



MariettaGa.gov
A Georgia City of Excellence

Cherokee-Church Street Historic District & Kennestone Area Study

NOV'
2006

POND
Huntley
Partners



CREDITS

City of Marietta Council

Annette Paige Lewis

Ward 1

Griffin Chalfant

Ward 2

Holly Marie Walquist

Ward 3

Irvan Alan Pearlberg

Ward 4

Anthony Coleman

Ward 5

Jim King

Ward 6

Philip Goldstein

Ward 7

City Mayor

William 'Bill' Dunaway

City Manager

William 'Bill' Bruton, Jr.

CONSULTANT TEAM

SIZEMORE GROUP

William 'Bill' de St. Aubin

Principal-in-Charge

Venky Babu, AICP

Project Manager

Vani Herlekar, Planner

POND & COMPANY

Dan Cohen, Director

Betts Slingluff, Planner

HUNTLEY PARTNERS

Rick Padgett, Partner

Kim Brown, Partner

FREEMAN WHITE

Alex Scott, Principal

We thank the following people for their vision, support and leadership throughout the Kennestone Land Use and Transportation Study process.

PROJECT MANAGEMENT TEAM:

William 'Bill' Bruton, Jr. City Manager, City of Marietta

Rusty Roth, Planning and Zoning Manager, City of Marietta

Julie McQueen, Planner, City of Marietta

Dan Conn, Public Works, City of Marietta

Brian Binzer, Development Services Director, City of Marietta

Beth Tippins, Economic Development Manager, City of Marietta and

Consultant Team

STAKEHOLDERS TEAM:

Mike Wilson, Planning Commission Member, City of Marietta

Roger Henze, AICP, GRTA

Patti L. Pearlberg, Esq., community member

Steve Imler, Community Member

Henry E. Borgel, Jr. Community Member

Christopher Brown, Community Member

Cindy Dye, Community Member

Paul J. Elliott, Community Member

Donald Gillis, Community Member

Ron Mercure, Community Member

Barbara Milby, Community Member

Robert E. Potter, Community Member

John Schupp, Community Member

Karter Thomas, Community Member

Linda Clark, Senior VP, Wellstar Kennestone Hospital

Mark Haney, Senior VP, Wellstar Kennestone Hospital

Steve Fowler, Executive Director, Wellstar Kennestone Hospital

Richard Kulik, Project Manager, Wellstar Kennestone Hospital

AND THE COMMUNITY RESIDENTS WHO PARTICIPATED THROUGHOUT THE STUDY PROCESS

TABLE OF CONTENTS

- ❖ Credits
- ❖ Table of Contents
- ❖ Executive Summary
 - Overview
 - Methodology and Public Process
 - Study Area description
 - Concept Plan and Recommendations
 - Implementation Strategies
- 1.0 Background
- 2.0 Community Profile
 - 2.1 Location and Context
 - 2.2 Land use/Zoning Analysis
 - 2.3 Transportation Analysis
 - 2.4 Urban Design Analysis
 - 2.5 Market/Demographic Analysis
- 3.0 Development Plan
 - 3.1 Visioning
 - 3.2 Goals and Issues
 - 3.3 Development Opportunities
 - 3.4 Master Plan Options
 - 3.5 Final Concept Plan
- 4.0 Recommendations
 - 4.1 Land Use and Zoning
 - 4.2 Transportation
 - 4.3 Urban Design
- 5.0 Action Plan
 - 5.1 Implementation Strategies
 - 5.2 Work Program
- ❖ Appendix
 - Signal Warrant Analysis
 - Traffic Counts

Background for study

Church –Cherokee Street Historic District and Kennestone Area Study includes the historic district, neighborhoods and the expanding Kennestone hospital and related medical uses around the hospital. Prior to this study, a stretch of Campbell Hill Street was closed as part of the hospital expansion, which involved working with the community. The expansion of the hospital, the spurt of office uses along with several parcel consolidations and zoning applications that are beginning to emerge surrounding the hospital, there is a threat of adverse impact on the surrounding neighborhoods and also a pattern of unplanned development.

Recognizing the need for an integrated approach to ensure cohesive development and protection of neighborhoods and the concerns of the community, the City of Marietta and its leadership and the community as part of the hospital agreement with the City, identified a need for undertaking an integrated land use and transportation study. Wellstar Kennestone Hospital contributed to this study with matching funds from the City of Marietta. As a result of this initiative, the Sizemore Group Team was commissioned to undertake this study.

Several initiatives were identified within the agreement with the Kennestone Hospital, some which are completed and some are currently underway and some are pending the recommendations of the study. It is an opportune moment to ensure that the growth and redevelopment supports a healthy environment and a sustainable community.

The primary concerns for the area residents, the City, business owners and the hospital is the impact of expanding medical related offices and the expansion of the hospital, through and hospital generated traffic, deteriorating housing stock, access to neighborhood amenities, the trend of isolated and non-integrated development on the community.

The vision of the community is to create a pedestrian-friendly, safe, walkable sustainable environment that protects the residential neighborhoods and reduces the adverse traffic impact on the neighborhoods and provides

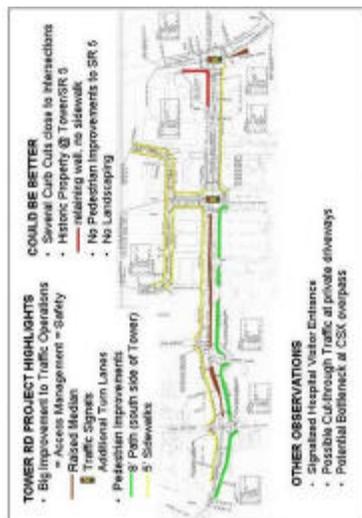
much needed housing choices, neighborhood amenities and services and enhances the quality of life.

Following are the goals:

- ❖ Preservation of the Cherokee-Church Street Historic District and St.James neighborhoods
- ❖ A plan for compatible land uses/activities within the study area
- ❖ To create a variety of housing choices and provide opportunities for neighborhood services/amenities
- ❖ To create a pedestrian-friendly, safe, walkable environment
- ❖ To minimize the impact of thorough traffic on the community
- ❖ To establish a master plan that will guide the future growth and integrate land use and transportation
- ❖ To enhance the quality of life for all residents and workers in the area



Traffic Count on local streets



Tower road improvements



Kennesaw Mountain - Chattahoochee River Multi-Use Trail

Area Assessment

The Wellstar Kennestone hospital campus is the largest establishment/employer in the study area that begins at Cherokee Street which is the eastern edge of the study, and extends up to North Avenue on the west, Tower Road to the north and Lacy Street to the south. There are two established residential neighborhoods adjacent to the Kennestone Hospital; Church-Cherokee Street historic neighborhood south of the hospital and St. James neighborhood to the northwest of the hospital across CSX tracks. There are industrial uses along Marble Mill Road on the northern edge of the study area. The active CSX rail tracks divide the study area into two.

Due to the vicinity of the Wellstar Kennestone hospital, the area is changing fast, and the residential neighborhoods are getting negatively affected. There is a profusion of medical related development in the area causing traffic and congestion problems. Following is a summary of existing conditions with respect to land use, transportation, urban design and market potential.

Transportation

Heavy and speeding through traffic on Church Street and Cherokee Street being an arterial street (HWY 5) and also on local streets including Campbell Hill Road and Sessions Street which are driven by hospital-related traffic.

The sidewalk network in the study area is generally well established. However, sidewalks are notably absent along important segments of area arterials (including Church Street and Cherokee Street and in the vicinity of the hospital).

The only non-motorized multi-use facility in the vicinity is the Kennesaw Mountain to Chattahoochee River Trail.

Pedestrian safety is the primary issue in the area because of inadequate traffic signals and pedestrian crossings.

There is no direct Hospital Access from I-75 and Cobb Pkwy.

For the Church / Cherokee streets, there is a pending transfer from a State Route to a Local Street.



Medical related office uses dominate the study area



Church Street-Cherokee Street Historic district



Long Range Master Plan for Wellstar Kennestone Hospital.

There are planned Tower road improvements that include a median break at Tower Road and Roselane Street, Tower Road and North Avenue and Tower Road and Plaza Way with signalized intersections.

Land Use and Urban Design

The current zoning in the study area reflects primarily single family residential and office uses. The Wellstar Kennestone Hospital and parcels to the north are all zoned OI (office/institutional). This category allows for office and institutional uses. The residential area to the south of Wellstar Kennestone Hospital is zoned R3 and R4 with allowable densities ranging from three (3) to six (6) dwelling units per acre.

The historic district to the south of Wellstar Kennestone Hospital is facing threats due to encroachment and incompatible uses in the vicinity. There is lack of housing options, neighborhood amenities and pocket parks and other recreational facilities within the study area. Lewis Park is the major park within the study area. The study area lacks gateways and a focal point for the community.

The parcels around Wellstar Kennestone Hospital on Tower Road and North Avenue are rapidly transitioning and are primarily being utilized for medical related offices.

Wellstar Kennestone Hospital campus being located at the center point of the study, almost all of the study area lies within a 10 minute walking distance but there is no special provision for pedestrian circulation and movement around the hospital complex. The sidewalks are discontinuous in many locations and are not shaded. Pedestrian connectivity to the nearby neighborhoods, school and offices is also poor.

Market /Demographic analysis

Key regional market influences that continue to shape development in the study area include proximity to I-75 & I-575 growth corridors, growth of WellStar Kennestone Hospital and changing demographics, with increasing proportion of area newcomers being younger, more affluent professionals with no family/spouse or smaller families.

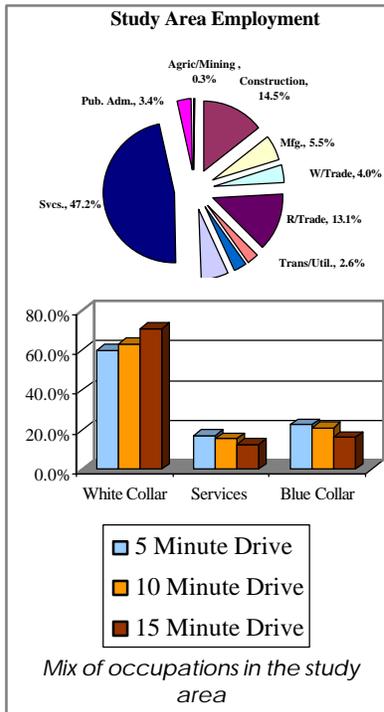
EXECUTIVE SUMMARY

Existing Conditions

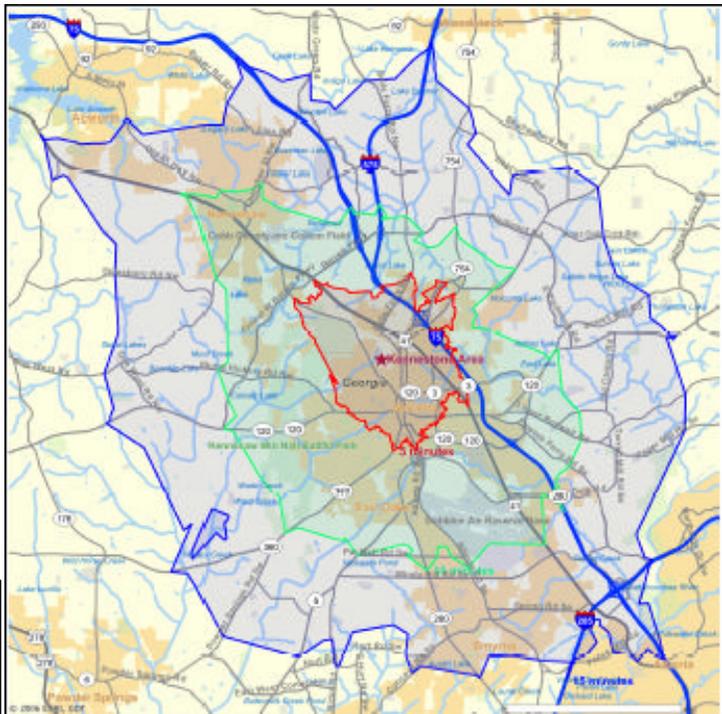
While the study area maintains a stable housing stock of modest single family homes on small lots, there has been little new housing activity in comparison to the areas beyond the 10- or 15-minute drive mark. Almost all new residential development over the past ten years, however, has focused on attached and multifamily housing of some sort. The most common include town homes and converted warehouse condominium lofts.

Area office market conditions, trends and products are shaped primarily by WellStar Kennestone Hospital, a major regional medical facility that dominates the study area with respect to employment, visitation and traffic. It also acts as the economic engine for commercial development in the area. The study area office market is characterized by older single-level developments – small business parks – with surface parking in combination with newer low-to-mid-rise (3-4 stories).

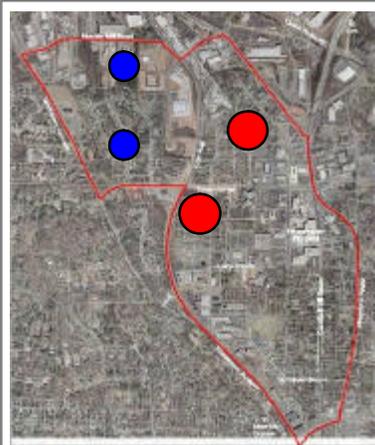
Most retail development in the study area is in the form of free-standing facilities surrounded by surface parking. Hospital growth – both direct and indirect – is increasing the workforce population within the study area north of Lacy Street. This growth is fueling a desire for additional development of convenience retail.



Study Area Regional Market
 The 5-minute drive-time primary market is the area indicated in red. The 10-minute drive-time secondary market is indicated in green. The 15-minute tertiary market is indicated in blue.



Anticipated Development Nodes



Development Nodes

In the near-term (over the next five years – indicated by red dots on the aerial below), commercial development will continue along the northern side of Tower Road, moving further into the Roselane-Cogburn-White residential area as well as encompassing the older commercial and transitional areas up to and possibly just beyond Florence Street.

In that same near-term period, Roselane south of Tower Road will undergo a similar transition that could be dominated by commercial uses but could also introduce new residential and/or mixed-use development into that area. The area between Roselane and North Avenue will likely be developed as commercial property either directly or indirectly related to Hospital services.

In the near-to-mid term (over the next ten to fifteen years – indicated by blue dots on the aerial below), the remaining older industrial and warehouse uses along Marble Mill Road area should transition to business park use. If a new road were to be built connecting Marble Mill to one of the two major roads north of the study area, allowing by-passing the active rail line, redevelopment could occur much more quickly. It would also increase the likelihood that new residential development rather than business park development would occur along Marble Mill.

The same market pressures that are currently occurring along Kennesaw Avenue and Tower Road west of the rail line, and are likely to occur as described above along Marble Mill Road could exert increasing pressure on the St. James residential community. Land and new housing prices could reach a point where a large assemblage achieved through buy-outs of existing residences could occur within a portion – perhaps all – of the St. James community. It is doubtful that this pressure would reach that point for another 6-8 years, however.

Potential Development Sites



Development Sites

Following map shows the development opportunities in the study area. This includes the redevelopment as well as new development opportunities. Redevelopment opportunities include both short term and long term potential. The sites for potential redevelopment include buildings that are declining or dilapidated, uses that are incompatible and under-utilized parcel relative to its location and visibility. Redevelopment sites also include those parcels that in future could enhance their utilization. The sites for new developments include predominantly vacant sites and underutilized parcels.

The most significant redevelopment opportunities are in the transition zone; the area north of Tower Road between the CSX rail tracks and Marble Mill road. This area includes poor buildings and underutilized housing stock. The parcels between Marble Mill Road/Campbell Hill Street and Church Street Extension offer potential for retail consolidation. Similarly the parcels between North Avenue and Roselane Street south of Tower Road currently have scattered office developments, and thus hold potential for office consolidation and the parcels between Roseland and CSX tracks as shown are currently in a poor state and holds redevelopment potential. The industrial site on Roselane Street is another opportunity for introducing more housing in the area as the site is adjacent to existing single family residential districts

The current street network serves these potential redevelopment areas fairly well. Some new streets and realigned streets in the area would improve connections between these new developments.

Proper utilization of all the parcels which currently hold dilapidated under utilized and vacant buildings can introduce mixed uses in the area along with a variety of housing options including condominiums, town homes and live work units. The Wellstar Kennestone Hospital is the largest employer in the area and various residential developments can house many of the hospital employees including nurses, doctors and other staff.

Methodology and Public Process

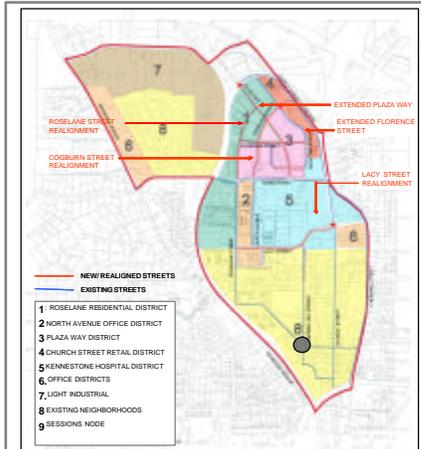
Studies of this nature involve many participants and stakeholders, both on the Client side as well as the Consultant's side. For a successful planning study it is imperative to hear all of the voices and integrate them in the planning process. We divided this large number of participants into three teams; project team, core team and neighborhood team.

- **PROJECT TEAM**, a small group charged with monitoring the process and providing direction on project wide issues.
- **CORE TEAM**, this is a larger group of City and community stakeholders who have a stake in the study area and the knowledge of the study area and the key issues. This team provided guidance to the project management team.
- **NEIGHBORHOOD TEAM**, an extended group of all folks in the community that are influenced by the master plan.

The Kennestone area stakeholders created a unified vision and a set of goals for the study area that set the basis for the concept master plan.

Stakeholder interviews: The consultant team conducted both one-on-one and group interviews with several stakeholders to solicit their input to understand the issues, opportunities and aspirations. This facilitated a very good understanding of the community. The stakeholders included ARC, GRTA, city officials, residents, business owners, and Wellstar Kennestone Hospital representatives.

Public Outreach: The public outreach consisted of a public kick off meeting held on May 09, 2006 to introduce to the community the purpose of the study and solicit their inputs on key issues and their vision. The planning team presented the initial urban design and transportation analysis that highlighted the key land use and transportation concerns in the area. The intent was to obtain a feedback from the community regarding the larger vision and goals for the study area. A second public meeting was held on July 11, 2006 where the planning team presented design recommendations and three alternative concept plans for the study area. The community was asked to review the alternatives and discuss the pros and cons of each alternative. The attendees were broken into three groups; each group reviewed one alternative and presented the



Concept Plan-sub areas

pros and cons of that alternative to the entire group. The community together reached a consensus on some aspects in each concept. The final concept plan was then put together based on community's feedback. The final public meeting was held on September 13th in an open house format where the final Concept Master plan was presented to the community and city council.

Concept Master Plan

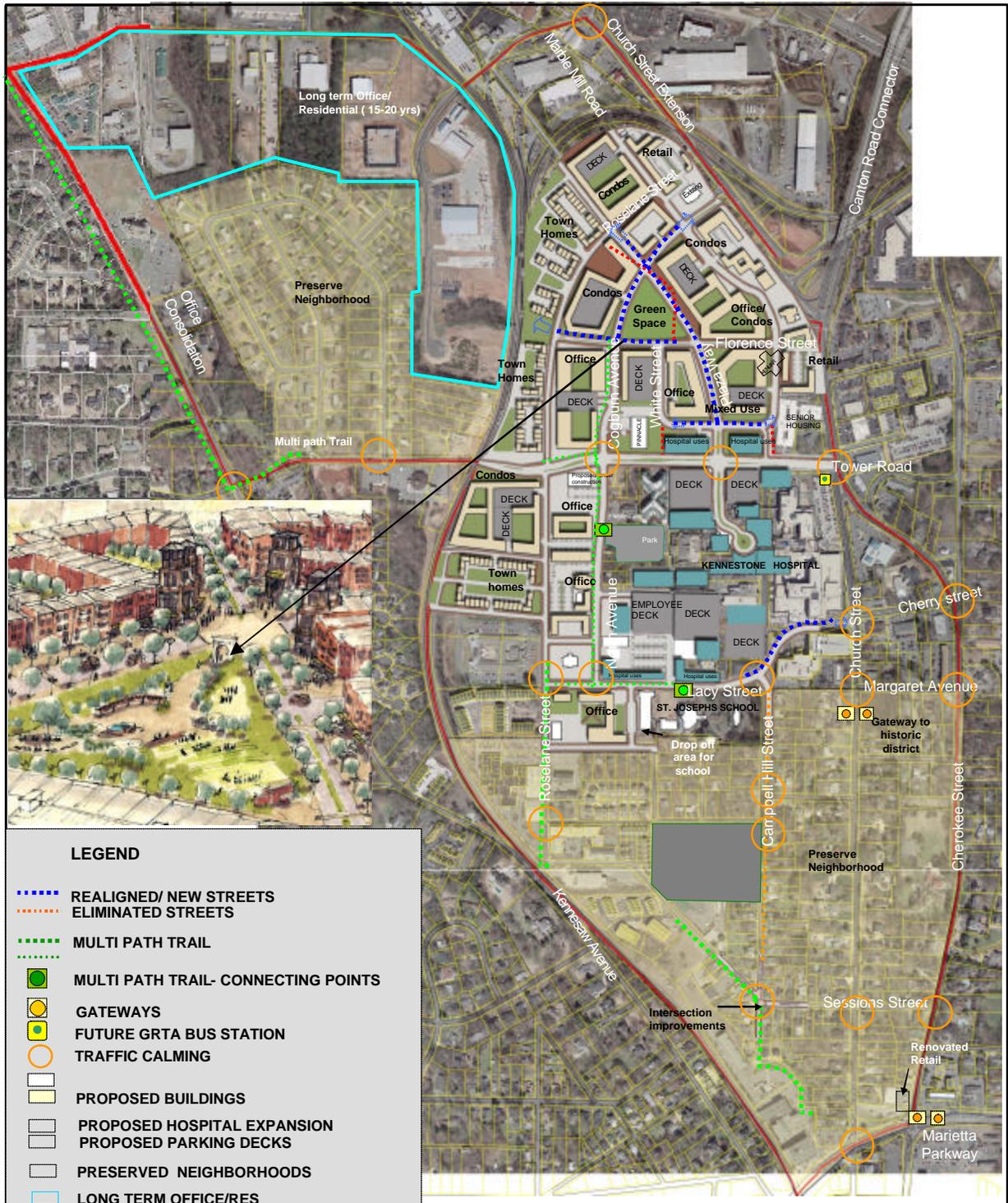
Based on the community's vision for the study area, analysis of the area and its precincts, development opportunities and market demand/potential in the area, the planning team came up with three plan options designed to leverage the resources of the study area, encourage development and redevelopment and promote a variety of uses. In addition to addressing development opportunities, the Plans also addressed several key community issues within the study area. The plan options were then presented to the community in the form of a design workshop. At the end of the workshop the positive aspects of the alternative plan were incorporated in the final concept master plan. The concept master plan was further refined to eliminate the recommendations that were not accepted by the community. Based on the activities and uses, the concept master plan organizes the study area into following sub areas:

1. Roselane Residential District
2. North Avenue Office District
3. Plaza Way District
4. Church Street Retail District
5. Kennestone Hospital District
6. Sessions Node
7. Office Districts
8. Light industrial
9. Existing neighborhoods

Cherokee-Church Street Historic District & Kennestone Area Study

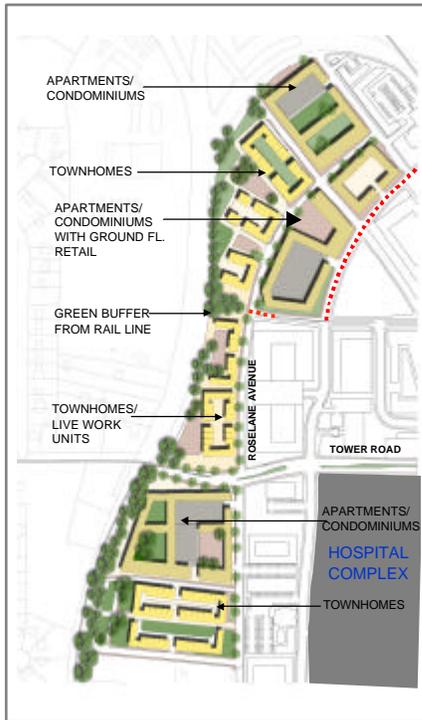
EXECUTIVE SUMMARY

Concept Master Plan



CONCEPT MASTER PLAN

Roselane Residential District



The residential district provides various types of housing alternatives in the study area that are compatible with the adjacent office and hospital development

- ❖ Town homes
- ❖ Live Work units
- ❖ Condominiums
- ❖ Luxury apartments

These apartments/condos, town homes and live work units can provide housing at a walk able distance for the hospital staff.

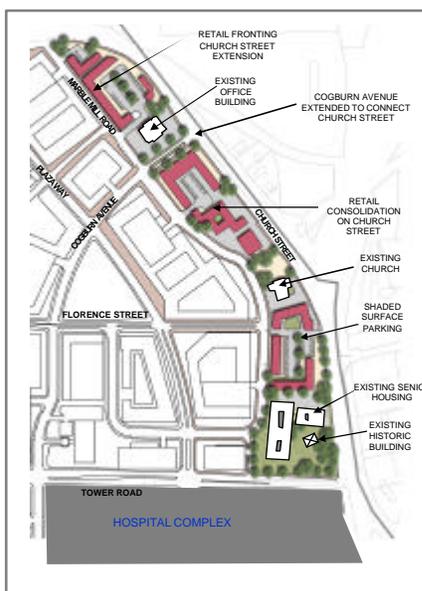
A green buffer is maintained from the rail line.

The multi family residential units on Cogburn Avenue face the green space and include neighborhood commercial like coffee shops, restaurants etc on the street level.

All the residential units line the streets to maintain an urban character in the area.

The illustrated concept shows the potential development for the district.

Church Street Extension Retail District



Church Street Extension retail district consolidates existing scattered isolated retail/commercial uses on Church Street Extension into one cohesive district.

The district comprises of single level restaurants/retail stores and neighborhood amenities like grocery stores, drug stores, salons etc.

The buildings in the district are pushed closer to the streets and provide access from both Marble Mill road and Church Street Extension

The surface parking is shaded with landscaping and trees.

The illustrated concept shows the potential development for the district

EXECUTIVE SUMMARY

Concept Master Plan

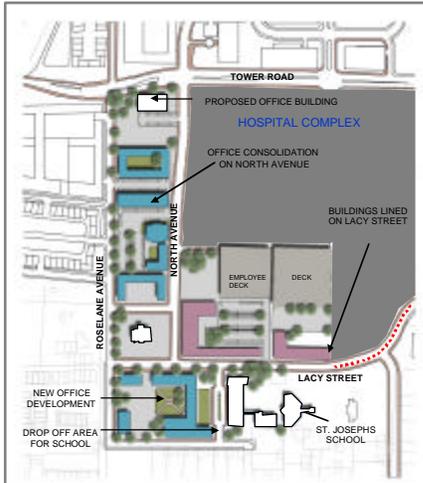
North Avenue Office District

North Avenue office district consolidates existing office development into one cohesive district

The offices primarily consist of medical related uses, and form an intermediate zone between the Wellstar Kennestone Hospital on the East and proposed residential development towards the West.

The hospital edge on Lacy Street towards St. Josephs school is articulated by introducing street facing buildings and pushing the parking decks towards the back.

For pedestrian safety a drop off zone for the school is also incorporated in the plan. Lacy Street is realigned to join Church Street for smooth traffic flow.



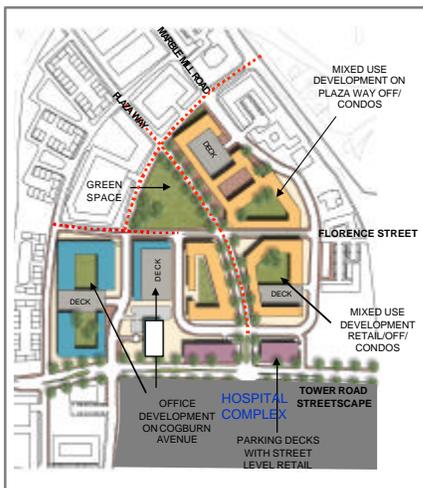
Plaza Way Mixed Use District

The Plaza Way district is designed to introduce mixed use development in the study area that is compatible with the uses and activities around.

It is organized around a central green formed by extending Plaza Way and Cogburn Avenue.

Retail is concentrated on Tower road and Plaza way. Buildings here are 5 stories with retail on street level, two levels of offices and two levels of condominiums.

The streetscape improvements in the area include wide sidewalks, pedestrian lighting and street trees, landscaping and street furniture



Sessions Street Node

The Sessions node currently consists of small neighborhood retail buildings. The proposed design retains the existing buildings and concentrates on road alignment and pedestrian safety. A paved intersection would act as a traffic calming device improving pedestrian walkability around the neighborhood retail.



The concept master plan lays out a blue print for the Cherokee-Church Street Historic District and Kennestone study area. The master plan addresses various issues that the community brought forward and also reflects their vision for the future of the study area. Any plan or vision of this nature is not expected to be realized overnight and by one single entity. It is a long term collaborative effort that involves the city, the hospital, the property owners, development community, other agencies and the community.

The master plan also recognizes the need for flexibility that may arise out of changing market and economic conditions through the life cycle of this implementation.

The recommendations for the study area vary from preservation to redevelopment to new development involving various levels of intervention.

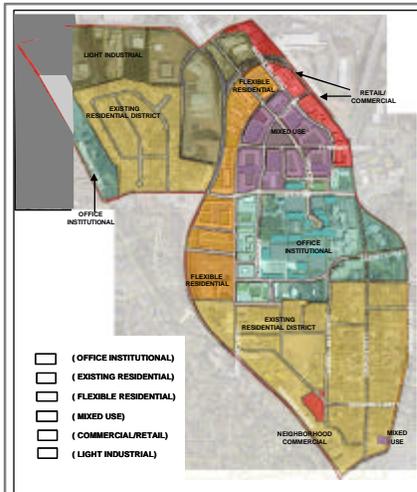
The recommendations for implementing the concept master plan are described in this section which is organized in three (3) sections.

- ❖ Land Use and Zoning
- ❖ Transportation
- ❖ Urban Design

Future Land Use and Zoning Recommendations Overview

The following land use and zoning considerations are put forth to encourage and promote the successful implementation of the Concept Master plan. It is critical that the recommendations for this plan be adopted by the City and integrated into the Comprehensive Plan.

Both the current zoning and the future land use do not provide adequate opportunity for mixed-use development and variety of housing densities and types. In order to realize the vision of the plan and create a walkable, pedestrian friendly environment, land use and zoning changes are necessary. Much of the area south of the hospital that comprises the residential neighborhood and historic district, the land uses remain the same. The Kennestone hospital campus and its immediate vicinity remains office/institutional. Most of the changes that are proposed are for the area that lies west of the hospital up to the CSX tracks and to the north of the hospital up to the



Proposed future land use

CSX tracks and Church Street Extension and the industrial district along the Marble Mill Road. See the proposed land use map for the proposed land uses.

Zoning Considerations

A two part strategy is recommended to allow for the implementation of the Master Plan. The first strategy involves changes to the existing zoning. The second strategy involves the adoption of new zoning categories. Enhancements to mixed-use zoning is recommended to promote pedestrian-friendly environment and a new residential category is recommended to allow for an array of housing options and the flexibility required for the implementation of the plan.

Transportation Recommendations Overview

The land use and market analyses confirm that there is demand for additional hospital-related development in and near the study area. This development will create additional strain on the local transportation systems.

Thus, a major component of this planning process involved addressing transportation issues and capitalizing on opportunities to enhance the transportation systems.

The community accepted the general schematic plan, including the following elements:

- Lacy Street should be the southern limit of hospital-related development / expansion ;
- Hospital-related traffic should be directed to Tower Road and away from historic neighborhood streets ;
- Connections from hospital-related uses to the major arterials to the north (I-75, Cobb Parkway) should be enhanced.

Alternative concepts for enhancing Connectivity and Traffic Operations in the study area were based on both the transportation conditions analysis and the proposed study area land use plan. Numerous project alternatives evolved from an inclusive process with various community participation techniques.

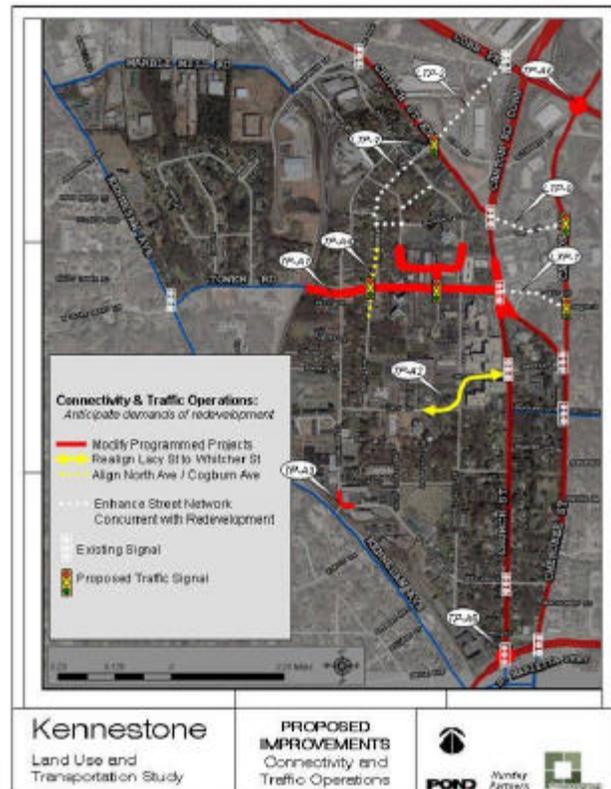
Transportation project alternatives were presented to the city, stakeholders, and the public in three categories:

- Connectivity and Traffic Operations ;
- Alternative Transportation ; and
- Traffic Calming.

Generally, the community was against any projects which cut off access or hampered circulation on the existing local street network. Thus, they opposed projects which resulted in cul de sacs, diverters, or one way streets.

Following are selective transportation concept alternatives and recommendations which were of particular interest to the community. Other projects were either previously programmed or based on traffic engineering principles; these were generally acceptable to the community and are included in the Work Program.

The following three maps display the locations of recommended projects. The Project IDs correspond to those listed in the Work Program.

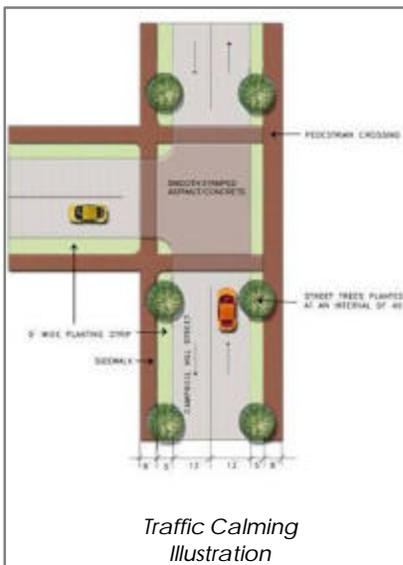
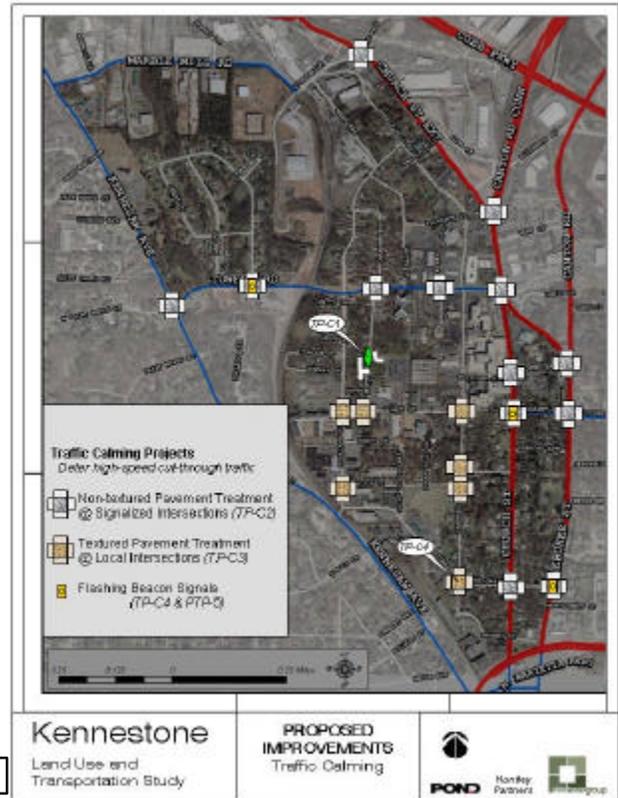


EXECUTIVE SUMMARY

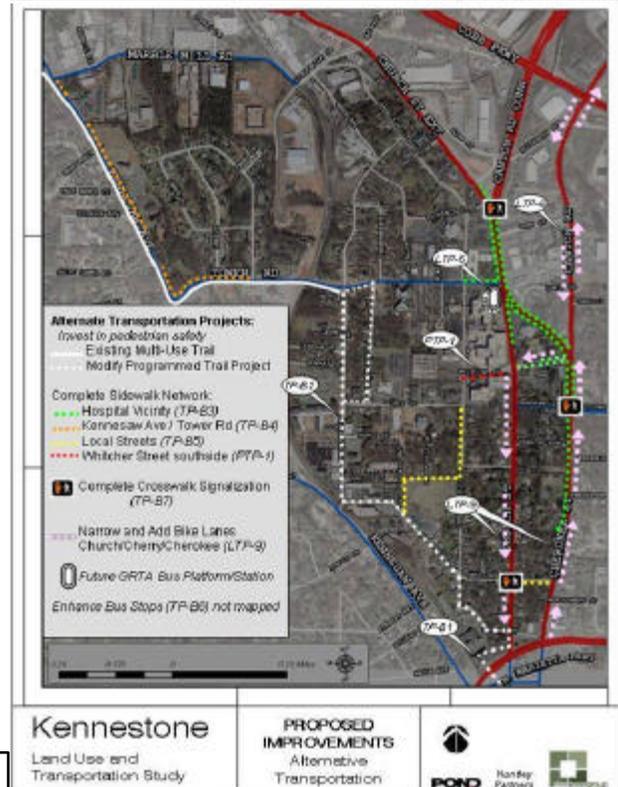
Recommendations



TRAFFIC CALMING PROJECTS



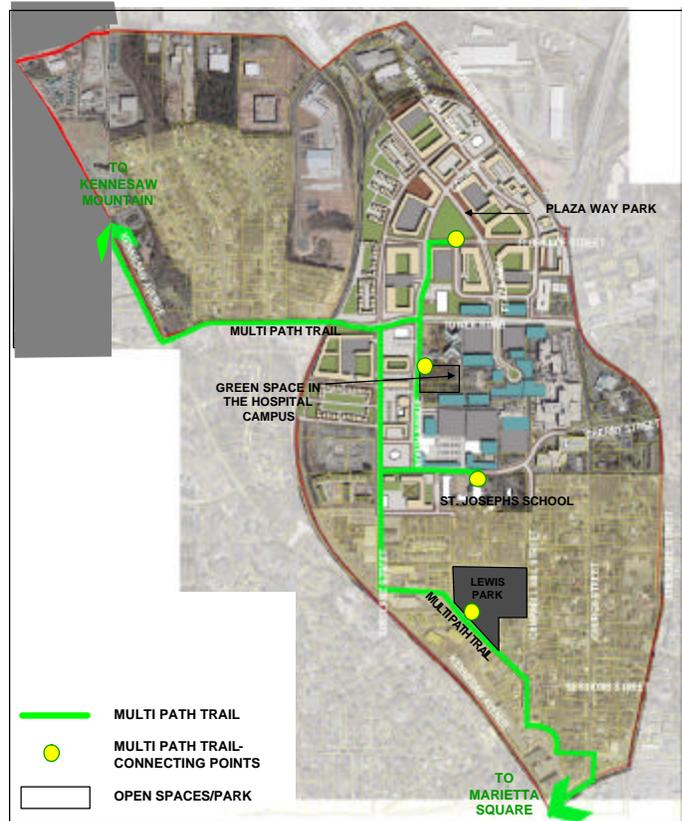
ALTERNATIVE TRANSPORTATION PROJECTS



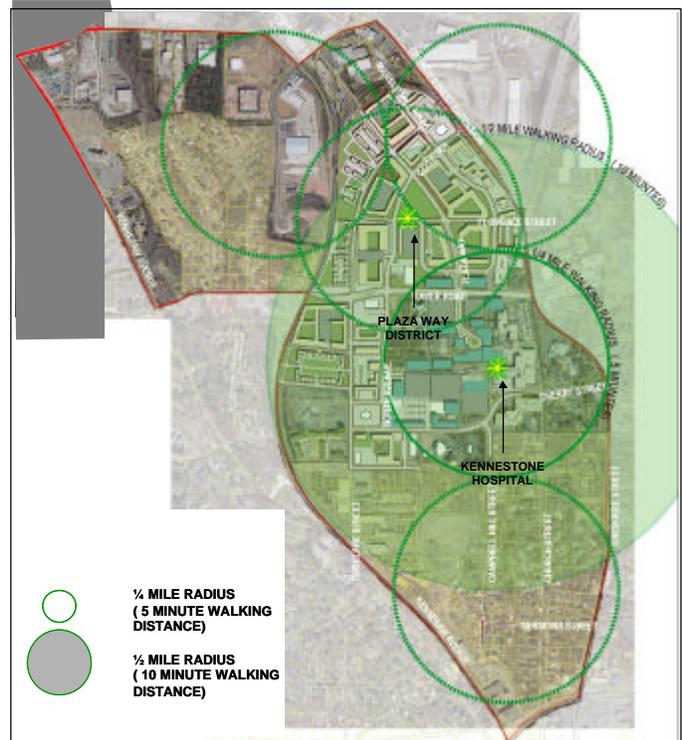
EXECUTIVE SUMMARY

Recommendations

TRAILS, OPEN SPACES AND PARKS



WALKING DISTANCES



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.

Cherokee-Church Street Historic District & Kennestone Area Study



EXECUTIVE SUMMARY

Action Plan

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 STREET 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, institutional, 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	Land Use: Plan and adopt new urban over-lay land use for the study area to implement the plan.			
LZ-2	Zoning Regulations: 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	Design Guidelines: 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
A. CONNECTIVITY & TRAFFIC OPERATIONS	Tower Road Improvement (from Railroad Underpass to Church Street Intersection)	Traffic Operations & Bike/Ped	AUTHORIZED	\$ -	2006	\$ 1,200,000	2007	\$ 2,850,000	\$ 4,050,000	GDOT	STP	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	Roadway		\$ 75,000	-	**	-	\$ 750,000	\$ 825,000	Wellstar / Marietta	Wellstar / SPOST	N/A	-
	Lacy Street / Whitcher Street alignment **	Roadway	AUTHORIZED	\$ -	-	\$ -	-	\$ -	\$ 120,000	Marietta / Cobb	SPOST	N/A	-
	Roselane / Sessions Intersection/Radius Improvement	Roadway	2007	\$ 50,000	-	**	-	\$ 500,000	\$ 550,000	Marietta / Private	SPOST / Private	N/A	-
	Align Cogburn Avenue / North Avenue @ intersection with Tower Road	Traffic Operations	AUTHORIZED	\$ -	-	\$ -	-	\$ -	\$ 300,000	\$ 300,000	Marietta / Cobb	SPOST	N/A
B. ALTERNATIVE TRANSPORTATION	Church Street @ North Marietta Parkway Signal Timing & Coordination - optimize operations without adding lanes	Bridge	AUTHORIZED	\$ -	AUTHORIZED	\$ -	2007	\$ 6,354,000	\$ 6,354,000	GDOT	STP	N/A	-
	Canton Road Bridge over Cobb Pkwy / US 41												
	Canton Road Bridge Design Modification - accommodate Sidewalks and Bike Lanes over Bridge	Blke/Ped	2006	\$ 300,000	2008	\$ 800,000	2009	\$ 3,328,000	\$ 4,428,000	GDOT	STP	Marietta	\$ 1,605.60
	Multi-use trail - Downtown Segment	Blke/Ped	AUTHORIZED	\$ -	AUTHORIZED	\$ -	2007	\$ 828,000	\$ 828,000	GDOT	STP	Marietta	\$ 165.60
	Multi-use trail - North Marietta Pkwy to Tower Road												
	Multi-use trail Modification - add spur trail @ North Avenue loop	Pedestrian	2007	\$ 120,000	2008	\$ 600,000	2009	\$ 1,200,000	\$ 1,920,000	Marietta	STP	Marietta / Wellstar	\$ 384.00
C. TRAFFIC CALMING	Sidewalks/Streetscapes in Hospital Vicinity - Cherokee, Church, Cherry, Tower (approx. 2 miles of shoulder)**	Pedestrian	2008	\$ 67,500	2009	\$ 225,000	2010	\$ 450,000	\$ 742,500	Marietta	STP	Marietta	\$ 148.50
	Sidewalks/Streetscapes along Kennesaw Ave / Tower Rd (approx 0.75 mile of shoulder)**												
	Sidewalks/Streetscapes along Local Streets - Campbell Hill, Sessions, Radium, St Joseph Way (approx 0.5 mile of shoulder)**	Public Transportation	2009	\$ 45,000	2010	\$ 150,000	2011	\$ 300,000	\$ 495,000	Marietta	STP	Marietta	\$ 99.00
	Enhance Existing Bus Stops												
	Complete Crosswalk Signalization @ 3 Intersections	Pedestrian	2008	\$ 15,000	2009	\$ 25,000	2010	\$ 150,000	\$ 190,000	CCT / Marietta	CCT / Marietta	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	2008	\$ 7,500	2009	\$ 25,000	2010	\$ 75,000	\$ 107,500	Marietta	Marietta / SPOST	N/A	-
C. TRAFFIC CALMING	Traffic Calming @ 13 Intersections along Major Streets - non-textured pavement treatment	Traffic Calming	2007	\$ 17,500	2008	\$ 25,000	2009	\$ 175,000	\$ 217,500	Wellstar / Marietta	Wellstar / SPOST	N/A	-
	Traffic Calming @ 7 Intersections of Local Streets - textured pavement treatment												
	Flashing Beacon Signals (2) - Sessions St @ Cherokee St, James St @ Tower Rd	Traffic Calming	2009	\$ 55,000	-	\$ -	2011	\$ 550,000	\$ 605,000	Marietta	Marietta / SPOST	N/A	-
	Traffic Management Program and Plan. Enforcing routing plans for hospital employees not to go through the existing and proposed decks at Tower Road & Plaza Way by Wellstar Hospital.	Traffic Calming	2007	\$ 22,500	-	\$ -	2009	\$ 225,000	\$ 247,500	Marietta	Marietta / SPOST	N/A	-
	Traffic Management Program and Plan. Enforcing routing plans for hospital employees not to go through the existing and proposed decks at Tower Road & Plaza Way by Wellstar Hospital.	Traffic Management	2010	\$ 9,000	-	\$ -	2011	\$ 90,000	\$ 99,000	Marietta	Marietta / SPOST	N/A	-

* Not Mapped

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

Cherokee-Church Street Historic District & Kennestone Area Study



EXECUTIVE SUMMARY

Action Plan

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 & 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 & 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

Cherokee-Church Street Historic District & Kennestone Area Study

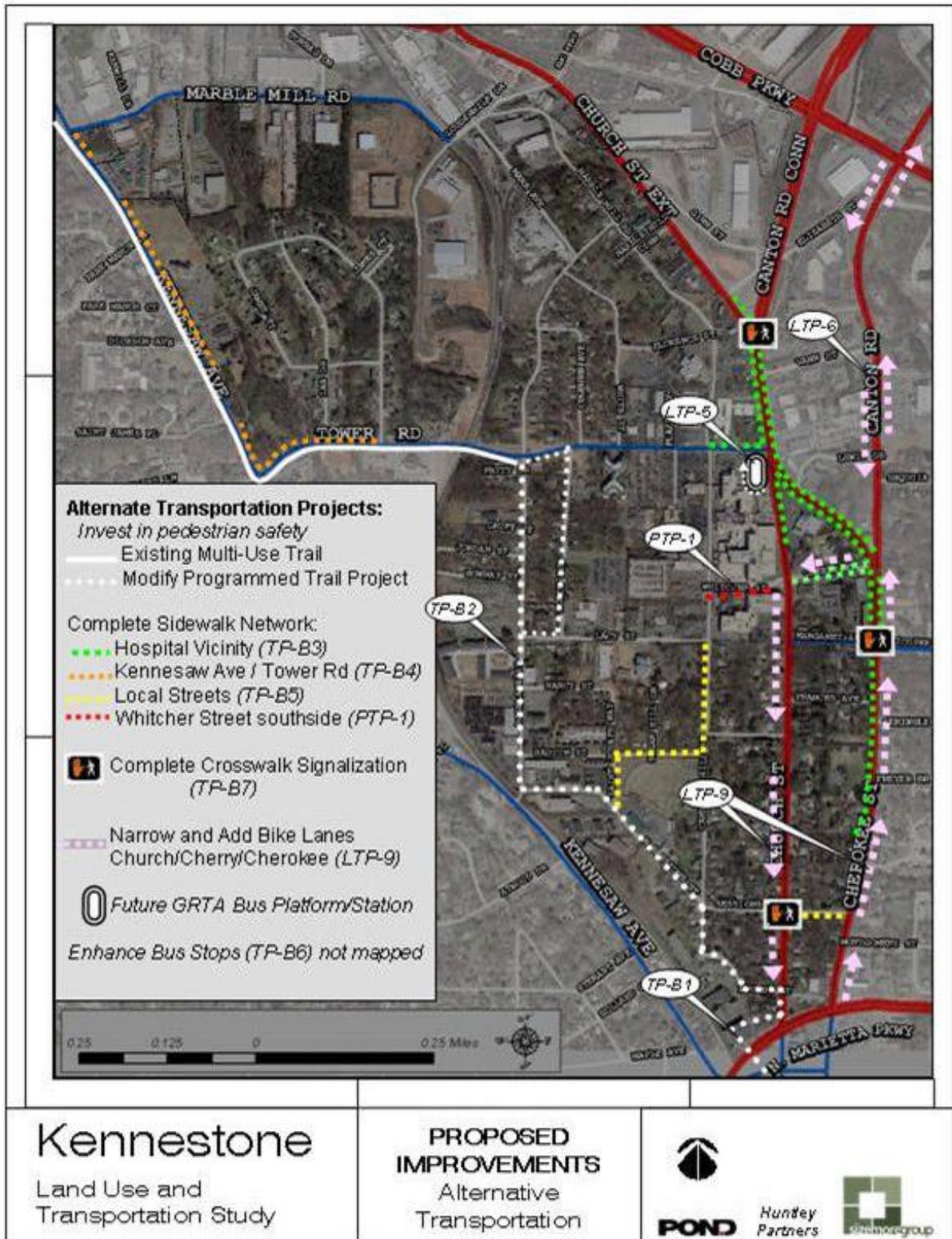


EXECUTIVE SUMMARY

AGREEMENT BETWEEN KENNESTONE HOSPITAL AND CITY OF MARIETTA

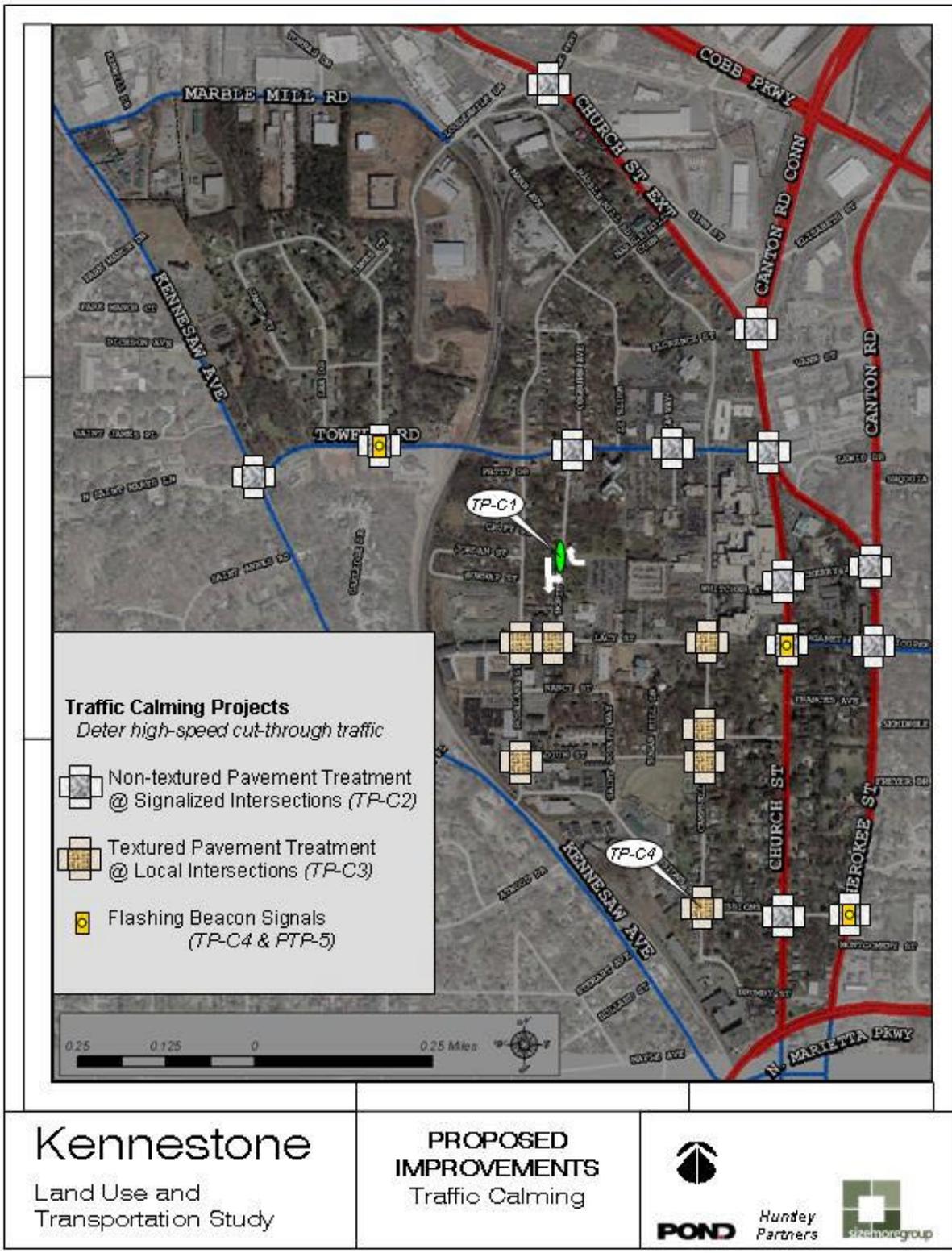
ITEM	DESCRIPTION	TYPE OF IMPROVEMENT	TIME FRAME	RESPONSIBLE PARTY/IES
1	Closure of Campbell Hill Street between Whitcher and Tower Road is conditional upon grant of the Certificate Of Need (CON) to Kennestone Hospital Inc. If the CON is not granted, all provisions of this ordinance shall be null and 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 Cherry 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

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

Action Plan



Kennestone

Land Use and Transportation Study

PROPOSED IMPROVEMENTS
 Traffic Calming

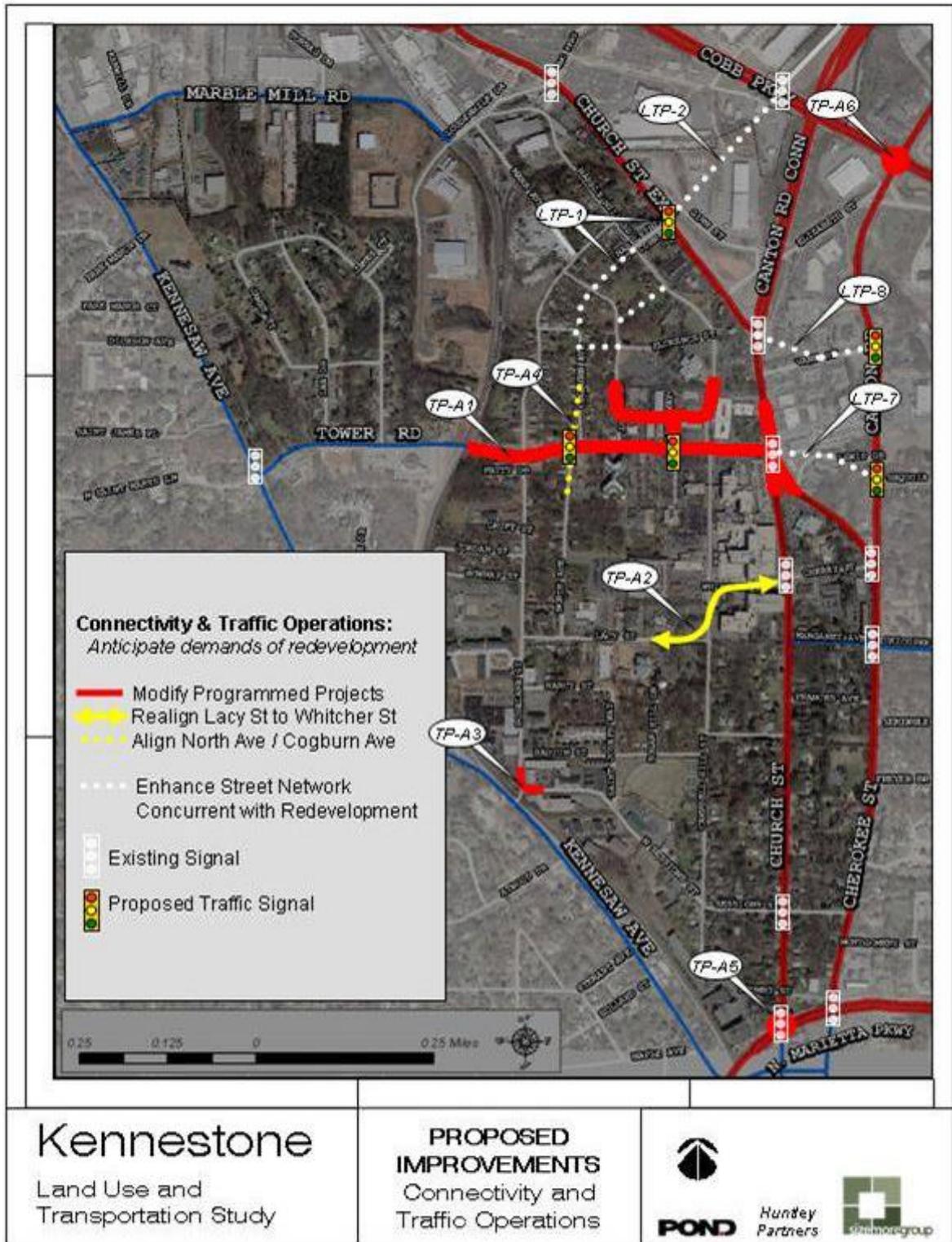


Huntley Partners



EXECUTIVE SUMMARY

Action Plan



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