





Founded in 1997, the Town Center Community Improvement District (CID) has invested more than \$143 million in infrastructure and quality of life projects. Through collaboration with property owners, business owners, residents, Kennesaw State University (KSU), and local, state and federal partners, the Town Center community has benefited from enhancements to infrastructure, accessibility and mobility, quality of life, aesthetics and branding. Notable projects have included the Big Shanty Extension, Noonday Creek Trail, Skip Spann Connector, South Barrett Reliever and the Zagster Bike Share Program. This 2017 master plan update focuses on ensuring that Town Center CID initiatives continue to improve the area's character, work in combination with sound land use strategies and regulations, have foreseeable economic benefits and are supported by local stakeholders and officials. **The result of this master plan update is a strategic re-focusing of redevelopment/land use strategies and an action and investment plan that promotes quality growth over the next 5-10 years.**

Since the last master plan update in 2010, the Town Center community has experienced a tremendous amount of growth and change. Beginning in 2012, the Town Center area, along with the rest of the Atlanta region, began to demonstrate recovery from the effects of the Great Recession. Enrollment at KSU increased with record numbers and the real estate market returned with a robust demand for housing, commercial real estate, retail and infrastructure needs for students, residents, and business owners. Subsequently, the projects from the 2010 plan were either completed, are programmed or under construction, or needed to be revised to adapt to the changing landscape of the Town Center area. Other historic documents such as area community plans, Livable Centers Initiatives (LCIs), and design guidelines were reviewed in this process and relevant and/or projects in progress were included in this master plan update.

The Town Center Master Plan update is ambitious in nature, focusing on three aspects:

1. Encouraging and advocating for quality redevelopment
2. Addressing roadway connectivity and congestion
3. Developing/ integrating a high-quality bicycle/ pedestrian system and public open spaces.

VISION

In discussion with local landowners, business owners, residents, and students a three-part vision for the Town Center CID was created:

1. **CAPTURE THE MOMENTUM.** The Town Center CID area is growing rapidly. Town Center has seen tremendous job growth, new housing developments, and Kennesaw State University's enrollment grow to more than 35,000 students. With new football and sports programs, the recent transition from a commuter campus to a 24/7 campus and increased desires to live on/near campus, the Town Center CID has seen growth beyond projections. Cobb County International Airport is also implementing a master plan to expand the airport and runway to accommodate an enhanced fleet. Outside the Town Center CID boundary, the Northwest Corridor along I-75 has become a "power alley" of sports, with SunTrust Park and The Battery to the south and the LakePoint Sporting Complex to the north. The next 5-10 years will provide great opportunity for the Town Center CID to capitalize on these trends and investments as a centrally located regional activity center.
2. **RAISE THE BAR.** The Town Center CID should continue to raise the bar in terms of the level and quality of development/redevelopment in the area; the District has several retail centers that are aging or outdated. Redevelopment of outdated strip centers and big box stores to more walkable, mixed-use developments will create places that people want to live, shop and eat. The Town Center CID can also raise the bar by enhancing the level of quality shopping and entertainment options within the District.
3. **CREATE A PLACE WHERE PEOPLE WANT TO BE.** The master plan update recognizes the need to embrace the area's evolving brand, art and culture. Parks, trails, plazas and public gathering spaces combined with contemporary development will create a greater sense of place, identity, and attraction in Town Center.

STAKEHOLDERS

Partnerships and collaboration are critical to the success of any Community Improvement District. The Town Center CID is fortunate to have strong working relationships with Cobb County, the City of Kennesaw, Kennesaw State University, the Georgia

DOT and numerous business owners, property owners, and local Homeowner's Associations. The list below includes key meeting dates and major stakeholders who participated in the master plan update process between April – December 2016.

STAKEHOLDERS INCLUDED:

- **Jason Anavitarte** - Kaiser Permanente
- **JoAnn Birrell** - Cobb County Commissioner, District 3
- **Greg Carter** - California Dreaming
- **Jeff Drobney** - City of Kennesaw City Manager
- **Derek Easterling** - Mayor of City of Kennesaw
- **Andy Eichenblatt** - Print Graphics
- **Marty Elliot** - KSU Entertainment
- **Dana Johnson** - Cobb County
- **Kelly Keappler** - Quintus Development
- **Mark Lawson** - Kennesaw State University
- **Ryan Maltby** - Fresenius Medical
- **Kim Menefee** - WellStar Health System
- **Marie Moore** - Simon Properties
- **Holly Quinlan** - Cobb Travel & Tourism
- **Daryl Simmons** - City of Kennesaw
- **Karl Von Hagel** - Cobb County International Airport Manager
- **Bob Weatherford** - Cobb County Commissioner, District 1
- **Shelly Weidner** - Simon Properties
- **Jim Wilgus** - Cobb County DOT
- **Vaughn Williams** - KSU Athletic Director

FOCUS GROUPS INCLUDED:

- Bells Ferry Civic Association Representatives
- Pinetree Civic Association Representatives
- KSU Students

STAKEHOLDER INTERVIEW SUMMARY

Feedback received from the stakeholder interviews generally fell into three categories; transportation/access, quality of life, and aesthetics and branding. Town Center CID has made great progress in each of these three categories with rebranding, Skip Spann Connector, Big

Shanty Extension, and the Zagster Bike Share Program to name a few. Stakeholders would like to see the Town Center CID continue to expand on the programs and projects that have been so successful in reshaping the District. Below are themes and specific feedback heard in the stakeholder interviews.

TRANSPORTATION/ACCESS

- Continue to enhance connections to Downtown Kennesaw, Woodstock, and other surrounding cities
- Transition regional shopping perception to destination-oriented places
- Achieve easier access to Town Center Mall and restaurants off Barrett Parkway
- Continue to improve Barrett Parkway traffic during peak retail hours and local events
- Enhance connections from Downtown Kennesaw to Chastain Road and McCollum Parkway
- Establish shuttle service and/or transit for visitors to get from one destination to another (within the District)
- Take advantage of Town Center's central location to I-75 to sports attractions at LakePoint, SunTrust Park, and KSU

AESTHETICS/BRANDING

- Enhance identity and promote unique aspects of the District
- Promote trails and parks
- Communicate what the Town Center CID does
- Communicate where the trail system can take you
- Communicate and market transportation improvements
- Utilize Town Center Mall, KSU stadium, and other big destinations to communicate with the public
- Create art programs/displays
- Continue to feature Town Center CID on TV/radio/online/newspaper

QUALITY OF LIFE

- Continue to create walkable areas within Town Center CID
- Expand passive recreation opportunities
- Expand trail/bicycle network
- District needs more entertainment venues, local businesses, and Class A hotels
- Create a place for visitors to stay, shop and dine in the area before and after games/events
- Enhance sidewalk connections to key areas in Town Center, including KSU Sports Complex
- Expand bike share program
- Promote airport expansion and opportunities

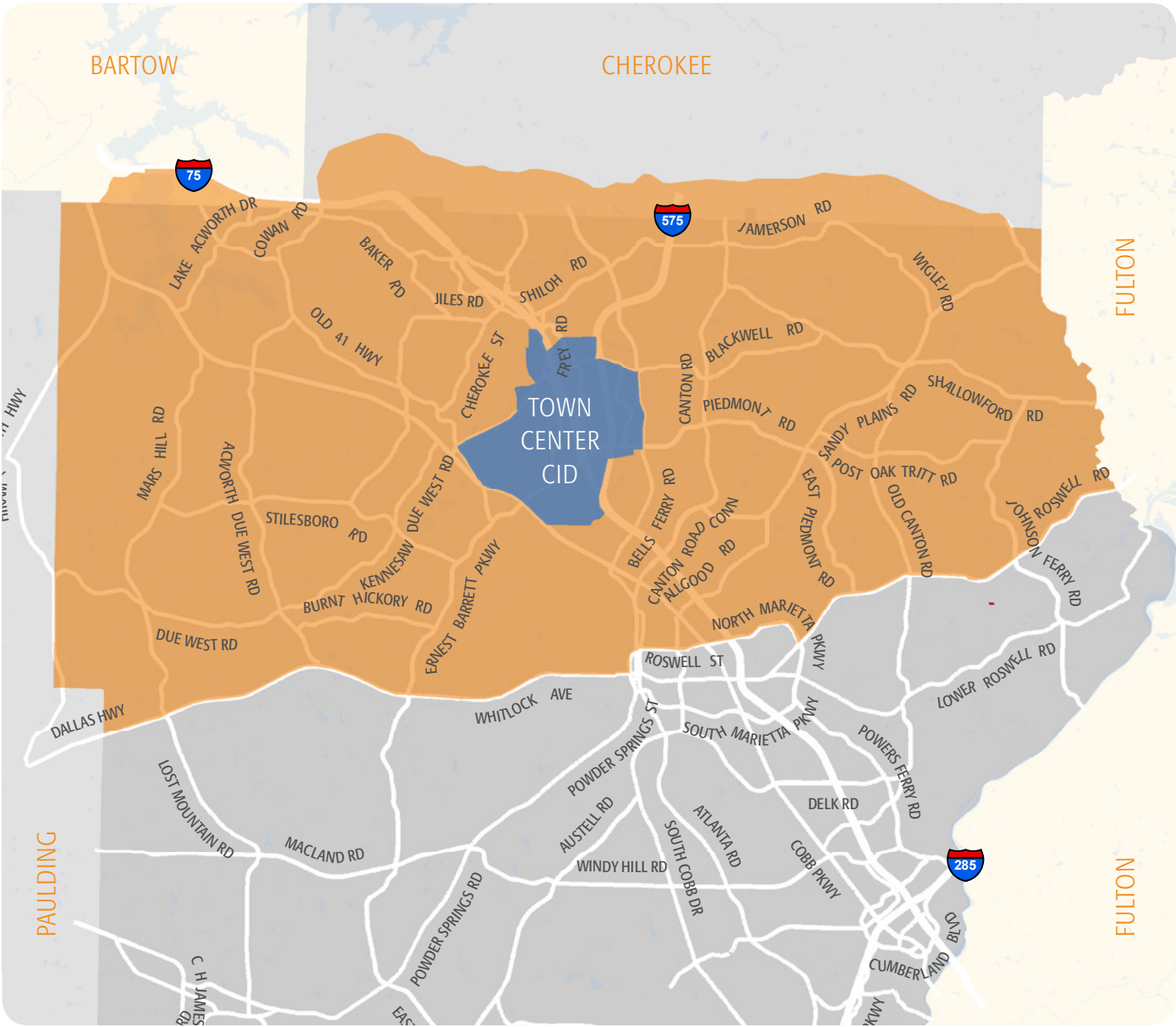


DEMOGRAPHIC AND ECONOMIC CONSIDERATIONS

Located less than 25 miles northwest of downtown Atlanta, Town Center CID is anchored by several prominent economic engines, most notably Kennesaw State University, Town Center Mall, and Cobb County International Airport. A diverse mixture of real estate sectors within the Town Center CID serves employees and visitors, as well as the surrounding residential neighborhoods. The master plan update included a review of demographics, economics, and real estate in the Town Center market area (shown below). The market area was

based on a consideration of drive times to major retailers, natural and manmade barriers, and competing real estate sectors. The market area extends east to Fulton County, west to Paulding County, north to State Route 92/ I-75, and south to State Route 120. The market assessment was utilized to understand underlying market fundamentals, guide future development scenarios, and identify priority projects within the Town Center CID.

FIGURE 1 - MARKET AREA



PEOPLE

Since 2000, the market area has added over 70,000 new residents, representing a 26.8% increase. Much of the population growth has been driven by three key age cohorts—Millennials, families, and Baby Boomers. The evolution of Kennesaw State University to a 24/7 campus environment has attracted students to the area, driving the increase in Millennials. Baby Boomers, many seeking to age in place or relocate to be near family, have also generated strong growth since 2000. Compared to the larger Atlanta metropolitan region, residents of the Town Center CID market area typically generate higher median household incomes and have earned some form of secondary education.

ECONOMY

In 2014, there were over 130,000 jobs in the market area with 32,500 jobs located within the Town Center CID. Town Center ranked 3rd in employment growth in metro Atlanta, among Midtown and Perimeter, between 2010-2015 adding 13,207 jobs. Anchored by the Town Center Mall, retail trade jobs comprise nearly 15% of the market area, followed by healthcare, hospitality and restaurant jobs. While retail, hospitality, and restaurant jobs are often comparably lower in pay, higher-wage positions in healthcare, administrative services, and professional services represent 59% of the total increase in the last decade. The Town Center CID, as well as the surrounding area, is far more than just a bedroom community to Atlanta. Nearly as many people are traveling into the market area for employment as are commuting out. Figure 3 to the right illustrates employment density within the market area.

FIGURE 2 - HOUSEHOLD, INCOME AND EDUCATION

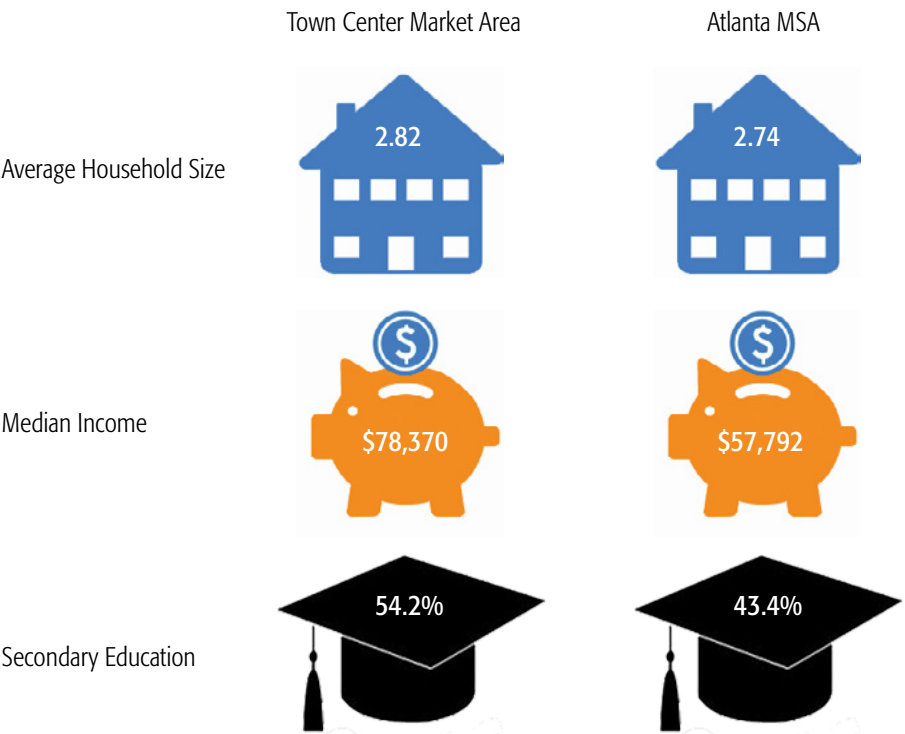
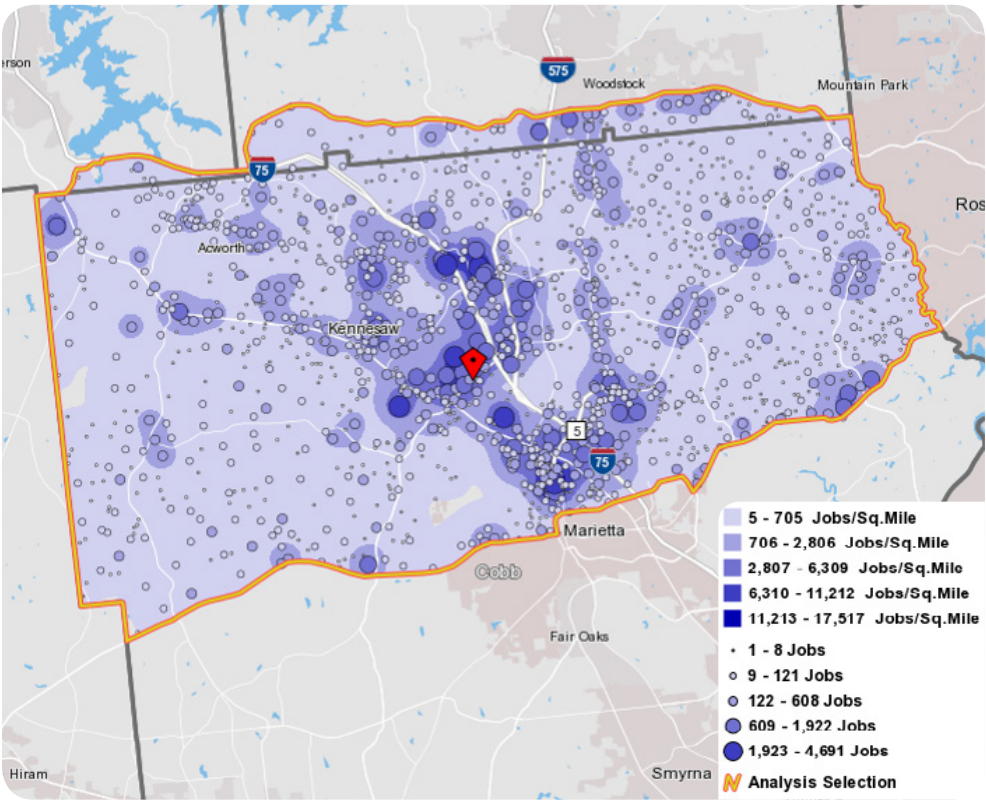


FIGURE 3 - EMPLOYMENT DENSITY



REAL ESTATE CONSIDERATIONS

The Town Center CID area offers excellent access to the I-75 corridor, connecting Cobb County with Downtown and Midtown Atlanta, the most notable job concentrations in the region. Locational factors such as accessibility and visibility, as well as access to educated workforce and higher income households, has elevated the environment attracting a variety of real estate sectors. According to Cobb County tax assessor data, the Town Center CID has more than \$1.3 billion in real estate assets (this number only includes privately-owned properties). The exclusion of civic properties includes buildings located on Kennesaw State’s campus, as well as Cobb County International Airport. It is important to note that the \$1.3 billion reported the fair market value of buildings, excluding land. Non-residential assets in the Town Center CID, including retail, office, hospitality and industrial uses represent a total fair market value of approximately \$930 million.

HOUSING

Housing in the Town Center market area is approximately 80% single-family detached, targeting families and empty nesters. However, shifting demographics are increasing the demand for more variety. Diversity in housing stock is an important factor in retaining and attracting young talent, especially as they graduate from Kennesaw State University (KSU) and other local higher education universities and technical colleges. Young professionals are not the only age segment generating new demand for higher-density, rental housing. Shifting tenure preferences

to rental reflect the lingering effects of the Great Recession and mortgage crisis, as well as renewed interest in mobility, and housing choices that more closely align with budget, location preference, and lower maintenance lifestyles. **Housing will be a short-term need in the Town Center market area to keep pace with continued population growth. New residential product within the Town Center CID should focus on for-sale and rental multifamily, and target locations with proximity to jobs, infrastructure, amenities, and services.**



REAL ESTATE CONSIDERATIONS:

- Housing will be a short-term need in the Town Center market area to keep pace with continued population growth. New residential product within the Town Center CID should focus on for-sale and rental multifamily and target locations with proximity to jobs, infrastructure, amenities, and services
- Future redevelopment of single-use retail centers could provide key opportunities to better integrate jobs, housing, and retail
- Lower than average asking rents could delay new office construction in the short term, but continued growth in key employment sectors will eventually drive demand
- Key tracts of land, offering access to infrastructure and transportation corridors, should be preserved for future employment

RETAIL

Anchored by Town Center Mall, the Town Center market area represents the primary retail service concentration northwest of Atlanta. Retail services in the Town Center CID not only serve residents in northern Cobb County, but also Cherokee, Paulding, and Bartow counties. The market area has seen limited new retail construction in the last decade, resulting in vacancy rates declining below pre-Recession levels. The most recent retail project in the Town Center CID is The Village at TownPark located on the north side of Chastain Road with a Panera Bread, Taco Mac, Tin Lizzy’s, and more retail/restaurants attractive to the Millennial generation. Planned just outside the Town Center CID boundary on Cobb Parkway at the corner of Barrett Parkway, the Kennesaw Marketplace will eventually include a Whole Foods Market, Academy Sports, Hobby Lobby and Newk’s Eatery. This development will likely attract additional redevelopment inside the District especially along Cobb Parkway. Most major chain retailers are represented in the Town Center CID, but there is a more limited presence of local or niche storefronts, which are often attractive to young professionals and students at KSU. **Future redevelopment of single-use retail centers could provide key opportunities to better integrate jobs, housing, and retail.**



JOB CREATORS

The Town Center CID market area has experienced strong growth in administrative, professional, and technical service jobs over the last decade. Combined, these sectors increased by nearly 70% over ten years. This growth has generated new potential for well-designed and well-located office product with access to the area’s prominent public park and greenway amenities, visibility from major thoroughfares, and proximity to retail and dining options. The vacancy rate for office space in Town Center has been gradually declining since the Great Recession. Class A office space is in high demand with very limited availability. **Lower than average asking rents could delay new office construction in the short term, but continued growth in key employment sectors will eventually drive demand.** While the market area may not currently compete with more urban submarkets in Atlanta, job growth is often driven by small businesses seeking a blend of location, services, and cost effectiveness—three factors prominent in Town Center. Industrial product in the Town Center CID has been focused near Cobb County International Airport, with additional land available for future industrial expansion. While Town Center’s industrial and warehousing facilities have experienced positive net absorption over the last several years, the number of new facilities in other Atlanta markets will likely delay construction in Town Center in the short-term. **Key tracts of land, offering access to infrastructure and transportation corridors, should be preserved for future employment.**



DEVELOPMENT/REDEVELOPMENT POTENTIAL

The Town Center CID Master Plan Update is intended to guide CID investment toward areas that are more susceptible to change and likely to experience a higher rate of growth over the next 5-10 years. While recognizing that the regulation of land use and zoning is a function of Cobb County, the Town Center CID will work with local stakeholders, developers, and the County to bring positive change in the area, and transition aging strip centers to a more connected walkable community where visitors and residents gather and spend time.

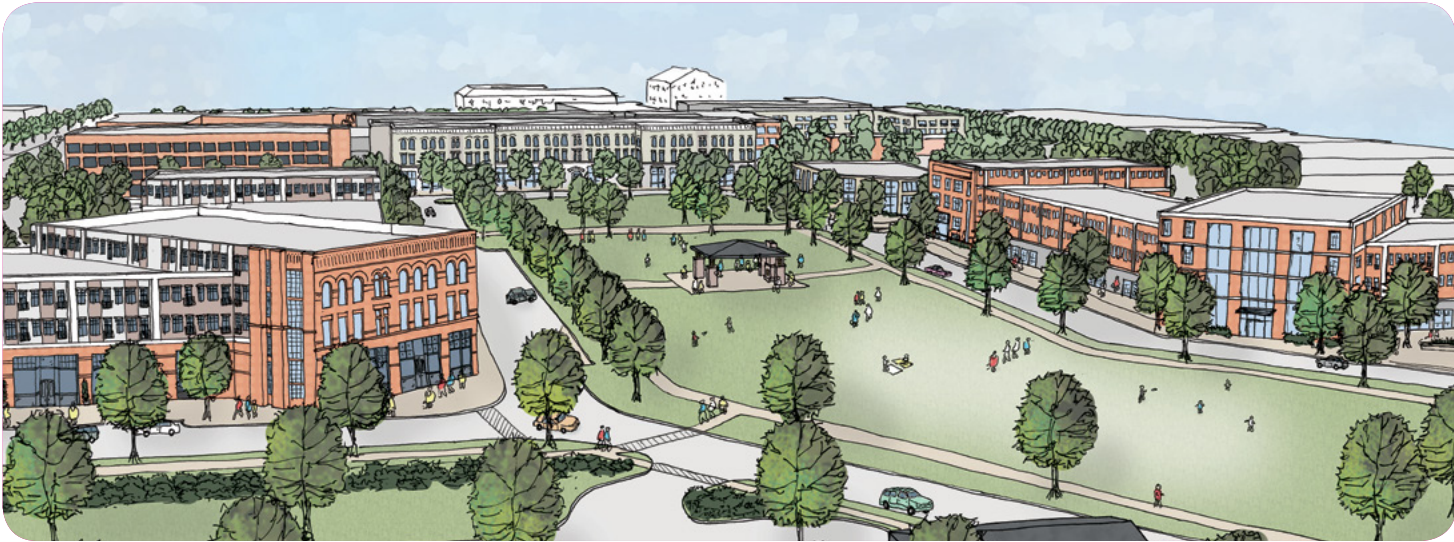
Cobb County's existing land use map on the right illustrates the Town Center area. Majority uses within the District include development patterns in commercial uses such as Town Center Mall, strip centers, and big box stores on Barrett Parkway and Barrett Lakes along with office uses on Chastain Meadows and north of Chastain. West of I-75 is a "Priority Industrial Area" for Cobb County to support the strategic protection of industrial and industrial compatible land areas. **Although Town Center CID has some residential areas and greenspace, the CID should capitalize on the favorable housing market and continue to look for opportunities for small parks and greenspace.** Town Center Park and Aviation Park are currently in design and continue to be priority projects. The Town Center CID should advocate for greenspaces and community gathering spaces to be included in any/all new major development or redevelopment

efforts. Any redevelopment of significant size should consider open space and trail connectivity to the existing and planned network. Residential uses should be encouraged in mixed-use settings and seek to offer affordable multifamily housing for young professionals. All new or redevelopment efforts should also consider burying power lines to improve the aesthetics in the Town Center area.

REDEVELOPMENT INCENTIVES

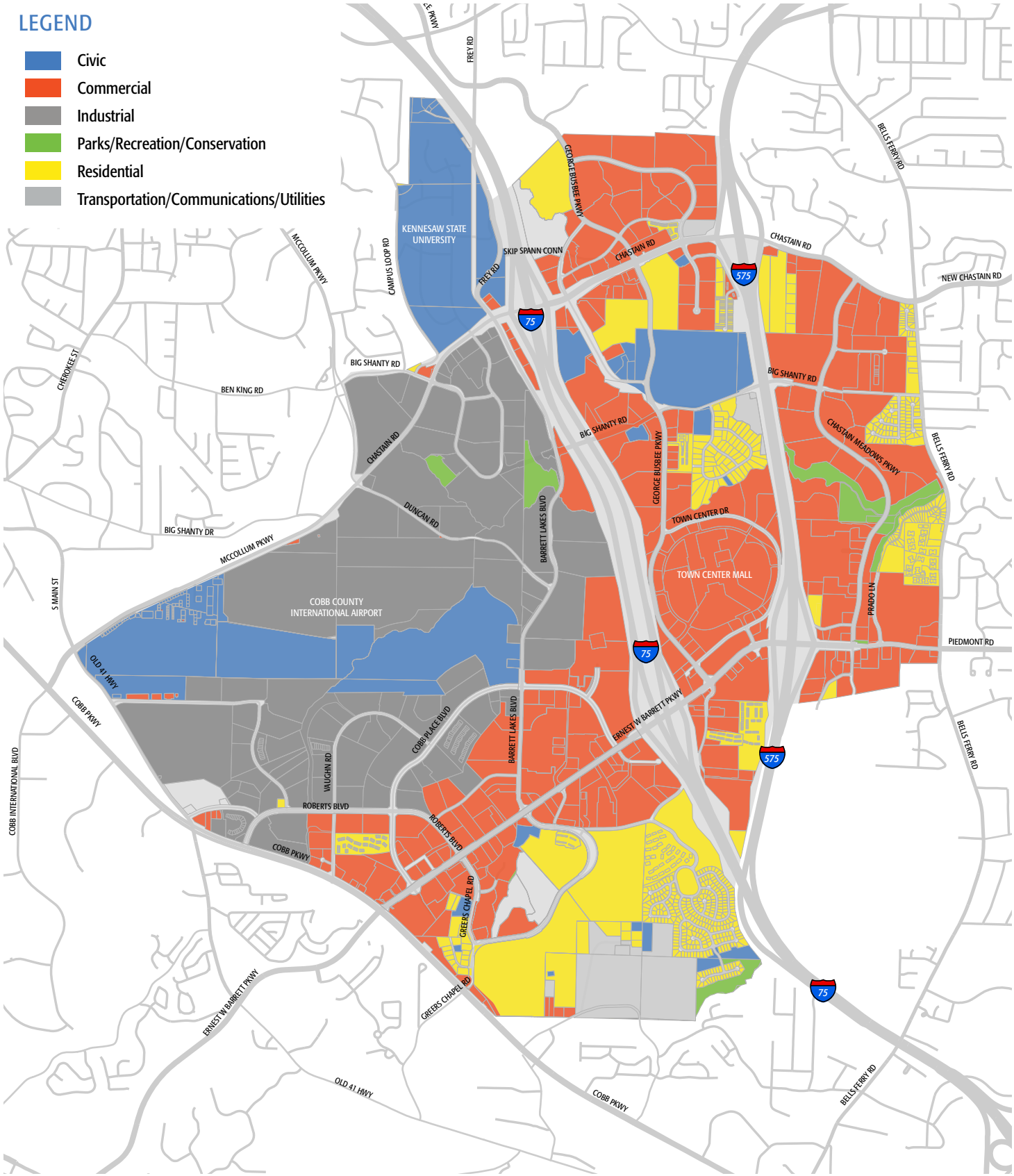
Other than the one large greenfield site east of I-575 and south of Chastain Road, there are no large tracts of available land for new development to occur within the Town Center CID. **The Town Center CID should continue to look for opportunities to redevelop strip centers into mixed-use centers in more clustered, connected patterns with publicly accessible green space.** In coordination with Cobb County, the Town Center CID should encourage older aging strip center sites to be added to County's redevelopment inventory list. If a property is placed on this list and redevelops, a 10-year tax abatement incentive is available through Cobb County. The Town Center CID should also work closely with Cobb's Competitive Edge to market and promote key redevelopment sites. Continued open communication with Cobb County and County Commissioners about the appropriate type of redevelopment and new development in the area is vital to creating a more connected, economically sustainable community.

GRAPHIC 1 - BARRETT PARKWAY CONCEPT B RENDERING



The following pages include example concepts for key development areas. The concepts are not development proposals, but rather "test-fits" to illustrate the types and scale of redevelopment encouraged to meet the goals of the Town Center CID, its stakeholders and the surrounding community.

FIGURE 4 - EXISTING LAND USE



DEVELOPMENT OPPORTUNITIES

Redevelopment should first occur between/adjacent to I-75 and I-575 to position the highest density neighborhoods in the core of the District and away from the surrounding residential. Figure 5 on the right illustrates priority development areas in red and orange. Red represents areas of higher intensity redevelopment and orange represents lower intensity redevelopment located closer to the residential neighborhoods. The large blue stars are, or will be, major destinations in Town Center. In 5-10 years, redevelopment on Barrett Parkway and the future development east of I-575 should become shopping, dining, and entertainment destinations. The Kennesaw Crossings Shopping Center on Old 41, the Barrett Crossings Shopping Center at the intersection of Cobb Parkway and Barrett Parkway, and the eastern strip centers on Barrett Parkway between I-575 and Bells Ferry Road should be lower intensity but still consist of a mix of uses whenever possible. These areas should be village-like in scale and community oriented.

BARRETT PARKWAY

Older strip centers along Barrett Parkway will increasingly become targets for redevelopment. While rental rates in strip centers remain stagnant, the future of placemaking is town centers, main streets and mixed-used developments. The transition of one or two strip centers into a mixed-use development with retail and 3- to 4-story office/residential has the potential to make meaningful progress toward community centers versus traditional commercial neighborhood facilities. Big box development can also be successfully converted to civic uses such as churches, schools, health care facilities, and art spaces. The Caroline Street development in Edgewood, Atlanta and Southlake Town Square in Southlake, Texas offer examples of properly scaled mixed-use developments with greenspace.

CHASTAIN ROAD

Chastain Road is of high importance due to the growth at KSU and the need for student services as the campus continues to transition to on-campus housing with increased student activities. Young people want to live in an exciting and less predictable urban environment. A more walkable pedestrian-scaled development with retail, dining, office, nightlife, and entertainment will transform Chastain Road from roadside commercial to a destination. Wilson Boulevard in Arlington, Virginia and the Rangeline Road development in Carmel, Indiana are examples for the desired look and feel of Chastain Road.

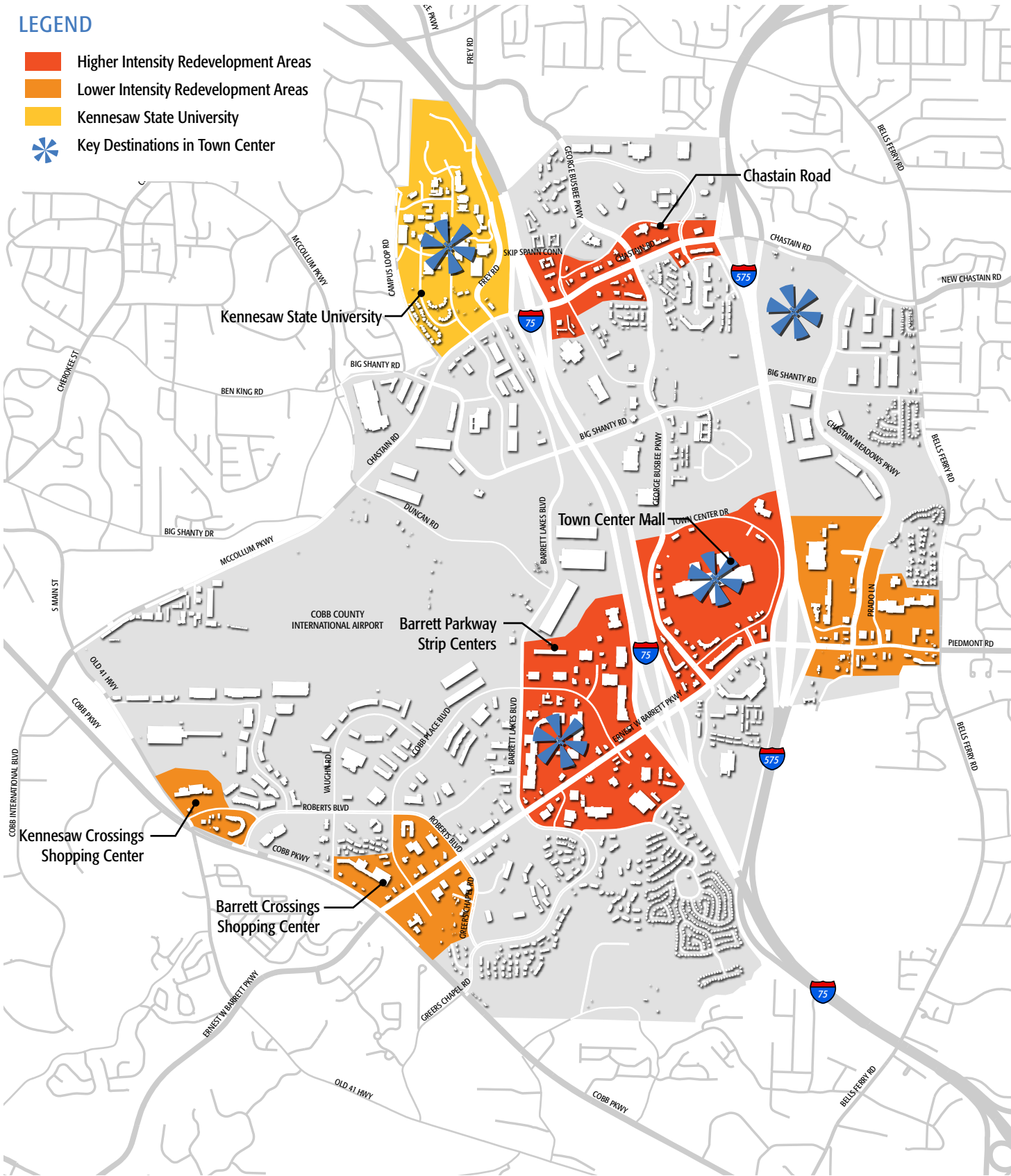
TOWN CENTER MALL

Town Center Mall serves Northwestern Cobb County and Cherokee County for shopping and retail needs. It sits near the center of the Town Center CID between I-75 and I-575. Simon Properties, the owner, recently invested in an interior remodel and exterior updates. The mall is financially successful, but is looking to attract more visitors by bringing in unique and desirable tenants, diverse restaurants, and offer a hotel for visitors to stay. The 2015 LCI Plan recommends the north entrance redevelop with a central green space, a bicycle and pedestrian boulevard and restaurant/retail row on either side. This plan is still relevant and seeks to connect the mall to Noonday Creek Trail, the future Town Center Park, KSU Sports Complex, and Aldridge, the new multifamily development just north of Town Center Drive. The Town Center CID should serve as an advocate to assist Simon in identifying ways to create more visibility and easier access from Barrett Parkway, which is currently blocked by strip centers and outparcels. Located northeast of Town Center Mall is the Regal Cinema that has potential to redevelop into multifamily or office that will give residents and employees convenient access to the Mall, Town Center Park, and Noonday Creek Trail.

GRAPHIC 2 - TOWN CENTER MALL PHASE 1 AND PHASE 2



FIGURE 5 - DEVELOPMENT OPPORTUNITIES

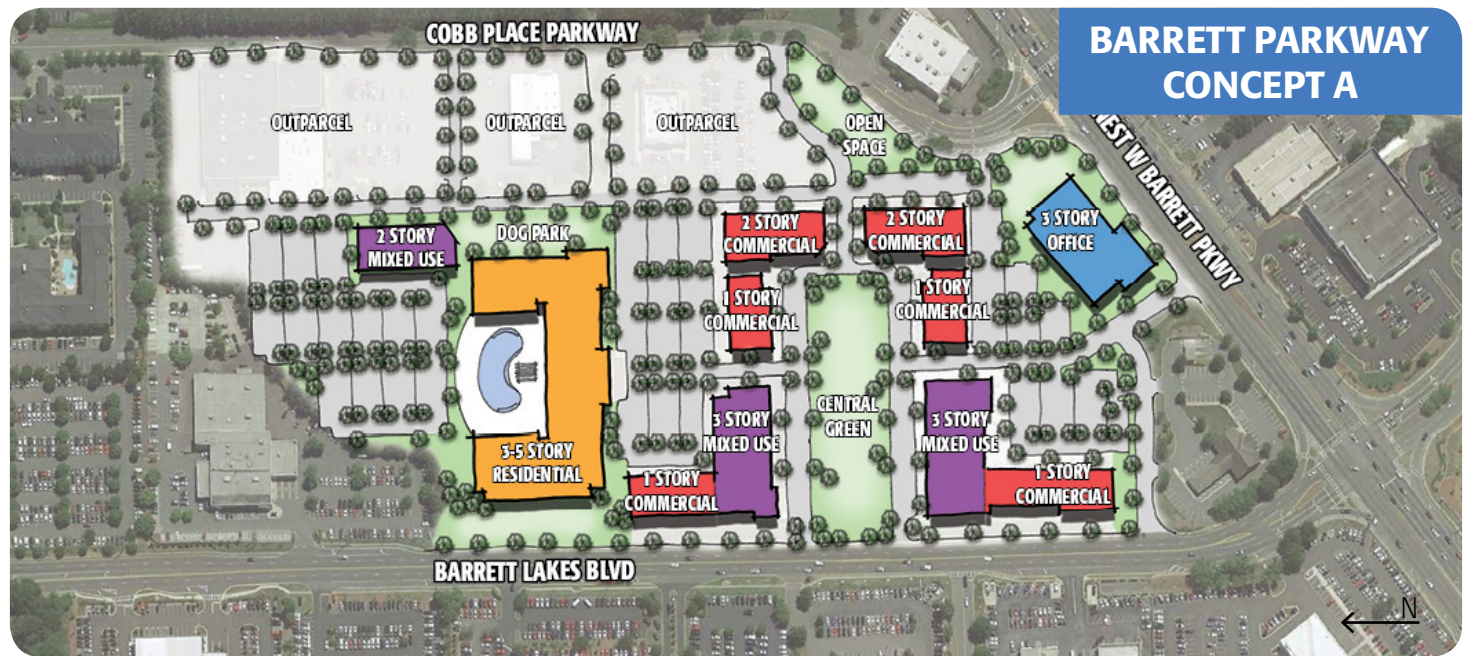


BARRETT PARKWAY

Redevelopment along Barrett Parkway should seek to reduce traffic congestion, enhance aesthetics, and create a greater sense of place. The following pages include example concepts for key development areas. The concepts are not development proposals, but rather “test-fits” to illustrate the types and scale of redevelopment encouraged to meet the goals of the Town Center CID, its stakeholders and the surrounding community. The parcel on the corner of Barrett Parkway and Barrett Lakes Boulevard is favorable because it has one majority owner and is in the core of Town Center where higher densities are advantageous. The current strip center is approximately 384,000 square feet with major retailers like Bed, Bath & Beyond, and DSW as well as free standing outparcels such as Outback Steakhouse and National Tire & Battery. The concepts developed would front retail and/or office along a public street and create a safer multimodal environment. Each concept incorporates multifamily residential, retail, mixed-use and office. The purpose of these concepts is to inspire and provide examples for the types of investment and redevelopment that will achieve the Town Center CID, county, and community vision for a more attractive, lively and livable activity center.

CONCEPT A

Concept A concentrates development along Barrett Lakes Boulevard. The focal point is a central green space that fronts Barrett Lakes Boulevard surrounded by 1- to 3-story mixed-use and retail. A new 3-story office building would front Barrett Parkway and screen parking from the street. As illustrated this concept would add approximately 140 residential flats, 315,000 square feet of retail/commercial space, and 36,000 square feet of office space.



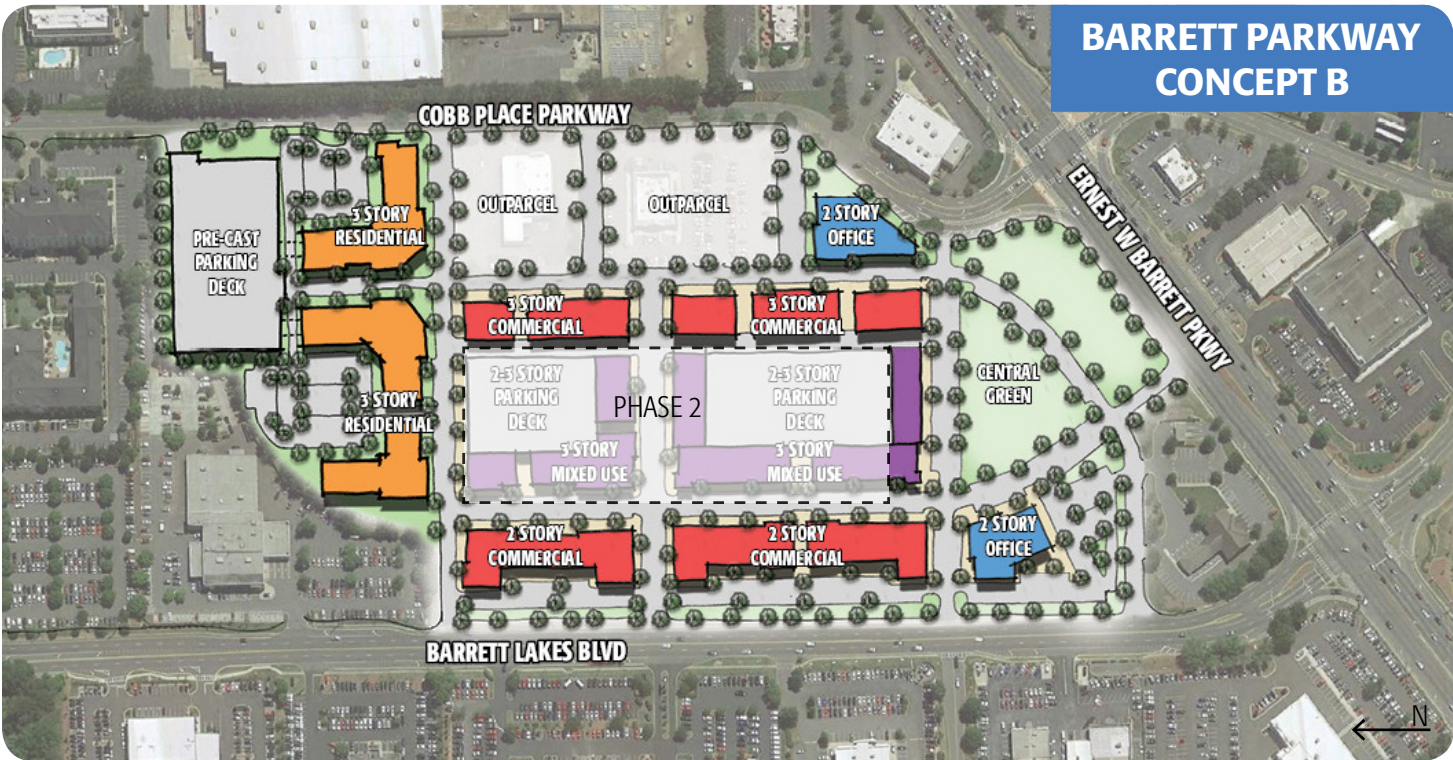
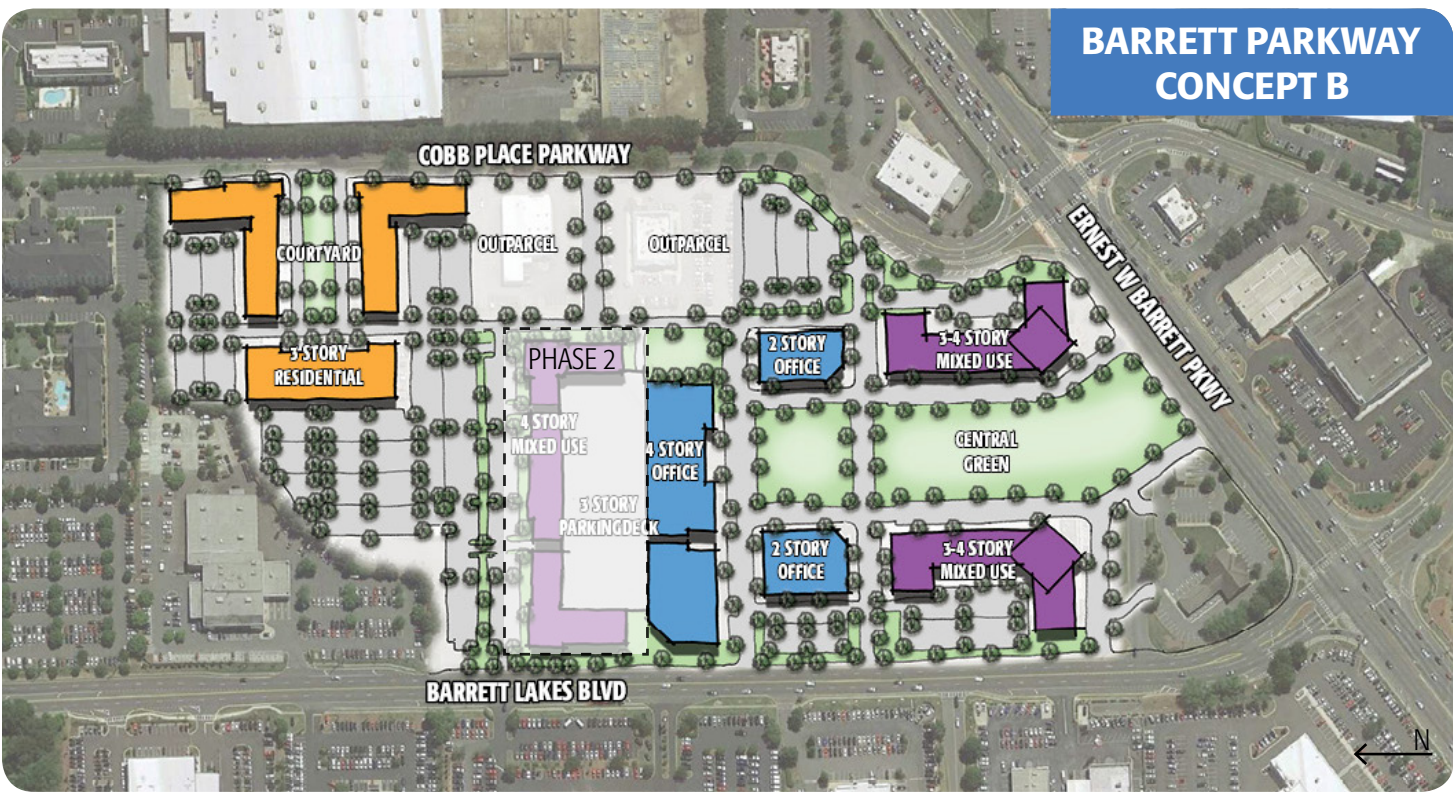
Legend =residential =retail =mixed-use =office

CONCEPT B

Concept B concentrates development on Barrett Parkway with a central green space surrounded by a 2- to 4-story office building and 3- to 4-story mixed-use building. Three residential buildings are located on Cobb Place Boulevard with a smaller green space. This concept still has buildings that front Barrett Lakes Boulevard, but a row or two of parking would separate the street and development. Concept B can be broken into two phases. Phase 1 would include all the residential, mixed-use, and office facing the central green space with surface parking. Phase 2 would build out a 3-story parking deck with additional 4-story mixed-use that wraps the deck. Phases 1 and 2 add approximately 550 residential units, 85,000 square feet of retail/commercial, and 91,000 square feet of office.

CONCEPT C

Concept C creates an internal street grid lined with varying heights of mixed-use and retail. A central green space is located next to Barrett Parkway with development focused internally and along Barrett Lakes Boulevard. Residential is located off Cobb Place Parkway with a parking deck located between the Hilton Garden Inn and the new development, adding approximately 270 residential units. Two 2-story office buildings would add 28,000 square feet of office space. Phase 1 would include all the residential, commercial, and office buildings with surface parking between the commercial buildings. Phase 2 would add two parking decks with wrapped mixed-use. Phases 1 and 2 combined would add approximately 270 residential units and 280,000 square feet of commercial/retail space.



DEVELOPMENT AREAS

Beyond Barrett Parkway, redevelopment potential is also high along points of Chastain Road and Cobb Parkway. As before, these concepts are not development proposals, but rather “test-fits” to illustrate the types and scale of redevelopment encouraged to meet the goals of the Town Center CID, its stakeholders and the surrounding community. The Chastain Road concept focuses on infill development and creating an “entertainment district” for the surrounding KSU community. Concepts for Barrett Crossings and Kennesaw Crossings focus on redeveloping strip centers along Cobb Parkway into mixed-use activity centers.

CHASTAIN

The Chastain Road concept focuses on redevelopment between Busbee Drive, George Busbee Parkway, Townpark Lane, and Chastain Road. Today the block offers a gas station, bank, and typical fast food chains such as Dunkin’ Donuts and Panda Express; comprised of 8 buildings totaling 55,000 square feet of space. This area is within walking distance to KSU now that the Skip Spann Connector is complete and creates an opportunity for college-oriented redevelopment including retail, restaurant, nightlife, and entertainment. Redevelopment should be walkable and include greenspace/plaza space for students, faculty, staff, and residents to enjoy. A mixed-use building on the corner of Townpark Lane and George Busbee Parkway can accommodate approximately 30 residential units. On the corner of George Busbee and Chastain Road, 16,000 square feet of office space and lush landscaping would complement the Village at TownPark development across the street. An additional 45,000 square feet of commercial space is added to the block within three 1- to 2-story buildings.



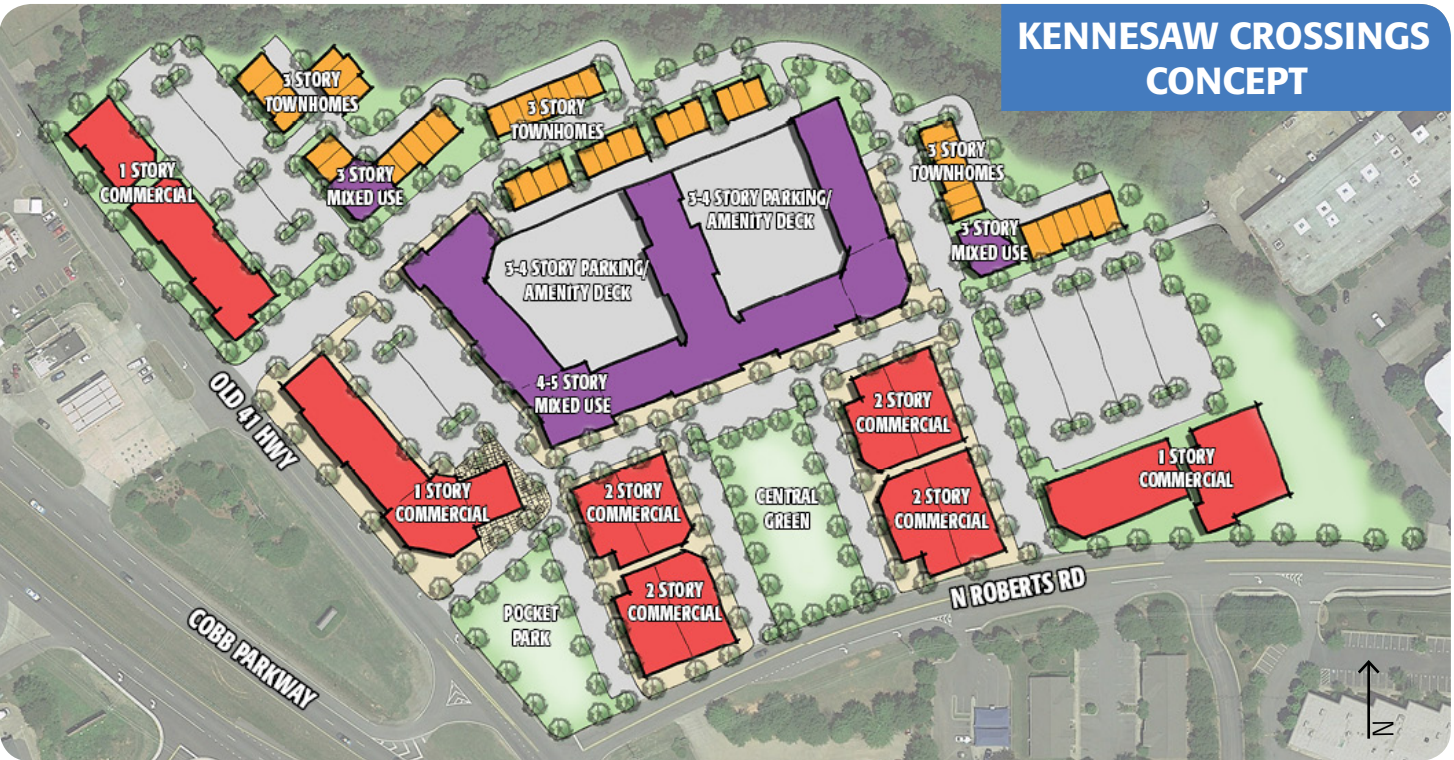
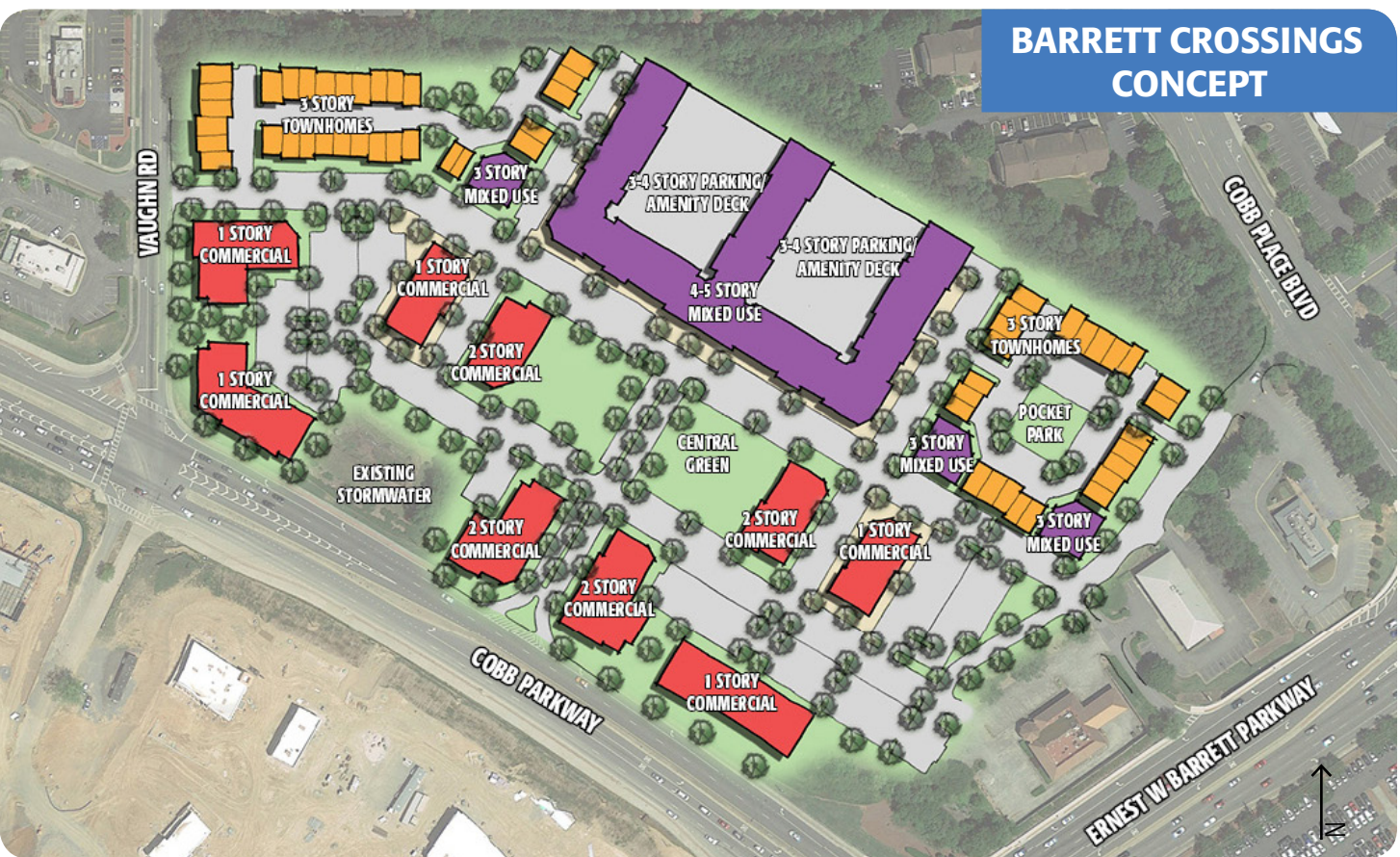
Legend ■ =residential ■ =retail ■ =mixed-use ■ =office

BARRETT CROSSINGS

Located at the corner of Barrett Parkway and Cobb Parkway, this redevelopment opportunity is highly probable due to the Whole Foods development across Cobb Parkway. The current 187,400 square foot strip center and outparcels includes Radio Shack, Floor & Decor, IHOP and more. It is important for the redevelopment to be walkable, multi-use and pedestrian-scale. This concept would add approximately 55 townhome units and 230 multifamily units. All residential is located away from the street and placed to buffer existing hospitality and residential uses. An internal roadway network and central main street surrounded by retail/commercial, and greenspace terminates at the large mixed-use development. As illustrated this concept accommodates 165,000 square feet of commercial/retail along Cobb Parkway with pockets of green space and surface parking.

KENNESAW CROSSINGS

Kennesaw Crossings Shopping Center is located at the corner of North Roberts Road and Old 41 Highway. The current shopping center is 122,000 square feet of underutilized space that offers a Hooters, an antique store, a night club, a pawn shop, etc. This concept transitions the old retail strip center to a walkable multi-use development that creates a sense of place through first story store front retail with green/plaza space between. A large multi-use development with a parking structure is illustrated in the center of this development. 205,000 square feet of commercial space is accommodated in this concept and approximately 47 townhome units and 220 multifamily units are incorporated into the large mixed-use development.



TRANSPORTATION INVESTMENT

To update the Town Center CID's project list and explore new opportunities for transportation improvements, a review of current programmed projects within and near the Town Center CID included an overview of local and regional plans:

- Cobb in Motion, Comprehensive Transportation Plan, 2015
- Kennesaw State University Master Plan, 2016
- Town Center LCI Update, 2015
- Northwest Corridor Project Traffic Technical Report, 2013
- Atlanta Regional Commission's Plan 2040
- Town Center CID Master Plan, 2010

The process of project identification and development also included anecdotal information from Google Maps, and historic traffic snapshots along with stakeholder interviews and community involvement. Town Center's location at the I-75 and I-575 split makes it a major regional crossroad, where vehicular mobility is essential. **Priority projects include vehicular improvements, but achieving a better multimodal transportation network that provides local connections to the great venues and resources in the Town Center area is vital to creating a place where residents, students, and visitors want to be.**

While the Town Center CID can advocate for any project that impacts the District, CID funding constraints require funds to remain within the District's physical boundaries. The project list includes several proposed roadway operational improvements; corridor enhancements including landscaping, lighting, intersections and technology; new roadway alignments/connections; wayfinding and signage; bicycle/pedestrian improvements; transit enhancements, and new parks/open space. All projects were devised to improve vehicular traffic flow in this busy regional hub, and provide a safe environment for pedestrians and bicyclists. The master plan also proposes the creation of a 7+ mile Town Center Loop Trail to compliment the existing Noonday Creek Trail.



TRANSIT

The Town Center area is well connected with a variety of existing transit options:

- GRTA Xpress operates three express bus routes; the 480 from Acworth/Town Center to Downtown Atlanta, the 482 from Town Center to Perimeter Center, and 483 from Woodstock/Town Center to Midtown Atlanta, all with stops at the Town Center Park & Ride located on Big Shanty Road.
- CobbLinc operates four additional express regional routes with destinations in Downtown and Midtown Atlanta including routes 100, 102, 10C, and 481. CobbLinc local routes 40 and 45 provide connectivity within the Town Center area and to Marietta.
- The KSU BOB shuttle includes eight routes and provides service to the KSU campus facilities, including the Marietta Campus, and several off-campus shopping and other destinations in and around Town Center.

Future transit potential includes the anticipated Town Center Circulator Shuttle study by Cobb County that will coordinate with current transit systems including CobbLinc, GRTA, and BOB. Additional service route 10X through CobbLinc is anticipated early 2017, and will provide service between Town Center and Downtown/Midtown Atlanta. Cobb County DOT is studying the utilization of the Big Shanty Park & Ride and will develop a potential expansion plan. A transit station at the west end of the Skip Spann Connector is also under consideration in the Kennesaw State University Campus Master Plan. Additionally, the Northwest Corridor Express/Managed Lanes project will enhance transit operations via use of the managed lanes for bus travel, particularly for regional routes provided through CobbLinc and GRTA Xpress. SRTA is anticipated to play a significant role in the managed lanes implementation, and is expected to provide partial funding for the new CobbLinc route 10X.

WAYFINDING AND SIGNAGE

The Town Center CID has taken the initiative to implement wayfinding and signage throughout the District. Twenty-four purple wayfinding signs help visitors navigate key destinations and interstates. In addition to the local signs, the master plan recommends wayfinding signs along I-75 before the 75/575 split to direct visitors to the correct exits for local attractions in Town Center such as Fifth Third Bank Stadium, Town Center Mall, and Kennesaw State University. The Town Center CID will need to work with Georgia DOT and/or Federal Highway to add and approve any sign on state highway right of way. As new development or redevelopment occurs, wayfinding signs to new destinations should be incorporated into Town Center's project list. Gateways signs are recommended on Chastain Road at the on/off-ramps, as well as at the intersection of Cobb Parkway and Greers Chapel Road. New gateway signs should match the existing gateway columns located at the on/off-ramps along Barrett Parkway. All sections of the Town Center Loop Trail and Noonday Creek Trail should implement pedestrian signage for easy navigation.

FIGURE 6 - TRANSIT

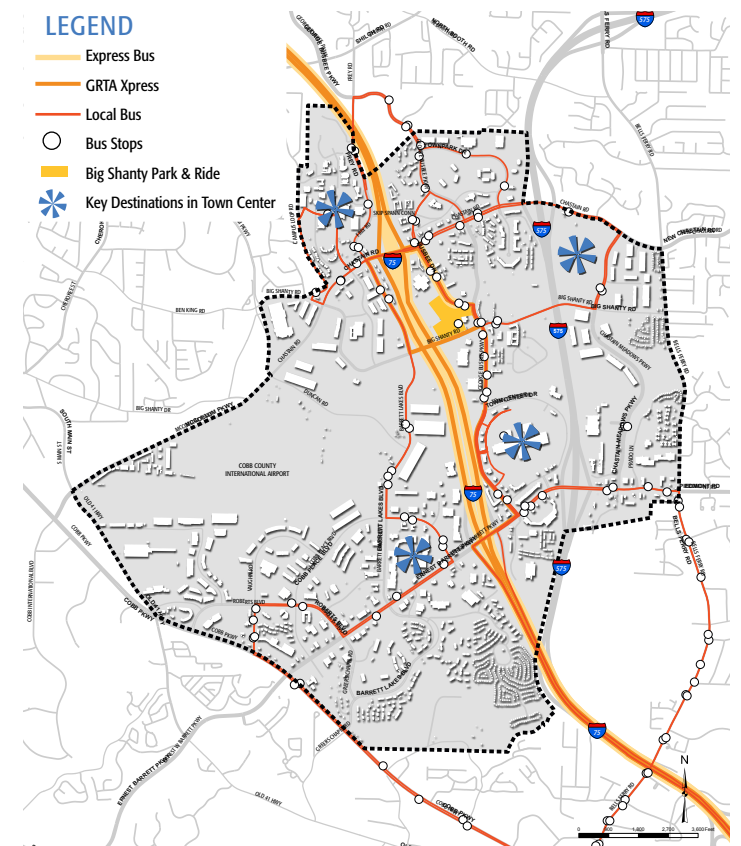
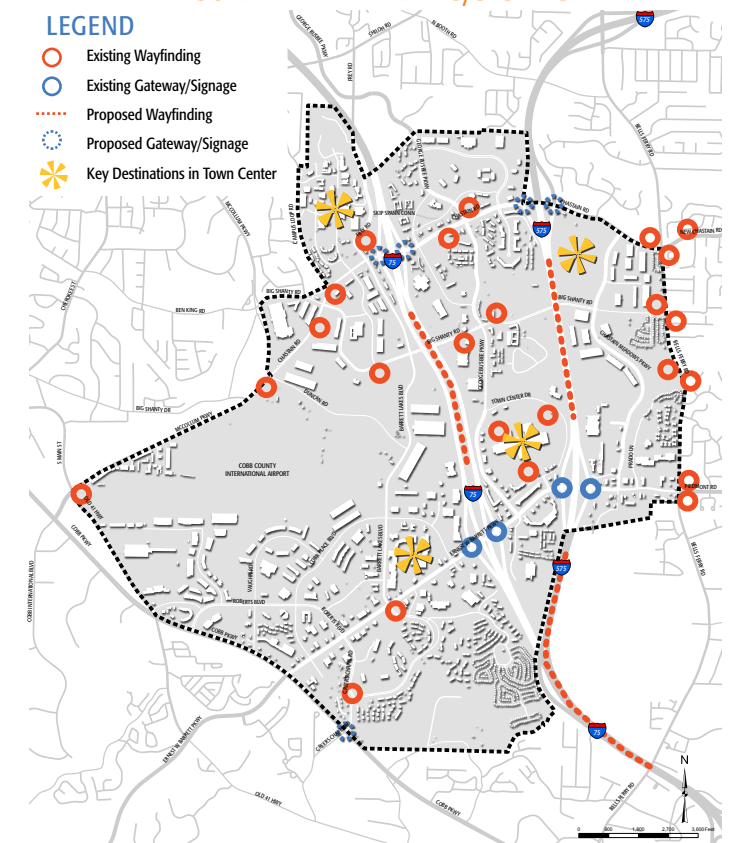


FIGURE 7 - WAYFINDING/SIGNAGE



ROADWAY CAPACITY/OPERATIONAL IMPROVEMENTS (RD)

Roadway capacity and operational improvement projects on Barrett Parkway, Chastain Road, Chastain Meadows, Big Shanty Road, and Bells Ferry Road may include improvements to traffic signal timing, turn-lane queuing, and other roadway capacity improvements to enhance vehicular movement. Priority projects include improvements on Barrett Parkway, especially west of I-75 where the majority of the congestion is currently, and Chastain Road improvements due to additional traffic from the increase of student enrollment, faculty, and staff.

CORRIDOR ENHANCEMENTS (CE)

Corridor enhancement projects on Big Shanty Road, George Busbee Parkway, and Barrett Lakes Boulevard are intended to provide improvements to roadway infrastructure, sidewalks/trails, and adjacent landscaping and lighting to create multimodal roadways appropriate for pedestrians, bicyclists, motorists, and transit vehicles. These corridors may be enhanced to incorporate smart corridor technology to embrace coming innovations such as connected and driverless vehicles. The Town Center CID should focus corridor enhancements first on Big Shanty Road because of recent investment, transit connection with the Park & Ride, and potential for smart corridor enhancements in partnership with KSU. However, improvements along George Busbee Parkway and Barrett Lakes Boulevard may potentially be the most transformative and important to the area's future success.

NEW CONNECTION/REALIGNMENT (NC)

Short-term anticipated new connection and realignment projects include South Barrett Reliever 3, an east/west connection from Chastain Meadows Parkway to Prado Lane study, McCollum Parkway/Old 41 Highway realignment, and an additional east/west connection across I-75 feasibility study. South Barrett Reliever 3 extends over I-75 from Shiloh Valley Drive to Roberts Court and includes improvements to Roberts Court. A future connection from Chastain Meadows Parkway to Prado Lane needs additional study to determine location and feasibility. McCollum Parkway/Old 41 realignment is a priority because of the airport expansion and need for more aviation space. The realignment also has potential to facilitate area improvement efforts of the County, Town Center CID and City of Kennesaw. The additional east/west connection across I-75 study will investigate the feasibility of a future bridge or tunnel connection across I-75 to provide greater connectivity between two of the District's prime growth areas. Other new connection and realignment projects include South Barrett Reliever 4 that will connect Chastain Meadows Parkway to Roberts Court across I-575 (map does not depict final extents, the final configuration is still to be determined) a future grade separation at Cobb Parkway and Barrett Parkway, and a future connection along Wilson Road to Big Shanty Road.

PROJECT LIST

- RD-01** Big Shanty Widening
- RD-02** Barrett Parkway Operational Improvements (West of I-75)
- RD-03** Barrett Parkway Operational Improvements (East of I-75)
- RD-04** Chastain Road Operational Improvements
- RD-05** Chastain Road at I-75
- RD-06** Chastain Meadows Operational Improvements
- RD-07** Bells Ferry Operation Improvements
- RD-08** Cobb Parkway Operational Improvements
- RD-09** Barrett Parkway Widening
- RD-10** Roberts/North Roberts/Cobb Place Road Improvements
- CE-01** Big Shanty Corridor Enhancements
- CE-02** George Busbee Corridor Enhancements
- CE-03** Barrett Lakes Boulevard Corridor Enhancements
- NC-01** South Barrett Reliever 3
- NC-02** East/West Connection from Chastain Meadows to Prado Lane
- NC-03** Old 41 Removal/McCollum Parkway Realignment
- NC-04** Additional East/West Connection Across I-75 Feasibility Study
- NC-05** South Barrett Reliever 4
- NC-06** Cobb Parkway at Barrett Parkway Grade Separation
- NC-07** New Connection along Wilson Road to Big Shanty Road

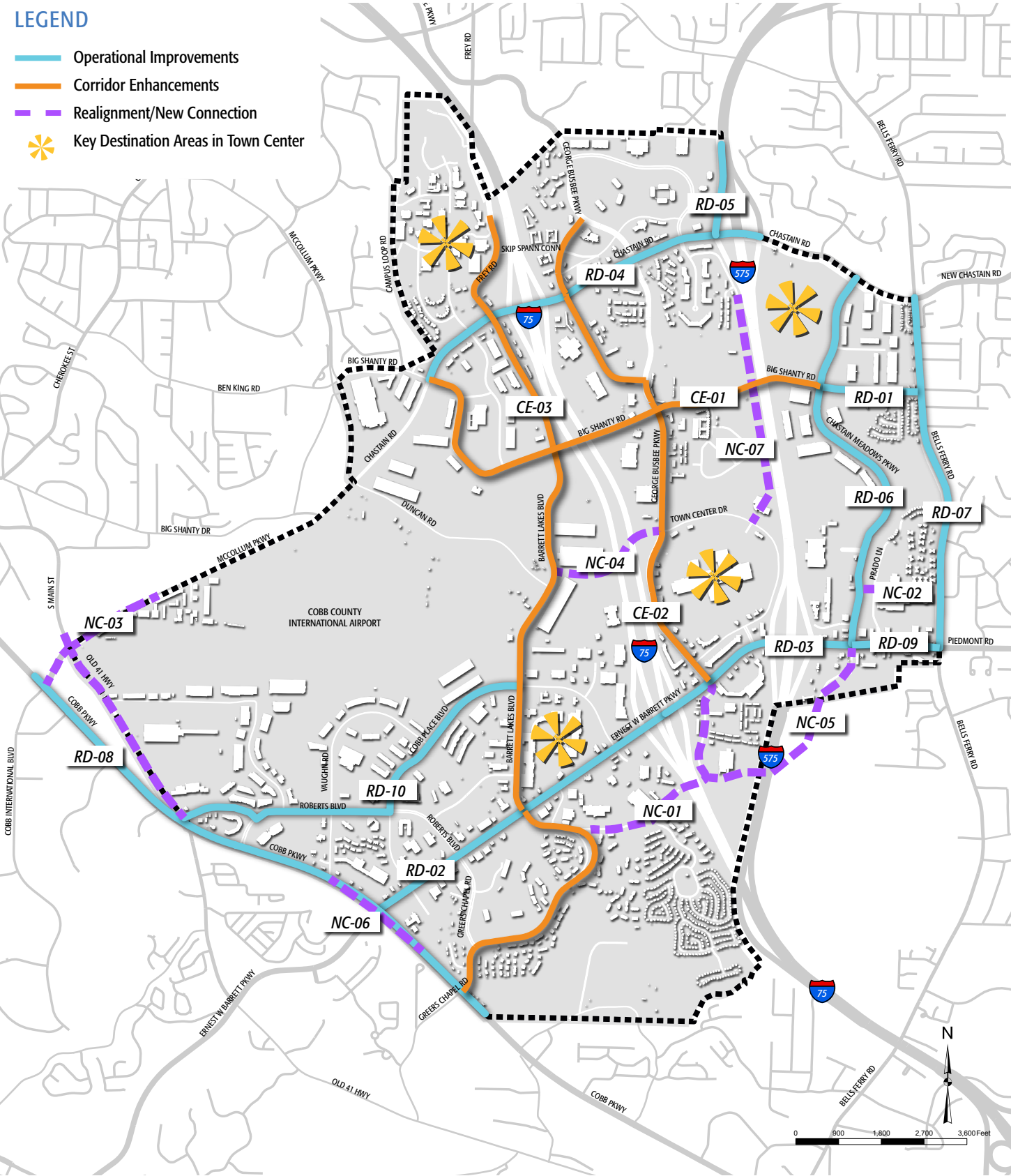
GRAPHIC 3 - GEORGE BUSBEE PARKWAY STREET SECTION



FIGURE 8 - ROADWAY PROJECTS

LEGEND

- Operational Improvements
- Corridor Enhancements
- Realignment/New Connection
- Key Destination Areas in Town Center



TOWN CENTER LOOP TRAIL

The master plan proposes a Town Center Loop Trail that connects pedestrians and cyclists to all major Town Center destinations between KSU, Town Center Mall, Barrett Parkway, and Barrett Lakes Boulevard. The Town Center Loop Trail will connect directly to the Noonday Creek Trail, enabling travel between Town Center and destinations outside the District. There are four sections of the loop to be built and three segments on Big Shanty, Barrett Lakes and Kennesaw State University Road/Town Point Drive that require improvements like signage, lighting, and striping. The trail between KSU and Town Center Mall is currently in design and is a priority project for the Town Center CID. A small proposed segment of the trail is on KSU's campus between the Convocation Center and Skip Spann Connector. Once all segments of the trail are complete it will provide over 7 miles of trails and multimodal paths to expand the existing Noonday Creek Trail.

COBB PARKWAY PEDESTRIAN BRIDGE

A Cobb Parkway Pedestrian Bridge is proposed to extend the Noonday Creek Trail directly across Cobb Parkway where the alignment changes course. The bridge would provide a major improvement to Noonday Creek Trail continuity and improve safety for cyclists and pedestrians.

BICYCLE/PEDESTRIAN

Other bicycle and pedestrian projects include an expanded network of bicycle facilities stemming from the Town Center Loop Trail that connect to Downtown Kennesaw and residential neighborhoods. These facilities should be studied for context-appropriate bicycle facilities and will likely include a mix of on-street bicycle lanes, shared and marked vehicle/bicycle lanes, and off-street bicycle or trail facilities which are preferred. In partnership with KSU, an extension to the Noonday Creek Trail is proposed from Barrett Lakes west to Chastain Road up Campus Loop Road to Shiloh Road.

Roadways identified for corridor enhancements will improve the pedestrian and bicycle environment in addition to specific bicycle and pedestrian projects that have been identified. Additionally, wayfinding throughout the Town Center area will incorporate signage to/from the Town Center Loop Trail and to/from major destinations throughout the area.

PROJECT LIST

- BP-01A** Town Center Loop - KSU to Town Center Mall
- BP-01B** Town Center Loop - KSU Campus on Frey Road
- BP-01C** Town Center Loop - South Barrett Reliever to Cobb Place
- BP-01D** Town Center Loop - Mall to South Barrett Reliever
- BP-01E** Town Center Loop - Improve Big Shanty Existing Trail
- BP-01F** Town Center Loop - Improve Barrett Lakes Existing Trail
- BP-01G** Town Center Loop - KSU Campus Promenade
- BP-02** KSU Noonday Creek Trail Extension
- BP-03** Big Shanty Off or On-Street Bicycle Facilities
- BP-04** Duncan Road Off or On-Street Bicycle Facilities
- BP-05** Barrett Lakes Boulevard Off or On-Street Bicycle Facilities
- BP-06** Chastain/Chastain Meadows/Big Shanty Off or On-Street Bicycle Facilities
- BP-07** Cobb Place/Roberts Boulevard Off or On-Street Bicycle Facilities
- BP-08** Rindenour Road/Greer's Chapel Off or On-Street Bicycle Facilities
- BP-09** Cobb Parkway Pedestrian Bridge
- OSP-01** Town Center Park
- OSP-02** Aviation Park
- OSP-03** Three Streams Park

PARKS AND OPEN SPACE

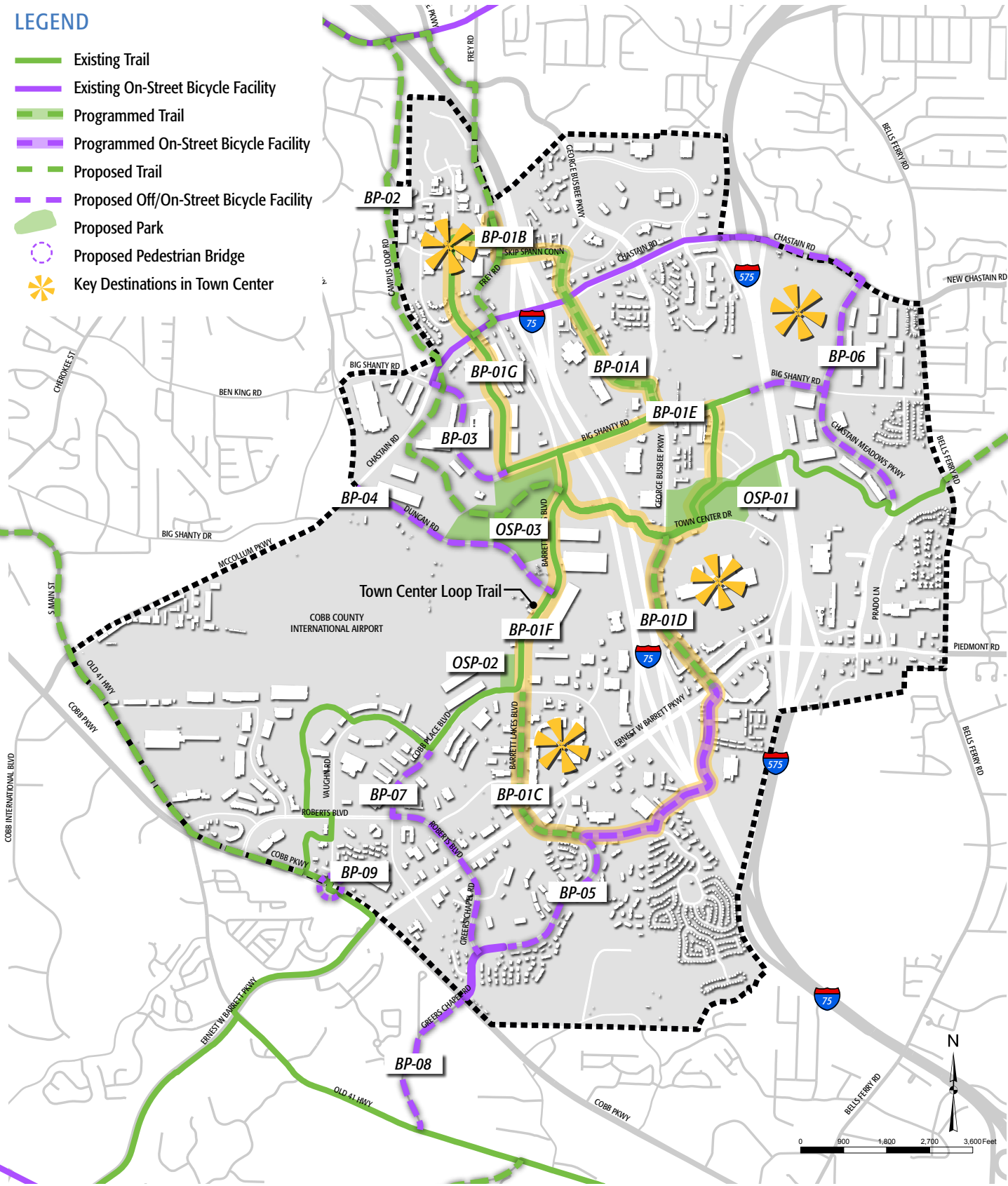
Town Center Park and Aviation Park are currently in design and should continue to be priority projects for the Town Center CID. Greenspace and parks are vital to creating a place where people want to spend their free time. Greenspace should be incorporated into all major redevelopment and development projects and preferably have public access or connect to the Noonday Creek Trail or Town Center Loop Trail if possible.

Three Streams Park is a longer-term project that is located in the Noonday Creek floodplain south of Big Shanty and west of I-75; another opportunity to connect a park to the Noonday Creek Trail and Town Center Loop Trail.

FIGURE 9 - BICYCLE/PEDESTRIAN/OPEN SPACE PROJECTS

LEGEND

- Existing Trail
- Existing On-Street Bicycle Facility
- Programmed Trail
- Programmed On-Street Bicycle Facility
- Proposed Trail
- Proposed Off/On-Street Bicycle Facility
- Proposed Park
- Proposed Pedestrian Bridge
- Key Destinations in Town Center



FUNDING/IMPLEMENTATION

Project implementation and funding will come from a variety of sources in addition to Town Center CID and Town Center Community Alliance funds. The millage rate for the Town Center CID is currently set at 5 mills. The tax digest for 2016, as reported on July 26, 2016, identified an assessed value of approximately \$614.3 million with anticipated proceeds of \$3.1 million for the District. Additional funding partners may include Kennesaw State University, City of Kennesaw, Cobb County International Airport and Public-Private partnerships, among others.

POSSIBLE FUNDING SOURCES THAT CAN BE LEVERAGED WITH TOWN CENTER CID FUNDS:

- **Cobb County 2016 SPLOST**
 - County-wide: \$287 million over a 6-year period
- **Cobb County General Fund**
 - Current: FY16 \$351.1 million, \$42 million or 5.33% for transportation
 - Adopted: FY17 \$383.6 million, FY18 – \$388.7 million
- **State Local Maintenance & Improvement Grant**
 - \$5.1 million for unincorporated Cobb County in FY 2017
- **Atlanta Regional Commission LCI Grants/Funding**
 - Funded through federal transportation dollars, require a 20% local match
- **Federal Transportation Bill – FAST Act**
 - Georgia allocation \$6.8 billion for FY 2016-2020
 - Congestion Mitigation & Air Quality
 - Surface Transportation Block Grant Program

SHORT TERM PROJECTS

The Town Center CID should focus on projects in the short-term action plan for the next 5 years. The long-term and short-term action plan includes 48 projects and \$165 million of investment. Priority projects are South Barrett Reliever 3, Big Shanty Widening, the KSU to Town Center Mall trail, Town Center Park, and Aviation Park. The projects listed in the table are listed by type then by priority. The total project cost includes engineering, right-of-way acquisition and construction as applicable. Corridor enhancement projects on Big Shanty, George Busbee and Barrett Lakes have the potential to be iconic and transform the area and should be first priority for planning and design after currently funded projects. Corridor enhancements include but aren't limited to landscaping, lighting, mast arms, intersection improvements, medians, signage, and smart corridor technology.



TOWN CENTER CID ACTION PLAN

SHORT-TERM

Project Number	Project Name	Description	Type	Total Project Cost	Potential Partners
BP-01A	Town Center Loop- KSU to Town Center Mall	13' trail with two-way bicycle lane and 5' wide pedestrian lane, landscaping, lighting and signage that connects trail facilities on the Skip Spann Connector to the Noonday Creek Trail just north of Town Center Mall.	Bicycle/Pedestrian	\$4,500,000	Kennesaw State University
BP-01B	Town Center Loop- KSU Campus on Frey Road	13' trail with two-way bicycle lane and 5' wide pedestrian lane, landscaping, lighting and signage on Frey Road from existing on-campus bicycle facilities just north of the Convocation Center to Skip Spann Connector.	Bicycle/Pedestrian	\$150,000	Kennesaw State University
BP-01C	Town Center Loop- South Barrett Reliever to Cobb Place Boulevard	13' trail with two-way bicycle lane and 5' wide pedestrian lane, landscaping, lighting and signage that connects South Barrett Reliever on-street bicycle facilities to Aviation Park and Noonday Creek Trail facilities on Cobb Place Boulevard and Barrett Lakes Boulevard.	Bicycle/Pedestrian	\$2,300,000	Cobb County
BP-01D	Town Center Loop- Mall to South Barrett Reliever	13' trail with two-way bicycle lane and 5' wide pedestrian lane, landscaping, lighting and signage that connects Noonday Creek Trail just north of Town Center Mall to South Barrett Reliever on-street bicycle facilities.	Bicycle/Pedestrian	\$1,700,000	Cobb County
BP-01E	Town Center Loop- Big Shanty Existing Trail Improvements	Add lighting, signage, and striping.	Bicycle/Pedestrian	\$1,250,000	SRTA
BP-01F	Town Center Loop- Barrett Lakes Existing Trail Improvements	Add lighting, signage, and raised median to separate trail and roadway.	Bicycle/Pedestrian	\$800,000	Cobb County
BP-01G	Town Center Loop- KSU Campus Promenade	Enhance existing trail and pedestrian facilities with landscaping, lighting and signage, etc.	Bicycle/Pedestrian	\$1,000,000	Kennesaw State University
CE-01	Big Shanty Corridor Enhancements	Corridor enhancements including but not limited to lighting, additional landscaping, and explore smart corridor technologies to create a multimodal street.	Corridor Enhancements	\$250,000 - \$500,000	SRTA, GTIB
CE-02	George Busbee Corridor Enhancements	Corridor enhancements including but not limited to lighting, landscaping, mast arms, intersection improvements, medians, signage and explore smart corridor technologies to create a multimodal street.	Corridor Enhancements	\$500,000 - \$750,000	Cobb County
CE-03	Barrett Lakes Boulevard Corridor Enhancements	Corridor enhancements including but not limited to lighting, landscaping, mast arms, intersection improvements, medians, and signage to create a multimodal street.	Corridor Enhancements	\$500,000 - \$750,000	Cobb County
NC-01	South Barrett Reliever 3	Extends reliever over I-75 and improves Roberts Court between the Reliever and Barrett Parkway to the east. Engineering drawings already complete.	New Connection/ Realignment	\$23,000,000	Cobb County, SRTA, GTIB
NC-02	East/West Connection from Chastain Meadows Parkway to Prado Lane	Proposed study to determine location and feasibility of an additional east/west connection from Chastain Meadows to Prado Lane just north of Barrett Parkway to connect Towne Center Prado to Town Center Market. For engineering study cost only.	New Connection/ Realignment	\$100,000	
NC-03	Old 41 Removal/ McCollum Parkway Realignment	Old 41 removal from Cobb Parkway on the south to McCollum Parkway on the north. Realign McCollum Parkway due to airport expansion.	New Connection/ Realignment	TBD	Cobb County, McCollum Airport, City of Kennesaw
NC-04	Additional East/West Connection Across I-75 Feasibility Study	Proposed study for future east/west connection across I-75 connecting George Busbee Parkway and Barrett Lakes Boulevard	New Connection/ Realignment	TBD	
OSP-01	Town Center Park	42- acre nature venue with three smaller parks, a woodland area, and feature the Noonday Creek Trail.	Open Space/ Parks	\$3,000,000	Cobb County, Town Center Community Alliance
OSP-02	Aviation Park	Aviation Park located on the corner of Barrett Lakes Boulevard and Cobb Place Boulevard adjacent to Cobb County International Airport. The park will include open space, restrooms, playground area, public art display and parking.	Open Space/ Parks	\$2,000,000	Cobb County, Town Center Community Alliance
RD-01	Big Shanty Widening	Widening to Bells Ferry Road and intersection improvements. Related to I-75 managed lanes traffic.	Roadway Capacity/ Operational Improvements	\$6,000,000	Federal/ State, Cobb County, GRTA
RD-02	Barrett Parkway Operational Improvements (west of I-75)	Operational improvements including signal timing.	Roadway Capacity/ Operational Improvements	\$500,000 - \$750,000	Cobb County, GDOT
RD-03	Barrett Parkway Operational Improvements (east of I-75)	Operational improvements including signal timing.	Roadway Capacity/ Operational Improvements	\$500,000 - \$750,000	Cobb County, GDOT
RD-04	Chastain Road Operational Improvements	Operational improvements including signal timing.	Roadway Capacity/ Operational Improvements	\$500,000 - \$750,000	Cobb County, Kennesaw State University
RD-05	Chastain Road at I-575	Additional right turn lanes on I-575 southbound off-ramp	Roadway Capacity/ Operational Improvements	\$2,250,000	Federal/ State, Cobb County
RD-06	Chastain Meadows Operational Improvements	Operational improvements and multi-modal spot improvements	Roadway Capacity/ Operational Improvements	\$500,000 - \$750,000	Cobb County
RD-07	Bells Ferry Operational Improvements	Operational improvements including signal timing.	Roadway Capacity/ Operational Improvements	\$500,000 - \$750,000	Cobb County
RD-08	Cobb Parkway Operational Improvements	Operational improvements including signal timing and new fiber install.	Roadway Capacity/ Operational Improvements	\$750,000 - \$1,000,000	Cobb County
RD-09	Barrett Parkway Widening	Widen to 6 lanes from Chastain Meadows Parkway to Bells Ferry Road	Roadway Capacity/ Operational Improvements	\$2,900,000	Cobb County
TR-01	Circulator Shuttle Study	Circulator shuttle study in coordination with the current transit systems, CobbLinc, GRTA and the BOB.	Transit	TBD	Cobb County, KSU, GRTA, SRTA
TR-02	GRTA Xpress Managed Lane System Changes/ SRTA	Support modifications and updates to the GRTA Xpress Routes 480 - Acworth/ Town Center to Downtown, and 483 - Woodstock/ Town Center to Downtown/ Midtown, as the Northwest Corridor Managed Lanes provide improved access to/ from Town Center.	Transit	TBD	Cobb County, GRTA, SRTA
TR-03	CobbLinc New Route 10X	Support new CobbLinc route 10X, anticipated to provide service between Town Center and Downtown/ Midtown with funding support from SRTA.	Transit	TBD	Cobb County, CobbLinc
TR-04	Park & Ride	Observe utilization levels at the corner of Big Shanty and Busbee to determine expansion needs.	Transit	TBD	Cobb County, CobbLinc, GRTA, SRTA

*Project cost is to be used for budgeting purposes only and reflects order of magnitude construction estimates.

TOWN CENTER CID ACTION PLAN
SHORT-TERM CONTINUED: DISTRICT-WIDE PROJECTS

Project Number	Project Name	Description	Type	Total Project Cost	Potential Partners
TC-01	District-Wide Lighting	Town Center district-wide lighting enhancements along existing roadways and trail facilities.	Town Center Other	TBD	Town Center Community Alliance
TC-02	District-Wide Wayfinding and Signage	Additional district-wide signage along existing roadways and trail facilities.	Town Center Other	TBD	Town Center Community Alliance
TC-03	Community Events/ Programming	Funds for community events and programs within the district, primarily in public green spaces.	Town Center Other	TBD	Town Center Community Alliance

TOWN CENTER CID ACTION PLAN
LONG-TERM

Project Number	Project Name	Description	Type	Total Project Cost	Potential Partners
BP-02	KSU Noonday Creek Trail Extension	Extend Noonday Creek Trail from Barrett Lakes Boulevard west to Chastain Road and north adjacent to Campus Loop Road to Shiloh Road.	Bicycle/Pedestrian	\$6,000,000 - \$8,000,000	Town Center Community Alliance, Kennesaw State University
BP-03	Big Shanty Road Off- or On-Street Bicycle Facilities	Big Shanty bicycle facility from Chastain Road to Town Point Parkway. Prefer off-street facility.	Bicycle/Pedestrian	\$500,000 - \$1,000,000	Town Center Community Alliance
BP-04	Duncan Road Off- or On-Street Bicycle Facilities	Duncan Road bicycle facility from Chastain Road/ McCollum Parkway to Barrett Lakes Boulevard. Prefer off-street facility.	Bicycle/Pedestrian	\$500,000 - \$1,000,000	Town Center Community Alliance
BP-05	Barrett Lakes Boulevard Off- or On-Street Bicycle Facilities	Barrett Lakes Boulevard bicycle facility from the existing bicycle lane stops on Barrett Lakes to Shiloh Valley Drive. Prefer off-street facility, existing bicycle facility is on-street.	Bicycle/Pedestrian	\$500,000 - \$1,000,000	Town Center Community Alliance
BP-06	Chastain Road/ Chastain Meadows Parkway/ Big Shanty Road Off- or On-Street Bicycle Facilities	Chastain Road/ Chastain Meadows Parkway/ Big Shanty Road bicycle facility from I-575 to Town Village Boulevard, with existing bicycle facility. Prefer off-street facility.	Bicycle/Pedestrian	\$500,000 - \$1,000,000	Town Center Community Alliance
BP-07	Cobb Place Boulevard/ Roberts Boulevard Off- or On-Street Bicycle Facilities	Cobb Place Boulevard/ Roberts Boulevard from Vaughn Road to Barrett Lakes Parkway. Prefer off-street facility.	Bicycle/Pedestrian	\$500,000 - \$1,000,000	Town Center Community Alliance
BP-08	Rindenour Road/ Greers Chapel Road Off- or On-Street Bicycle Facilities	Rindenour Road/ Greers Chapel Road bicycle facility from Old 41 Highway to Greers Chapel Road. Prefer off-street facility.	Bicycle/Pedestrian	\$500,000 - \$1,000,000	Town Center Community Alliance
BP-09	Cobb Parkway Pedestrian Bridge	Proposed pedestrian bridge over Cobb Parkway 500 feet north of Vaughn Road to connect Noonday Creek Trail.	Bicycle/Pedestrian	\$2,000,000 - \$5,000,000	City of Kennesaw, Town Center Community Alliance, Cobb County, GDOT
NC-05	South Barrett Reliever 4	New road connection over I-575 from Roberts Court to Chastain Meadows.	New Connection/ Realignment	\$22,000,000	Cobb County, GTIB/SRTA
NC-06	Cobb Parkway at Barrett Parkway Grade Separation	Construct grade separation ramps on Barrett Parkway at Cobb Parkway	New Connection/ Realignment	\$55,000,000	Federal/ State, Cobb County
NC-07	New Connection along Wilson Road to Big Shanty Road	Builds new connection to Big Shanty Road and to Town Center Mall along Wilson Road. New roadway built with sensitive design. Design preferences include 2 lanes divided with median and pedestrian/ bicycle facilities.	New Connection/ Realignment	\$6,800,000	Cobb County
OSP-03	Three Streams Park	Design and develop a park in the buffer and floodplains south of Big Shanty Road and west of Barrett Lakes Boulevard.	Open Space/ Parks	TBD	Cobb County, Town Center Community Alliance
RD-10	Roberts/ North Roberts/ Cobb Place Road Improvements	Roadway improvements from Old US 41 to Barrett Lakes	Roadway Capacity/ Operational Improvements	\$4,250,000	Cobb County
WS-01	I-575 and I-75 Wayfinding	Improve wayfinding and signage to direct visitors to Town Center's major attractions	Wayfinding/ Signage	TBD	Federal/ State, Cobb County
WS-02	"Scenic Gateway" Entrance	Scenic Gateway including signage and landscaping at the corner of Cobb Parkway and Barrett Lakes Boulevard	Wayfinding/ Signage	TBD	Cobb County
WS-03	"Scenic Gateway" Entrance on Chastain	Scenic Gateway including signage and landscaping at the on/off-ramps on Chastain Road to match the gateway signs on Barrett Parkway.	Wayfinding/ Signage	TBD	Cobb County

*Project cost is to be used for budgeting purposes only and reflects order of magnitude construction estimates.



TOWN CENTER COMMUNITY ALLIANCE

The Town Center CID was created in 1997 to keep up with the pace of development in the area. Since then the CID has invested in more than \$143 million in projects. The Town Center CID will continue to invest in projects related to infrastructure, traffic, safety and access for visitors and businesses, and to enhance interest and investment in the area. In 2015 the Town Center CID board created a nonprofit entity, the Town Center Community Alliance, to look beyond infrastructure and envision a “heart and soul” for the District. As a separate 501(c)3 the mission is to improve quality of life in the Town Center area.

The Alliance will fund projects that enhance and maintain the trail systems, design, construct, and maintain public parks and/or greenspace, as well as provide education, programs and services for the community. The Alliance can attract funding from sources other than private commercial property owners in the District and benefit

from a more diverse range of funders, accomplish a more diverse range of projects and be led by a more diverse range of stakeholders.

Included in this master plan process, the Town Center Community Alliance is listed as a potential partner in both short-term and long-term projects. In the short term the Alliance should focus on Town Center Park and Aviation Park as well as continued efforts for district-wide lighting, wayfinding and signage, and community events/ programming. As the Alliance becomes established more funding will be available for long-term projects such as district-wide bicycle and pedestrian facilities, a pedestrian bridge over Cobb Parkway and Three Streams Park. With the help from the Town Center CID the Town Center Community Alliance can make a tremendous impact on the quality of life and attractiveness of the area, with a specific focus on trails, open space, and community events/programming.





towncentercid.com

Town Center Community Improvement District

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Jennine Duelge, *Operations Director*

Town Center CID Board of Directors, 2016

Mason Zimmerman, <i>Chairman</i>	Dan Buyers, <i>BOC appointment</i>
Kelly Keappler, <i>Vice Chairman</i>	John DiCioccio, <i>Post 2 Elector</i>
Darin Mitchell, <i>Treasurer</i>	Mike Irby, <i>Post 5 Equity</i>
Tracy Rathbone, <i>Secretary</i>	Jo Ann Chitty, <i>Post 6 Equity</i>

Facilitated by Kimley-Horn