

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.

4.2 2000-2006 Report of Accomplishments

Project Number	Plan Element	2000-2004 Project Description	Estimated Cost	Funding Source	Responsible Party	Complete?	Underway (Anticipated Completion Date)	Postponed (Provide reason)	Dropped (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)

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
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	<u>Complete?</u>	<u>Underway</u> (Anticipated Completion Date)	<u>Postponed</u> (Provide reason)	<u>Dropped</u> (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