62%
14 – 17 Years Old	419	319	702	853	893	858	889	4.18%
18 – 20 Years Old	243	329	591	777	824	940	978	25.80%
21 – 24 Years Old	351	551	1,000	1,346	1,476	1,675	1,777	32.04%
25 – 34 Years Old	1,048	2,249	4,919	6,984	7,896	9,480	10,308	47.60%
35 – 44 Years Old	708	1,526	4,202	6,066	6,901	8,418	9,242	52.36%
45 – 54 Years Old	456	859	2,443	3,503	3,983	4,822	5,287	50.94%
55 – 64 Years Old	314	510	1,258	1,762	1,991	2,329	2,533	43.74%
65 and over	240	496	1,249	1,787	2,026	2,452	2,710	51.67%
<b>Totals</b>	<b>5,095</b>	<b>8,936</b>	<b>21,675</b>	<b>30,520</b>	<b>34,332</b>	<b>40,862</b>	<b>44,432</b>	<b>40.58%</b>

Source: The Department of Community Affairs and MACTEC Engineering and Consulting.

Tables 5B and 5C represent the revised population projections for Age Distribution and for Racial and Hispanic Ethnic populations. The DCA calculated distribution percentages listed in Community Assessment Tables 2.6c and 2.7.3c, respectively, were applied to the revised population projections in Table 5A. Tables 5B and 5C should assist City officials with planning to meet the needs of specific age cohorts and population segments. Please note that the 18-24 age group may shift dramatically should the City provide student housing for Kennesaw State University.

**Table 5C- Revised Community Assessment Table 2.7.3C: City of Kennesaw Racial and Hispanic Ethnic Composition Projections**

Category	2000		2005		2010- Revised		2020- Revised		2025- Revised	
<b>Total Population</b>	<b>21,675</b>	<b>100%</b>	<b>30,524</b>	<b>100%</b>	<b>34,332</b>	<b>100%</b>	<b>40,862</b>	<b>100%</b>	<b>44,432</b>	<b>100%</b>
White alone	17,767	82.00%	24,614	80.60%	27,431	79.90%	32,158	78.70%	34,746	78.20%
Black or African American alone	2,146	9.90%	3,229	10.60%	3,777	11.00%	4,740	11.60%	5,243	11.80%
American Indian and Alaska Native alone	47	0.20%	68	0.20%	69	0.20%	82	0.20%	89	0.20%
Asian or Pacific Islander	634	2.90%	961	3.10%	1,133	3.30%	1,430	3.50%	1,600	3.60%
Other race	1,081	5.00%	1,652	5.40%	1,923	5.60%	2,452	6.00%	2,755	6.20%
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Persons of Hispanic Origin	1,344	6.20%	2,041	6.70%	2,403	7.00%	3,024	7.40%	3,377	7.60%

Source: The Department of Community Affairs and MACTEC Engineering and Consulting

Finally, Table 5D reflects the revised civilian employment projections for various job sectors. The average percentage of civilians in the workforce, 55.33%, was determined by calculating the average percentage of employed civilians from years 2000 and 2005. This average percentage was then used to calculate the Total Employed Civilian Population for 2010, 2020 and 2025. The number of people employed in each sector was then determined using the original percentages from Community Assessment Table 3.1c and re-calculated using the revised civilian employment projections shown in Table 5D. The last column represents the projected percentage change in employment for the twenty year planning period. The new employment projections should only be used as a guide for economic development planning.

**Table 5D- Revised Community Assessment Table 3.1c- Employment Projections for Job Sectors**

Category	2000	2000 % of Total	2005	2005 % of Total	2010- Revised	2010 % of Total- Revised	2020- Revised	2020 % of Total- Revised	2025- Revised	2025 % of Total- Revised	% Change '05-'25 - Revised
Total Employed Civilian Population	11,912	100.00%	16,970	100.00%	18,995	100.00%	22,609	100.00%	24,584	100.00%	63.92%
Agriculture, Forestry, Fishing, hunting & mining	10	0.10%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Construction	877	7.40%	1,248	7.40%	1,406	7.40%	1,650	7.30%	1,795	7.30%	62.33%
Manufacturing	1,279	10.70%	1,762	10.40%	1,937	10.20%	2,238	9.90%	2,409	9.80%	50.60%
Wholesale Trade	755	6.30%	1,099	6.50%	1,254	6.60%	1,515	6.70%	1,647	6.70%	72.60%
Retail Trade	1,597	13.40%	2,134	12.60%	2,298	12.10%	2,577	11.40%	2,729	11.10%	37.25%
Transportation, warehousing, and utilities	596	5.00%	766	4.50%	817	4.30%	859	3.80%	910	3.70%	24.10%
Information	692	5.80%	NA	0.00%	NA	0.00%	NA	0.00%	NA	0.00%	NA
Finance, Insurance, & Real Estate	1,100	9.20%	1,614	9.50%	1,843	9.70%	2,238	9.90%	2,458	10.00%	76.76%
Professional, scientific, management, administrative, and waste management services	1,549	13.00%	2,335	13.80%	2,697	14.20%	3,346	14.80%	3,712	15.10%	88.91%
Educational, health and social services	1,958	16.40%	2,819	16.60%	3,172	16.70%	3,821	16.90%	4,155	16.90%	68.22%
Arts, entertainment, recreation, accommodation and food services	720	6.00%	1,037	6.10%	1,159	6.10%	1,402	6.20%	1,524	6.20%	67.67%
Other Services	483	4.10%	709	4.20%	798	4.20%	995	4.40%	1,082	4.40%	77.16%
Public Administration	296	2.50%	389	2.30%	418	2.20%	452	2.00%	492	2.00%	34.69%

Source: The Department of Community Affairs and MACTEC Engineering and Consulting