

### Action Plan

Implementation strategies for implementing the Concept Master Plan and recommendations are described in this section. It includes a variety of strategies and list of projects both short term – 5 years and long term – 20 years. It is organized in two sections mentioned below:

- ❖ Implementation Strategies
- ❖ Work Program

### Implementation Strategies

Implementation of the Concept Master plan requires a collaborative effort that involves the City, Wellstar Kennestone Hospital, development community, property owners and the community. It cannot be achieved by one single entity or an individual but rather through a public/private partnership endeavor. This long term effort requires continued leadership and the support of the City and the community. As land prices continue to increase the resources required for the infrastructure and the elements of the public realm such as the park, new streets and the enhancement of streets, streetscape and landscaping would be beyond the resources of public sector. The successful implementation would rely largely on the private sector.

The basic implementation mechanisms and objectives are as follows:

- ❖ **Preparing and launching a public/private partnership initiative** by the City aimed at private development projects as outlined in the master plan.
  - Establishment of CID – Community Improvement District. Creating a CID to cover the study area that includes the Kennestone Hospital and the businesses to facilitate and coordinate the efforts of the implementation of the Concept Master Plan. This CID would be empowered to raise funds through self-taxing district, in which the businesses in the district will contribute a certain annual dollars or tax percentage towards the improvement of the district.
  - Creation of a CID-Community Interface Structure. Design and implement a structure for communication, coordination, policy discussion, priority setting and City interface between the CID and recognized community groups (e.g. those associated with the historic district, Lewis Park, Traffic issues) within the Kennestone area. The CID could allow community representation within its governing body, but this probably would not allow the level of substantive decision making input most community residents would desire.

- Creation of a single Community Entity, without circumventing, negating or diminishing existing community representative and/or issue-oriented groups in the study area, a single “Policy Council” could be formed that would function as the intermediary for the community residents with respect to the proposed CID, the city, individual major land owners and developers, and Wellstar Kennestone Hospital itself. This would significantly strengthen of an otherwise disparate collection of individual community /issue groups on City, CID and hospital policies and practices within the study area.
  
- ❖ Federal, State, County, City and Non-Profit Funding
  - Community Development Block Grants - CDBG
  - Impact fees
  - SPLOST
  - Planning and Implementation Grants (FHL/EDGE)
  - Federal, State Transportation Funds (TEA)
  - Governors Open Space Acquisition Program
  - Non-Profit Foundation Funds: Trust for Public Lands, PATH Foundation, Nature Conservancy
  - Land and Water Conservation Fund
  - Congestion Mitigation and Air Quality Funds (CMAQ)
  
- ❖ **Regulatory Measures-** Future Land Use and Zoning Considerations. Proposed future land uses as recommended in the earlier section should be adopted and integrated into the Comprehensive Plan as well. Zoning recommendations should be adopted and overlay design guidelines should be developed and adopted. By encouraging, among other desired development objectives, mixed use development and the incorporation of street level retail into new office buildings. This would ensure the vision and the quality of development. Zoning incentives should be established to leverage toward the development of required infrastructure.

- ❖ **Jobs -to-Housing Balance-** Lack of housing options will result in longer commutes, more congestion and larger lots being dedicated to parking. It negatively impacts the environmental quality of the area and adversely impacts the quality of life factors for any community. The jobs-to-housing match concept advocates that all communities provide housing options for its workforce. There are ample opportunities to leverage the large workforce at Kennestone Hospital and related medical uses and other employment base in surrounding areas. The incentives are summarized below:

- Establishing inclusionary Zoning
- Allow for higher density housing
- Offer density bonus in exchange for workforce housing
- Promote partnerships between potential developers and experienced non-profit housing developers who may be able to obtain additional resources to develop workforce housing
- Expanding opportunities for Employer assisted housing

**Social Services and Non-Profit Agencies-** Significant potential exists for senior housing and assisted living within proximity of the hospital. Collaboration between the social services agencies, non-profit agencies and the development community would enhance existing senior services in the area. The design and location of the housing, amenities and services, should take seniors into consideration. Creating mixed-use centers, pedestrian friendly environments, good and safe sidewalks and multi-path trails would greatly enhance the quality of life for these seniors.

- ❖ **Economic Development, Marketing and Branding – A** focused initiative to attract right kind of developers to develop mixed-use based projects and other quality development as envisioned.

# Kennestone Land Use and Transportation Study



## ACTION PLAN

## 5.2 Work Program

DEVELOPMENT PROGRAM				
	District/Project	Description of Proposed Uses	Time Frame	Responsible Party
DP-1	ROSELANE RESIDENTIAL DISTRICT	Condos, multi-family, town homes, lofts, live/work, single family (attached and detached), senior and assisted living	Short Term 2006-2012	Public and Private
DP-2	NORTH AVENUE OFFICE DISTRICT	Offices, includes potential school expansion	Short Term 2006-2012	Private Sector
DP-3	PLAZA WAY MIXED USE DISTRICT	Mixed uses; retail, commercial, office, condos, multi-family, live/work, hotel and conference and town homes	Short Term 2006-2012	Public and Private
DP-4	CHURCH STREE EXTENSION RETAIL DISTRICT	Retail, commercial and office	Short-Mid Term 2006-2015	Private Sector
DP-5	KENNESTONE HOSPITAL CAMPUS	Hospital and medical related services	Short-Mid Term 2006-2015	Kennestone Hospital and Private Sector
DP-6	SESSIONS NODE	Retail	Short Term 2006-2012	Public and Private
DP-7	KENNESAW OFFICE DISTRICT	Offices, insitutional, small retail	Short-Mid Term 2006-2015	Private Sector
DP-8	MARBLE MILL DISTRICT	Light industrial; warehouses, business park, offices, residential	Short-Long Term 2006-2020	Private Sector
LAND USES AND ZONING INITIATIVES				
	Description/Action	Cost	Year	Responsible Party
LZ-1	<b>Land Use:</b> Plan and adopt new urban over-lay land use for the study area to implement the plan.			
LZ-2	<b>Zoning Regulations:</b> develop zoning regulations to implement the Plan: use, height, setbacks, parking, inter parcel connectivity, streets, signage, open space to promote and encourage the desired character for the study area	TBD	2006-2007	City of Marietta
LZ-3	<b>Design Guidelines:</b> To develop guidelines for the study area to ensure the quality and character of development to reflect the community's vision as articulated in study	TBD	2006-2007	City of Marietta

Five Year Transportation Improvement Program (5 year TIP)

Project ID	Project Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party/ies	Funding Source	Local Source	Match Amount
TP-A1	Tower Road Improvement (from Railroad Underpass to Church Street Intersection)	Traffic Operations & Bk/Ped	AUTHORIZED	\$ -	2006	\$ 1,200,000	2007	\$ 2,850,000	\$ 4,050,000	GDOT	SIP	Wellstar	\$ 1,770.00
	Signalize Tower Road Intersections Concurrent with Roadway Improvements (@ North Avenue, @ Plaza Way, @ Church St)												
	Tower Road Design Modification - Pavement Treatment & Pedestrian Refuge in Median												
	Lacy Street / Whitcher Street alignment **												
	Roselane / Sessions Intersection/Radius Improvement												
TP-A2	Align Cogburn Avenue / North Avenue @ Intersection with Tower Road	Roadway	AUTHORIZED	\$ -	-	\$ -	-	\$ -	\$ 120,000	Marietta / Cobb	SPOST	N/A	-
	Church Street @ North Marietta Parkway Signal Timing & Coordination - optimize operations without adding lanes	Roadway	2007	\$ 50,000	-	\$ -	-	\$ 500,000	\$ 550,000	Marietta / Private	SPOST / Private	N/A	-
TP-A3	Canton Road Bridge over Cobb Pkwy / US 41	Traffic Operations	AUTHORIZED	\$ -	-	\$ -	-	\$ -	\$ 300,000	Marietta / Cobb	SPOST	N/A	-
	Canton Road Bridge Design Modification - accommodate Sidewalks and Bk/Lanes over Bridge	Bridge	AUTHORIZED	\$ -	AUTHORIZED	\$ -	2007	\$ 6,354,000	\$ 6,354,000	GDOT	SIP	N/A	-
TP-B1	Multi-use trail - Downtown Segment	Bk/Ped	2006	\$ 300,000	2008	\$ 800,000	2009	\$ 3,328,000	\$ 4,428,000	GDOT	SIP	Marietta	\$ 1,605.60
	Multi-use trail - North Marietta Pkwy to Tower Road	Bk/Ped	AUTHORIZED	\$ -	AUTHORIZED	\$ -	2007	\$ 828,000	\$ 828,000	GDOT	SIP	Marietta	\$ 165.60
TP-B2	Sidewalks/Streetscapes in Hospital Vicinity - Cherokee, Church, Cherry, Tower (approx 2 miles of shoulder)**	Pedestrian	2007	\$ 120,000	2008	\$ 600,000	2009	\$ 1,200,000	\$ 1,920,000	Marietta	SIP	Marietta / Wellstar	\$ 384.00
	Sidewalks/Streetscapes along KennesawAve / Tower Rd (approx 0.75 mile of shoulder)**	Pedestrian	2008	\$ 67,500	2009	\$ 225,000	2010	\$ 450,000	\$ 742,500	Marietta	SIP	Marietta	\$ 148.50
TP-B3	Sidewalks/Streetscapes along Local Streets - Campbell Hill, Sessions, Radlum, St Joseph Way (approx 0.5 mile of shoulder)**	Pedestrian	2009	\$ 45,000	2010	\$ 150,000	2011	\$ 300,000	\$ 495,000	Marietta	SIP	Marietta	\$ 99.00
	Enhance Existing Bus Stops	Public Transportation	2008	\$ 15,000	2009	\$ 25,000	2010	\$ 150,000	\$ 190,000	CCT / Marietta	CCT / Marietta	N/A	-
TP-B4	Complete Crosswalk Signalization @ 3 Intersections	Pedestrian	2008	\$ 7,500	2009	\$ 25,000	2010	\$ 75,000	\$ 107,500	Marietta	Marietta / SPOST	N/A	-
	Reconfigure North Avenue @ Wellstar Employee Parking Deck Access to direct exiting vehicles northbound to Tower Road** (Improvements to the existing parking decks and the planned parking decks/access so that existing traffic is directed north toward Tower Road)	Traffic Calming	2007	\$ 17,500	2008	\$ 25,000	2009	\$ 175,000	\$ 217,500	Wellstar / Marietta	Wellstar / SPOST	N/A	-
TP-C1	Traffic Calming @ 13 Intersections along Major Streets - non-textured pavement treatment	Traffic Calming	2009	\$ 55,000	-	\$ -	2011	\$ 550,000	\$ 605,000	Marietta	Marietta / SPOST	N/A	-
	Traffic Calming @ 7 Intersections of Local Streets - textured pavement treatment	Traffic Calming	2007	\$ 22,500	-	\$ -	2009	\$ 225,000	\$ 247,500	Marietta	Marietta / SPOST	N/A	-
TP-C2	Flashing Beacon Signals (2) - Sessions St @ Cherokee St, James St @ Tower Rd	Traffic Calming	2010	\$ 9,000	-	\$ -	2011	\$ 90,000	\$ 99,000	Marietta	Marietta / SPOST	N/A	-
	Traffic Management Program and Plan. Enforcing routing plans for hospital employees not to go through the neighborhoods. And Traffic Management Plan for the existing and proposed decks at Tower Road & Plaza Way by Wellstar Hospital.	Traffic Management	2007-2010	\$ -	-	\$ -	-	\$ -	\$ -	\$ -	Wellstar / Marietta	Wellstar	-

\* Not Mapped

\*\* May be Privately Designed/Constructed and/or Dedicated as Public Right of Way or Easement Concurrent with Re/Development

# Kennestone Land Use and Transportation Study



## ACTION PLAN

## 5.2 Work Program

### Long Range Transportation Improvement Program (Long Range TIP)

	Project ID	Project Description	Type of Improvement	Responsible Party/ies
LONG RANGE PROJECTS	LTP-1	Extend Cogburn Avenue to Marble Mill Connector - <i>pending private redevelopment of affected parcels</i>	Roadway / Traffic Operations	Marietta / Private
		Signalize Intersection - Marble Mill Connector @ Church Street Extension - <i>pending signal warrant</i>		
	LTP-2	Extend Cogburn Avenue to Cobb Parkway - <i>pending Cogburn Extension to Marble Mill Connector &amp; private redevelopment</i>	Roadway	Marietta / Cobb / Private
	LTP-3*	Traffic Calming @ all Intersections along Major Streets with non-textured pavement treatment	Traffic Calming	Marietta
	LTP-4*	Traffic Calming @ all Intersections of Local Streets - textured pavement treatment	Traffic Calming	Marietta
	LTP-5	Bus Terminal @ Southeast corner of Church Street / Tower Road Intersection - <i>pending regional provision of bus transit</i>	Public Transportation	GRTA / Marietta / Wellstar
	LTP-6	Canton Road Bike Lanes, Streetscape, Sidewalks - <i>out of study area &amp; pending Canton Road Corridor Study Completion</i>	Bike/Ped	Marietta / Cobb
	LTP-7	Extend Tower Road to Signalized Intersection at Lewis Drive / Canton Road - <i>pending private redevelopment</i>	Roadway	Marietta / Private
	LTP-8	Extend Church Street Extension eastward to a Signalized Intersection at Vann Street / Canton Road - <i>pending private redevelopment</i>	Roadway	Marietta / Private
	LTP-9	Church/Cherry/Cherokee Improvement - Narrow Lanes and Add Bike Lanes (1.5 miles) - <i>pending local control</i>	Bicycle Facility	Marietta / Private
LTP-10*	Add a second right turn lane from south bound Route 5 (Church Street) to west bound Tower Road. Designed to meet the required truck turning radius of 53' tractor trailer. The design to include the proper signage directing traffic to the hospital entrance, the employee parking decks, the visitor parking areas and truck delivery route.	Roadway	Marietta	

\* Not Mapped

### Private Transportation Improvement Program (Private TIP)

	Project ID	Project Description	Type of Improvement	Responsible Party/ies
PRIVATE PROJECTS	PTP-1	Whitcher Street Sidewalk (southside)- <i>as per City/Hospital Agreement</i>	Pedestrian	Wellstar
	PTP-2*	School Drop Off	Traffic Calming	Wellstar
	PTP-3*	Hospital Wayfinding Signage - <i>as per City/Hospital Agreement</i>	Parking	Private
	PTP-4*	Streetscape/Sidewalk frontage improvements, concurrent with redevelopment, in accordance with Master Plan	Pedestrian	StJosephs
	PTP-5	Flashing Beacon / Speed Sensitive Warning Signal - Margaret Ave @ Church St - <i>as per City/Hospital Agreement, and/or future warrant study</i>	Circulation	Wellstar

\* Not Mapped

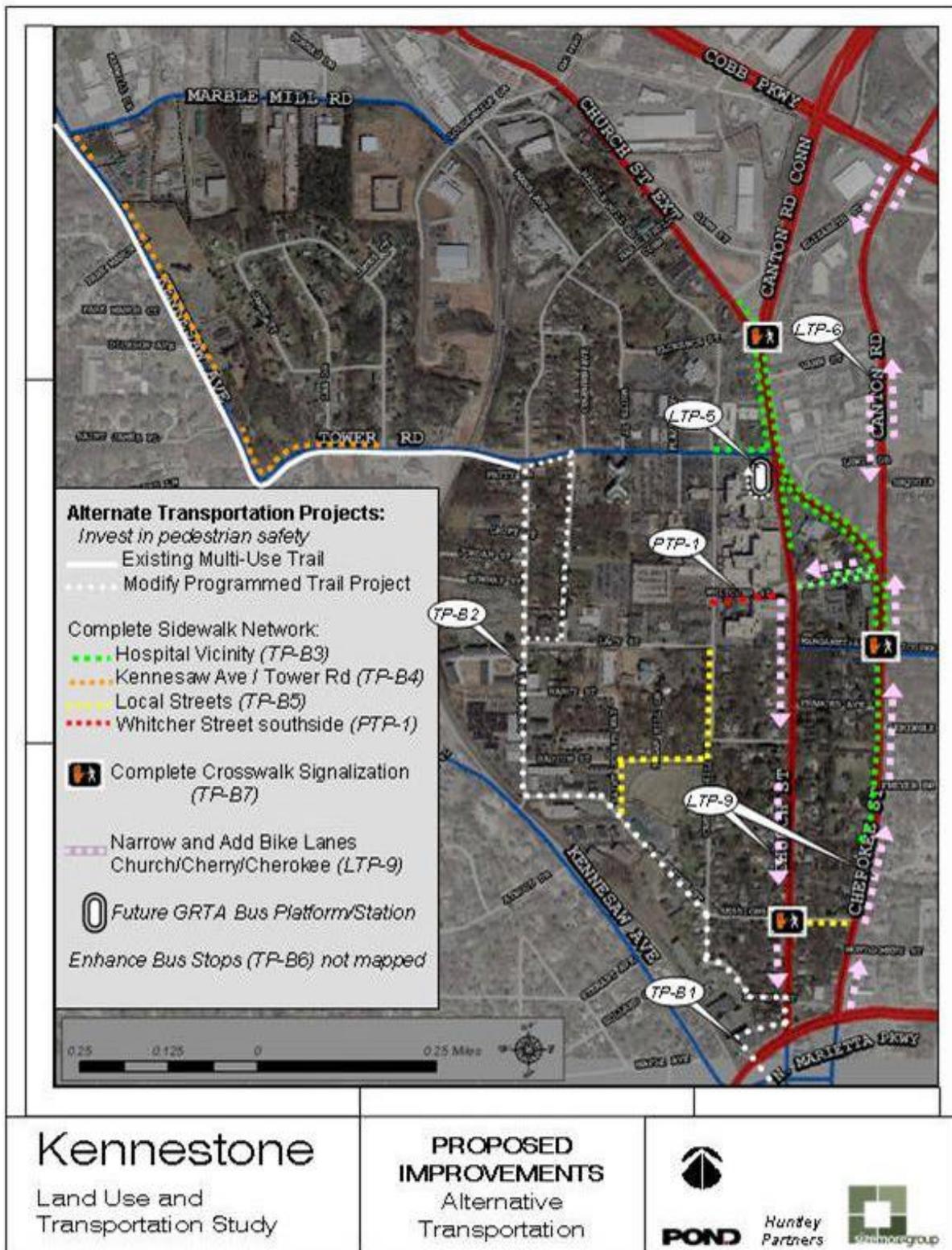
# Kennestone Land Use and Transportation Study

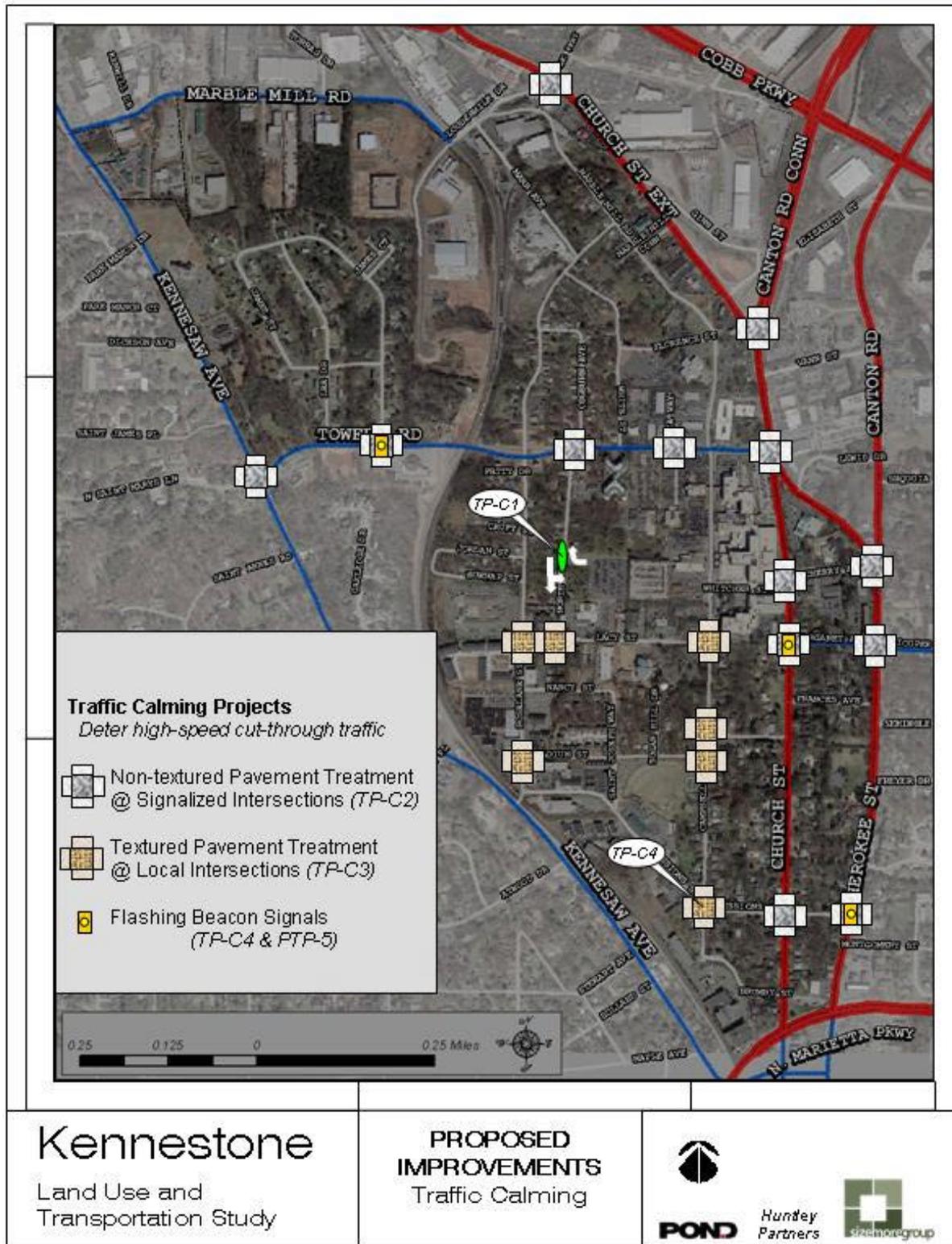


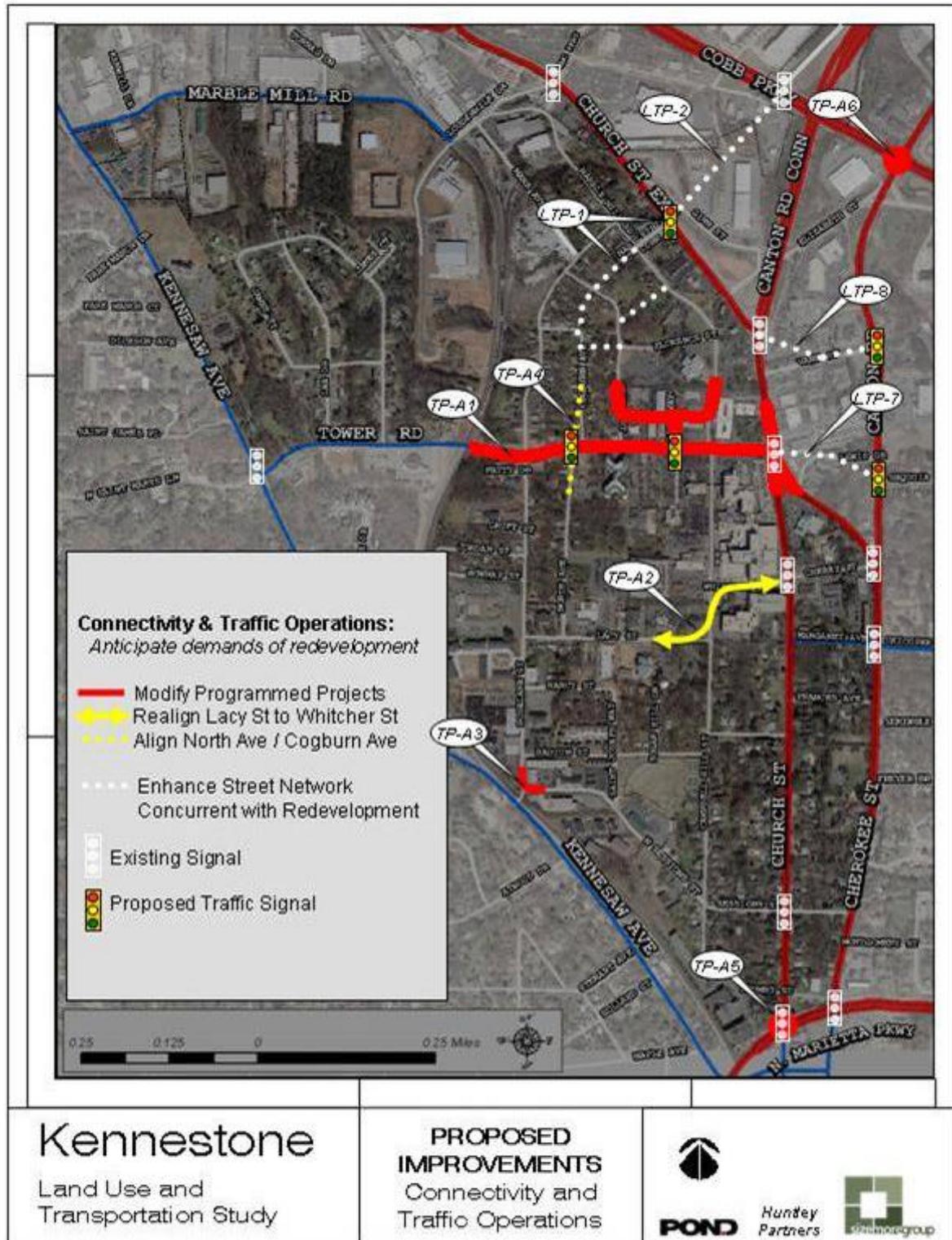
## ACTION PLAN

### AGREEMENT BETWEEN KENNESTONE HOSPITAL AND CITY OF MARIETTA

ITEM	DESCRIPTION	TYPE OF IMPROVEMENT	TIME FRAME	RESPONSIBLE PARTY/IES
1	Closure of Campbell Hill Street between Whitcher and Tower Road is conditional upon grant of the Certificate Of Need (CON) to Kennestone Hospital Inc. If the CON is not granted, all provisions of this ordinance shall be null and void	Roadway	Completed	City of Marietta
2	Wellstar Health System shall deed to the City of Marietta all right of way necessary to complete the road improvements shown on the drawing from MSE, and in no case shall this be less than an equivalent square footage of Campbell Hill Street property transferred to the Hospital Authority. The City of Marietta shall not close Campbell Hill Street until items three and six below are completed.	Right of Way	Completed	Wellstar
3	All conditions listed hereafter are subject to final approval of the Marietta City Council	N/A	N/A	N/A
4	WellStar Health System agrees to provide all funds necessary for improvements (identified on attached drawing) at the intersection of Cherokee and Chery Street. This includes all engineering and design costs, all land acquisition costs, all road construction costs and all signage and signalization equipment costs.	Roadway/Traffic Operations		Wellstar
5	WellStar Health System agrees to improve North Avenue, with three lanes from Tower Road south to the Kennestone employee parking lot entrance, plus curb and gutter from the employee parking lot south to Lacy Street, as depicted on the drawing submitted by MSE	Roadway		Wellstar
6	WellStar Health System agrees to provide all funds necessary for one additional lane, on the south side of Tower Road, running from the current location of Campbell Hill street, eastward to the intersection of Tower Road and Church Street. This additional lane shall serve as a right turn only lane from Tower Road East to Church Street South. WellStar Health System shall provide all funds for all engineering and design costs, all land acquisitions costs, all road construction costs and all signage and signalizations equipment costs. This project must be fully operations before Campbell Hill Street may be closed.	Roadway/Traffic Operations	Completed	Wellstar
7	WellStar Health System agrees to provide all funds necessary to meet any local and/or other matching funds required by ARC/GDOT or other appropriate agency, for all road projects identified on the map prepared by MSE, but not mentioned elsewhere in this document	Roadway	In Progress	Wellstar
8	WellStar Health System agrees to provide all funds necessary for speed humps on Campbell Hill Street, from Lacy Street South. These costs include all costs for studies and construction costs, as specified in Marietta City Ordinance. (Other alternatives to be considered as per the Church-Cherokee Street Historic District and Kennestone Area Study, such as: pavers/colored texture)	Traffic Calming	Short Term (2006-2012)	Wellstar
9	WellStar Health System shall develop, at its own cost, an improved signage system for the entire Kennestone Hospital campus area. This signage system shall be developed in conjunction with a consultant specializing in wayfinding signage, with a focus on facilitating the automotive and pedestrian traffic in the area. WellStar Health System will also make every reasonable effort to work with the other medical facilities in the area of the hospital campus to develop an area wide signage standard. All new signage must be in compliance with the City of Marietta Sign Ordinance.	Signage	In Progress	Wellstar
10	WellStar Health System agrees to provide all funds necessary for the design, creation of, and installation of a sign indicating entrance into the "Historic Cherokee/Church Street District". This sign shall be made of wrought iron (or material of equivalent appearance), and will be in a style appropriate for this area and compatible with traffic requirements.	Signage Marker	Short Term (2006-2012)	Wellstar
11	WellStar Health System agrees to provide funds necessary for installation of a sidewalk on the South side of Whitcher Street, between Campbell Hill and Church Streets	Sidewalk		Wellstar
12	WellStar Health System agrees to provide all funds necessary for purchase and installation of a maximum of twelve street sign finials	Signage	Short Term (2006-2012)	Wellstar
13	WellStar Health System agrees to provide all funds necessary for design, purchase and installation of a flashing traffic light at the intersection of Church and Margaret streets. This light shall flash yellow to southbound Church Street traffic, and red to westbound Margaret Street traffic. This may be incorporated with item ten (historic sign) above.	Traffic Operations	Short Term (2006-2012)	Wellstar
14	WellStar Health System agrees to provide all funds necessary for design, purchase and installation of a speed sensitive warning signal on Church Street. This may be incorporated with item ten (historic sign) and thirteen (flashing warning light) above.	Traffic Operations	Short Term (2006-2012)	Wellstar
15	WellStar Health System agrees to provide all funds necessary for design, purchase and installation of pedestrian scale streetlights, along the pedestrian routes on the periphery of the campus. This lighting installation shall be installed commensurate with schedule of remaining project elements.	Lighting	Short Term (2006-2012)	Wellstar
16	WellStar Health System to commit to demolish the parking deck at the corner of Tower and Church within seven (7) years and install the park as approximately represented on the Kennestone Hospital master plan (attached)	Development	2011	Wellstar
17	WellStar Health System will instruct the management of all local ambulance services to direct their drivers to approach and exit the hospital via Whitcher Street only, and to specifically instruct drivers not to use Campbell Hill Street	Traffic Management	N/A	Wellstar
18	WellStar Health System agrees to provide all funds, up to a maximum of \$80,000 to develop a Future Land Use and Transportation Study Master Plan. This study shall be performed by a consulting firm selected by the City of Marietta.	Study	Completed	Wellstar
19	WellStar Health System agrees to provide all funds for the design, purchase and installation of a traffic signal at the intersection of Tower Road and North Avenue, subjected to City Council Approval	Traffic Operations	In Progress	Wellstar







### Transportation-Related Initiatives

ID	Description/Action	Responsible Party/ies
TRI-1	Church/Cherokee Streets - from State Jurisdiction to Local Control	Marietta / GDOT
TRI-2	Hold Wellstar responsible for previously agreed to conditions - clarify terms and set timetable	Wellstar
TRI-3	School Drop-off / Pick-up Policy - Stagger Times ?	St Josephs
TRI-4	Ambulance Staging Policy	Marietta / Wellstar
TRI-5	Increase Parking Ratio for Medical Office	Marietta
TRI-6	Require Private Development to dedicate streets for Connectivity	Marietta
TRI-7	Require Sidewalk/Streetscape Improvements along the frontage of all streets upon Rezoning or Land Disturbance	Marietta
TRI-8	Update Development Regulations (Civic Design Standards and Specifications for Improvements within right-of-way)	Marietta
TRI-9	Identify Streets appropriate for on-street parking	Marietta
TRI-10	Prepare and Adopt a Concept Design for the proposed Church/Cherry/Cherokee Improvement and require private development along these route to comply with the design.	Marietta