



**Kennesaw Downtown Development Authority
Meeting Agenda
November 10, 2023 7:30 AM
Council Chambers**

1. Call to Order / Roll Call

2. Approval of the Meeting Minutes

- A. Approval of 10.13.23 draft meeting minutes
- B. Approval of 10.13.23 draft executive session minutes

3. Financial Report

- A. Financial report as of 10.31.23
- B. Review of current/open invoices

4. Old Business

- A. Discussion of 2024 Beer Festival rebranding

5. New Business

- A. CBD Project Review: Kennesaw Square

6. Public Comment

7. Board & Staff Comment

- A. Business Recruitment & Retention Presentation - Tanyel Aviles
- B. Main Street Standards (Miranda Taylor)
- C. 2023 Holiday Market Recap Report

8. Executive Session

- A. Pursuant to the provisions of O.C.G.A. 50-14-3, the KDDA could, at any time during the meeting, vote to close the public meeting and move to executive session to discuss matters relating to litigation, legal actions and/or communications from the City Attorney as provided under O.C.G.A. 50-14-2(1); and/or personnel matters as provided under O.C.G.A. 50-14-3 (4) and/or real estate matters as

provided under O.C.G.A 50-14-3(6).

9. Adjourn

- A. NOTICE: Any person who desires to appeal any decision from this meeting will need a record of the proceedings, and for the purpose may need to insure that a verbatim record of the proceedings is made which includes the testimony and evidence upon which the appeal is based. The Agenda is designed to make more efficient use of the KDDA's time. It is not designed to curtail discussion or input. If you need special accommodations to attend or participate in our meetings, please contact City Hall at least 24 hours in advance of the specific meeting you are planning to attend.

MINUTES OF KENNESAW DOWNTOWN DEVELOPMENT AUTHORITY MEETING
CITY OF KENNESAW
Council Chambers
October 13, 2023
7:30 AM

Present	Vice Chair David Lyons Treasurer Leslie Patton Secretary Mary Jo Groeneveld Lexie Newhouse Nimesh Patel Leslie Patton
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1. Call to Order / Roll Call

Vice-Chair David Lyons called the meeting to order at 7:32 am.

Members present: David Lyons, Mary Jo Groeneveld, Lexie Newhouse, Nimesh Patel, Leslie Patton

Members absent: Mark Allen, Ian Coats

Staff present: Miranda Taylor, Fred Bentley, Jr., Councilmember Pat Ferris

8. Executive Session

The executive session was taken out of order, following the call to order.

Lexie Newhouse made the following motion: That this Authority now enter into closed session as allowed by O.C.G.A. §50-14-3 and pursuant to advice by the City Attorney, for the purpose of discussing Legal. Seconded by Nimesh Patel. Those voting in favor: David Lyons, Mary Jo Groeneveld, Lexie Newhouse, Nimesh Patel, and Leslie Patton. Those opposed none. The motion passed unanimously. The KDDA entered closed session at 7:34 am.

Lexie Newhouse made the following motion: That this body, in open session, adopt a resolution authorizing and directing the presiding officer to execute an affidavit in compliance with O.C.G.A. §50-14-4, and that this body ratifies the actions of the KDDA taken in closed session and confirm that the subject matter(s) of the closed session were within the exceptions permitted by the open meetings law. Seconded by Nimesh Patel. Those voting in favor: David Lyons, Mary Jo Groeneveld, Lexie Newhouse, Nimesh Patel, Leslie Patton. Those opposed: None. The motion passed unanimously, 5-0. The KDDA exited closed session at 7:57 am.

- A. Pursuant to the provisions of O.C.G.A. 50-14-3, the KDDA could, at any time during the meeting, vote to close the public meeting and move to executive session to discuss matters relating to litigation, legal actions and/or communications from the City Attorney as provided under O.C.G.A. 50-14-2(1); and/or personnel matters as provided under O.C.G.A. 50-14-3 (4) and/or real estate matters as provided under O.C.G.A 50-14-3(6).

2. Approval of the Meeting Minutes

A. Approval of draft meeting minutes - 9/8/23

Minutes from the 9/8/23 regular meeting and executive session were reviewed. Nimesh Patel made a motion to approve items 2A and 2B as presented. Leslie Patton seconded the motion. Motion passed with a vote of 5-0.

B. Approval of draft executive session minutes 9-8-23

Minutes from the 9/8/23 regular meeting and executive session were reviewed. Nimesh Patel made a motion to approve items 2A and 2B as presented. Leslie Patton seconded the motion. Motion passed with a vote of 5-0.

3. Financial Report

A. Review of financial report as of 9-30-23

Leslie Patton presented the KDDA financial report with an ending cash balance of \$79,574.42. Nimesh Patel made a motion to approve the financial report as presented, seconded by Lexie Newhouse. Motion passed unanimously 5-0.

B. Review of outstanding KDDA invoices (Legal/Other)

The board reviewed legal invoices submitted as of 9/30/23. Nimesh Patel asked if in the future we could request future legal updates/ executive sessions to be done by phone/zoom to save on travel fees, if the update is short. Staff will discuss this with legal for future meetings. Nimesh Patel made a motion to approve the invoices as presented, seconded by Lexie Newhouse. Motion passed 5-0.

4. Old Business

A. Discussion of 2024 Beer Festival rebranding ideas

There was no update available on this item. The board requested this item be placed on the November agenda for discussion.

5. New Business

A. Main Street Training/Update

Miranda Taylor provided a brief Main Street training session for the board members. She introduced the Main Street Self-Assessment tool and how it is used in the annual assessment and annual work plan process. Miranda reviewed all of the key indicators in Standard 1 and where Kennesaw falls on the assessment tool. We will review additional standards at future meetings. As we review additional standards, the board requested to see a summary of the projects/items that result in the assessment ranking, to have tangible examples of each indicator. No action required.

6. Public Comment

None

7. Board & Staff Comments

David Lyons asked a follow-up question from the last meeting regarding the feasibility of a separate 501c3 account for Main Street activities. Miranda Taylor will do some research and present the findings to the board at the November meeting.

Pat Ferris shared some council updates: M&C will be reviewing updated business license fees for apartment/home-based businesses. He also stated that he was excited about the recent presentation about the potential Kennesaw Square project.

Miranda Taylor reminded the board of 2 upcoming events: Candy Crawl on Oct 27 and Holiday Market on Nov 3-4. She will send the Facebook links for the Holiday Market events to the board so they can share with their networks.

9. Adjourn

With no further business to discuss, Lexie Newhouse made a motion to adjourn. Mary Jo Groeneveld seconded the motion. Motion passed unanimously. The meeting adjourned at 8:31 am.

- A. NOTICE: Any person who desires to appeal any decision from this meeting will need a record of the proceedings, and for the purpose may need to insure that a verbatim record of the proceedings is made which includes the testimony and evidence upon which the appeal is based. The Agenda is designed to make more efficient use of the KDDA's time. It is not designed to curtail discussion or input. If you need special accommodations to attend or participate in our meetings, please contact City Hall at least 24 hours in advance of the specific meeting you are planning to attend.

Kennesaw Downtown Development Authority
Operating Cash Activity
For the Month Ended October 31, 2023

Beginning Cash	\$ 79,574.42
Cash Receipts:	
Holiday Market	577.80
BurgerFi Rent	<u>3,477.82</u>
Total Cash Receipts	<u>4,055.62</u>
Cash Disbursements:	
Kathryn Collier	700.00
Pit Stop Sanitation Services	<u>235.00</u>
Total Cash Disbursements	<u>935.00</u>
Ending Cash	<u><u>\$ 82,695.04</u></u>



City of Kennesaw

Income Statement

Account Summary

For Fiscal: 2023-2024 Period Ending: 10/31/2023

		Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
Fund: 760 - KDDA FUND						
Revenue						
760-0000-34-756500-00000	FARMERS MARKET	3,000.00	3,000.00	0.00	0.00	3,000.00
760-0000-34-758000-00000	HOLIDAY MARKET	2,500.00	2,500.00	877.80	877.80	1,622.20
760-0000-34-758500-00000	BEER FESTIVAL REVENUE	2,500.00	2,500.00	0.00	0.00	2,500.00
760-0000-36-100000-00000	INTEREST REVENUES	1,200.00	1,200.00	0.00	0.00	1,200.00
760-0000-38-100700-00000	RENTS&ROYALTIES(BURGERFI) 2844 S. MAIN	40,518.00	40,518.00	3,477.82	3,477.82	37,040.18
760-0000-38-900000-00000	OTHER (MISCELLANEOUS REV)	25.00	25.00	0.00	0.00	25.00
	Revenue Total:	49,743.00	49,743.00	4,355.62	4,355.62	45,387.38
Expense						
760-7550-52-121000-00000	LEGAL SERVICES	15,000.00	15,000.00	0.00	0.00	15,000.00
760-7550-52-125000-00000	OTHER PROFESSIONAL SERV	1,500.00	1,500.00	0.00	0.00	1,500.00
760-7550-52-127000-00000	DESIGN & GRAPHIC DESIGN	250.00	250.00	0.00	0.00	250.00
760-7550-52-231000-00000	RENTAL OF LAND & BUILDNG	8,400.00	8,400.00	700.00	700.00	7,700.00
760-7550-52-325000-00000	POSTAGE	100.00	100.00	0.00	0.00	100.00
760-7550-52-330000-00000	ADVERTISING	500.00	500.00	0.00	0.00	500.00
760-7550-52-350000-00000	TRAVEL	500.00	500.00	0.00	0.00	500.00
760-7550-52-363000-00000	MEETING EXPENSES	100.00	100.00	0.00	0.00	100.00
760-7550-52-371000-00000	PROFESSIONAL DEVELOPMENT	600.00	600.00	0.00	0.00	600.00
760-7550-52-395000-00000	MILEAGE REIMBURSEMENT	250.00	250.00	0.00	0.00	250.00
760-7550-52-550000-00000	DEVELOPMENT AUTH EXPENSES	15,000.00	15,000.00	0.00	0.00	15,000.00
760-7550-52-615000-00000	FARMERS MARKET	1,560.00	1,560.00	0.00	0.00	1,560.00
760-7550-52-615500-00000	HOLIDAY MARKET	2,500.00	2,500.00	0.00	0.00	2,500.00
760-9000-61-611000-00000	WORKING CAPITAL RESERVE	3,483.00	3,483.00	0.00	0.00	3,483.00
	Expense Total:	49,743.00	49,743.00	700.00	700.00	49,043.00
	Fund: 760 - KDDA FUND Surplus (Deficit):	0.00	0.00	3,655.62	3,655.62	
	Total Surplus (Deficit):	0.00	0.00	3,655.62	3,655.62	

Income Statement

For Fiscal: 2023-2024 Period Ending: 10/31/2023

Group Summary

Account Type	Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
Fund: 760 - KDDA FUND					
Revenue	49,743.00	49,743.00	4,355.62	4,355.62	45,387.38
Expense	49,743.00	49,743.00	700.00	700.00	49,043.00
Fund: 760 - KDDA FUND Surplus (Deficit):	0.00	0.00	3,655.62	3,655.62	-3,655.62
Total Surplus (Deficit):	0.00	0.00	3,655.62	3,655.62	

Fund Summary

Fund	Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
760 - KDDA FUND	0.00	0.00	3,655.62	3,655.62	-3,655.62
Total Surplus (Deficit):	0.00	0.00	3,655.62	3,655.62	



City of Kennesaw

Balance Sheet

Account Summary

As Of 10/31/2023

Account	Name	Balance
Fund: 760 - KDDA FUND		
Assets		
760-0000-11-111200-00000	OPERATING ACCOUNT	82,695.04
760-0000-11-112100-00000	KDDA FACADE	3,634.01
760-0000-11-311100-00000	DUE FROM/TO GENERAL FUND	300.00
Total Assets:		86,629.05
		86,629.05
Liability		
760-0000-12-253500-00000	NOTE PAYABLE-CITY OF KENNESAW-CURR	16,092.54
760-0000-12-260000-00000	DEPOSITS PAYABLE	3,000.00
Total Liability:		19,092.54
Equity		
760-0000-13-120000-00000	ENCUMBRANCE	-7,865.28
760-0000-13-230000-00000	CONTRIB CAP-DEVELOPERS	2,500.00
760-0000-13-411500-00000	F/B RES FOR ENCUMBRANCES	7,865.28
760-0000-13-422000-00000	F/B UNRES-UNDESIGNATED	61,380.89
Total Beginning Equity:		63,880.89
Total Revenue		4,355.62
Total Expense		700.00
Revenues Over/Under Expenses		3,655.62
Total Equity and Current Surplus (Deficit):		67,536.51
Total Liabilities, Equity and Current Surplus (Deficit):		86,629.05



Item Report

TO: The Kennesaw Downtown Development Authority
FROM:
DATE: November 10, 2023
TITLE: Discussion of 2024 Beer Festival rebranding

Summary:

Recommendation:

Fiscal Impact:

Attachments:
None



Item Report

TO: The Kennesaw Downtown Development Authority
FROM:
DATE: November 10, 2023
TITLE: CBD Project Review: Kennesaw Square

Summary:

A Central Business District (CBD) project application was submitted by Kennesaw Square Development LLC for a project located at 667 Keene Street, 2570 N Cobb Parkway, and 2590 Keene Street. The CBD application, business plan, and project letter of intent is attached for review by the KDDA. The applicant will attend the meeting to review the application and address any questions.

Recommendation:

Fiscal Impact:

Attachments:

1. CBD-APPLICATION_Kennesaw Square
2. 23-10-20_Kennesaw Square_Business Plan
3. 23-10-20_Kennesaw Square_Letter of Intent_CBD



CENTRAL BUSINESS DISTRICT PROJECT APPROVAL

CBD2023-02

Date Received 10/20/23

Staff's Initials NF

Is this property located within the Kennesaw Historic District (yes) ☒ lots north of Keene St. (no) ☒ lots south of Keene Street ?

A minimum of one consultation to review project concept and factors to consider in the planning & design phase prior to initial site plan and architectural review, submission and hearing before the Mayor and Council is mandatory.

Date Received _____

Staff's Initials _____

Procedures for filing for CBD Approval:

1. Original application completed, signed and notarized
2. Application must be filled out completely, signed and returned to the Zoning Administrator
3. Copy of Business Plan
4. Copy of warranty deed that reflects the current property owner
5. Copy of site plan with proposed project consistent with the Kennesaw Design Guidelines
6. Completed application and supporting documents listed on one Flash Drive or email to dsimmons@kennesaw-ga.gov in PDF format

CBD Approval Process:

1. Submittal to KDDA for review and comment
2. Submittal to HPC for Certificate of Appropriateness (if in HPC district) not in HPC district comments only required from HPC
3. Review/ Approval by Mayor and Council

PROPERTY ADDRESS 667 Keene Street; Keene Street; 2570 N Cobb Parkway; and 2590 Keene Street

Land Lot 166 & 167 Tax Parcel 20016700340; 20016701160; 20016603670; 20046704430; 20016700730 and 20016700420 Lot Size 12.312 CBD & HGB Present Zoning (CBD rezone requested)

Proposed Project for Property
Kennesaw Square - a Mixed-Use Development (multi-family residential, commercial retail, and park/plaza)

Add additional sheet if necessary

APPLICANT Kennesaw Square Development, LLC

APPLICANT EMAIL nsirang@concordwilshire.com

Applicant address 2160 Kingston Court SE, Suite B; Marietta, GA 30067

(Fax #) _____ (Work #) _____ (Cell #) _____

Applicant Signature _____

Signed, sealed and delivered in presence of: _____

Notary

TITLEHOLDER: B N Auto Parts Company

Telephone: 678 560 280

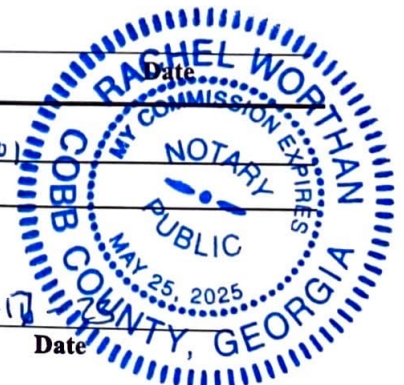
Address: 2864 Wood Park Terrace; Kennesaw, GA 30152

Signature _____

Signed, sealed and delivered in presence of: _____

Notary

Date 10-17-23





**CENTRAL BUSINESS DISTRICT
PROJECT APPROVAL**

Date Received 10/20/23

Staff's Initials NF

Is this property located within the Kennesaw Historic District (yes) ☒ lots north of Keene St. (no) ☒ lots south of Keene Street ?

A minimum of one consultation to review project concept and factors to consider in the planning & design phase prior to initial site plan and architectural review, submission and hearing before the Mayor and Council is mandatory.

Date Received _____

Staff's Initials _____

Procedures for filing for CBD Approval:

1. Original application completed, signed and notarized
2. Application must be filled out completely, signed and returned to the Zoning Administrator
3. Copy of Business Plan
4. Copy of warranty deed that reflects the current property owner
5. Copy of site plan with proposed project consistent with the Kennesaw Design Guidelines
6. Completed application and supporting documents listed on one Flash Drive or email to dsimmons@kennesaw-ga.gov in PDF format

CBD Approval Process:

1. Submittal to KDDA for review and comment
2. Submittal to HPC for Certificate of Appropriateness (if in HPC district) not in HPC district comments only required from HPC
3. Review/ Approval by Mayor and Council

PROPERTY ADDRESS 667 Keene Street; Keene Street; 2570 N Cobb Parkway; and 2590 Keene Street

Land Lot 166 & 167 Tax Parcel 20016700340; 20016701180*; 20016701160; CBD & HGB
20016603670; Lot Size 12.3 Present Zoning CBD rezone requested
20016701130; 20016700730 and 20016700420

Proposed Project for Property
Kennesaw Square - a Mixed-Use Development (multi-family residential, commercial retail, and park/plaza)

Add additional sheet if necessary

APPLICANT Kennesaw Square Development, LLC

APPLICANT EMAIL nsirang@concordwilshire.com

Applicant address 2160 Kingston Court SE, Suite B; Marietta, GA 30067

(Fax #) _____ (Work #) _____ (Cell #) _____

Applicant Signature _____

Signed, sealed and delivered in presence of: _____
Notary Date

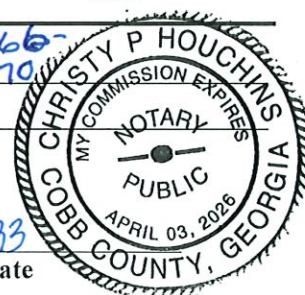
TITLEHOLDER: Piedmont Residential, LLC

Telephone: 678-366-1670

Address: 285 Parkway 575; Woodstock, GA 30188

Signature _____

Signed, sealed and delivered in presence of: Christy P. Houchins 10/14/23
Notary Date





CENTRAL BUSINESS DISTRICT PROJECT

CBD Project Administratively approved by:

Darryl Simmons, Planning & Zoning Administrator

Date: _____

- ☐ APPROVED
- ☐ REQUIRES KDDA APPROVAL
- ☐ REQUIRES HPC APPROVAL
- ☐ MAYOR AND COUNCIL

KENNESAW DOWNTOWN DEVELOPMENT AUTHORITY:

Hearing Date: _____

Recommendation: see attached minutes

Signature Kennesaw Downtown Development Authority:

HISTORIC PRESERVATION COMMISSION:

Hearing Date: _____

Recommendation: see attached minutes

Signature Historic Preservation Commission

KENNESAW MAYOR AND COUNCIL:

Hearing Date: _____ see attached minutes



CENTRAL BUSINESS DISTRICT PROJECT

CONSISTENT WITH THE UNITED STATES CONSTITUTION AND THE RELIGIOUS LAND USE AND INSTITUTIONALIZED PERSONS ACT OF 2000, THE CITY OF KENNESAW DOES NOT DISCRIMINATE ON THE BASIS OF RELIGION IN THE APPLICATION OF ITS LAWS, POLICIES, OR PROCEDURES, INCLUDING THE APPLICATION OF ITS LAND USE REGULATIONS AND ZONING LAWS.

Under the Religious Land Use and Institutionalized Persons Act of 2000 (“RLUIPA”), no government, including the City of Kennesaw, may apply its zoning or land use laws in a manner that imposes a substantial burden on the religious exercise of a person, including a religious assembly or institution. RLUIPA also provides that no government, including the City of Kennesaw, may apply a land use regulation in a manner that treats a religious assembly or institution (a church, for example) on less than equal terms than a nonreligious institution or assembly (a day care center or movie theater, for example). Finally, RLUIPA provides that no government, including the City of Kennesaw, may impose or implement a land use regulation in a manner that discriminates against a religious assembly or institution.

If you believe that the City of Kennesaw, or any other local government or municipality, has discriminated against you in the implementation of its zoning or land use laws, please contact the United States Department of Justice.

**United States Department of Justice
Civil Rights Division
Housing and Civil Enforcement Section
950 Pennsylvania Ave. N.W. –G St.
Washington, DC 20530**



CAMPAIGN DISCLOSURE REPORT¹ BY APPLICANT²

A separate form must be completed by each applicant

Has the applicant made, within two (2) years immediately preceding the filing of this application for rezoning, campaign contributions aggregating two hundred fifty dollars (\$250.00) or more or made gifts having in the aggregate a value of two hundred fifty dollars (\$250.00) or more to a member or members of the Mayor and Council or Planning Commission who will consider the application?

No

If "Yes," the applicant and the attorney representing the applicant must file a disclosure report with the Mayor and Council of the City of Kennesaw within ten (10) days after this application is first filed.

Please supply the following information that will be considered as the required disclosure:

The name of the member(s) of the Mayor and Council or Planning Commission to whom the campaign contribution or gift was made:

The dollar amount of each campaign contribution made by the applicant to the member(s) of the Mayor and Council or Planning Commission during the two (2) years immediately preceding the filing of this application and the date of each such contribution:

An enumeration and description of each gift having a value of two hundred fifty dollars (\$250.00) or more made by the applicant to the member(s) of the Mayor and Council or Planning Commission during the two (2) years immediately preceding the filing of this application:

I certify that the foregoing information is true and correct, this 16th day of October, 2023



Applicants Signature

¹ If the answer to any of the above is "Yes," then the member of the Mayor and Council or Planning Commission must immediately disclose the nature and extent of such interest, in writing, to the Mayor and Council of the City of Kennesaw, Georgia. A copy should be filed with this application. Such disclosures shall be a public record and available for public inspection at any time during normal working hours.

² Applicant means any person who applies for a rezoning action and any attorney or other person representing or acting on behalf of a person who applies for a rezoning action.



CAMPAIGN DISCLOSURE REPORT¹ BY APPLICANT²

A separate form must be completed by each applicant

Has the applicant made, within two (2) years immediately preceding the filing of this application for rezoning, campaign contributions aggregating two hundred fifty dollars (\$250.00) or more or made gifts having in the aggregate a value of two hundred fifty dollars (\$250.00) or more to a member or members of the Mayor and Council or Planning Commission who will consider the application?

NO

If "Yes," the applicant and the attorney representing the applicant must file a disclosure report with the Mayor and Council of the City of Kennesaw within ten (10) days after this application is first filed.

Please supply the following information that will be considered as the required disclosure:

The name of the member(s) of the Mayor and Council or Planning Commission to whom the campaign contribution or gift was made:

The dollar amount of each campaign contribution made by the applicant to the member(s) of the Mayor and Council or Planning Commission during the two (2) years immediately preceding the filing of this application and the date of each such contribution:

An enumeration and description of each gift having a value of two hundred fifty dollars (\$250.00) or more made by the applicant to the member(s) of the Mayor and Council or Planning Commission during the two (2) years immediately preceding the filing of this application:

I certify that the foregoing information is true and correct, this 17th day of October, 2023

[Signature]
Applicants Signature

¹ If the answer to any of the above is "Yes," then the member of the Mayor and Council or Planning Commission must immediately disclose the nature and extent of such interest, in writing, to the Mayor and Council of the City of Kennesaw, Georgia. A copy should be filed with this application. Such disclosures shall be a public record and available for public inspection at any time during normal working hours.

² Applicant means any person who applies for a rezoning action and any attorney or other person representing or acting on behalf of a person who applies for a rezoning action.



CAMPAIGN DISCLOSURE REPORT¹ BY APPLICANT²

A separate form must be completed by each applicant

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No

If "Yes," the applicant and the attorney representing the applicant must file a disclosure report with the Mayor and Council of the City of Kennesaw within ten (10) days after this application is first filed.

Please supply the following information that will be considered as the required disclosure:

The name of the member(s) of the Mayor and Council or Planning Commission to whom the campaign contribution or gift was made:

The dollar amount of each campaign contribution made by the applicant to the member(s) of the Mayor and Council or Planning Commission during the two (2) years immediately preceding the filing of this application and the date of each such contribution:

An enumeration and description of each gift having a value of two hundred fifty dollars (\$250.00) or more made by the applicant to the member(s) of the Mayor and Council or Planning Commission during the two (2) years immediately preceding the filing of this application:

I certify that the foregoing information is true and correct, this 16 day of October, 20 23



Applicants Signature

¹ If the answer to any of the above is "Yes," then the member of the Mayor and Council or Planning Commission must immediately disclose the nature and extent of such interest, in writing, to the Mayor and Council of the City of Kennesaw, Georgia. A copy should be filed with this application. Such disclosures shall be a public record and available for public inspection at any time during normal working hours.

² Applicant means any person who applies for a rezoning action and any attorney or other person representing or acting on behalf of a person who applies for a rezoning action.

CALIFORNIA ACKNOWLEDGMENT

CIVIL CODE § 1189

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of LOS ANGELES

On OCTOBER 16, 2023

Date

before me, THERESA CURA, NOTARY PUBLIC

Here Insert Name and Title of the Officer

personally appeared

NATE SIRANG

Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.



I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Place Notary Seal and/or Stamp Above

Signature

[Signature]

Signature of Notary Public

OPTIONAL

Completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: CENTRAL BUSINESS DISTRICT PROJECT APPROVAL

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer(s)

Signer's Name: _____

☐ Corporate Officer – Title(s): _____

☐ Partner – ☐ Limited ☐ General

☐ Individual ☐ Attorney in Fact

☐ Trustee ☐ Guardian or Conservator

☐ Other: _____

Signer is Representing: APPLICANT

Signer's Name: _____

☐ Corporate Officer – Title(s): _____

☐ Partner – ☐ Limited ☐ General

☐ Individual ☐ Attorney in Fact

☐ Trustee ☐ Guardian or Conservator

☐ Other: _____

Signer is Representing: _____

CALIFORNIA ACKNOWLEDGMENT

CIVIL CODE § 1189

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of LOS ANGELES

On OCTOBER 16, 2023 before me, THERESA CURA, NOTARY PUBLIC
Date Here Insert Name and Title of the Officer

personally appeared NATE SIKANG
Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.



I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Place Notary Seal and/or Stamp Above

Signature [Signature]
Signature of Notary Public

OPTIONAL

Completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: CENTRAL BUSINESS DISTRICT PROJECT APPROVAL

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer(s)

Signer's Name: _____

☐ Corporate Officer – Title(s): _____

☐ Partner – ☐ Limited ☐ General

☐ Individual ☐ Attorney in Fact

☐ Trustee ☐ Guardian or Conservator

☐ Other: _____

Signer is Representing: TITLE HOLDER

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☐ Partner – ☐ Limited ☐ General

☐ Individual ☐ Attorney in Fact

☐ Trustee ☐ Guardian or Conservator

☐ Other: _____

Signer is Representing: _____

KENNESAW SQUARE

BUSINESS PLAN

Proposed Development

The proposed Kennesaw Square mixed-use development project (the “Project”) is a Cobb Parkway corridor improvement project. It is comprised of several adjacent tax parcels and contemplates the inclusion of certain portions of the existing Keene Street Right-of-Way (ROW), which is proposed to be abandoned should the City of Kennesaw look favorably upon this project. The Project totals 12.3 acres, and is located along the northeast side of Cobb Parkway at Keene Street, and is bounded on the north and west by School Drive and the City Cemetery. The Project is planned as a mixed-use development incorporating multi-family residential, commercial retail and a park/plaza area. It is intended to serve not only the proposed residents, but the entire Kennesaw community, while also having a regional draw by taking advantage of the Cobb Parkway transportation corridor.

The Project is proposed to include a total of 410 multi-family residential units encompassing 367,250 gross square feet of building area, spread among four mixed use building. In addition, the project will include a total of 130,600 gross square feet of commercial retail space spread across the four multi-use buildings as well as four solely commercial buildings.¹ The commercial retail buildings proposed closest to Cobb Parkway are single story surrounded by surface parking in keeping with the commercial corridor of the parkway. North of the single-story retail buildings, and closer to downtown, a series of four multi-use buildings, each either five or six-stories in height, will include multi-family residential units over ground-floor retail. In partnership with the KDDA, the Project is proposing a six-story parking structure of 1,110 parking spaces so as to minimize the footprint of the development and allowing for the construction of a park/plaza area rather than additional surface parking. The garage facades internal to the Project will be lined with multifamily residential and ground-floor retail, which will also front upon the park/plaza space. An additional 288 surface parking spaces are included within the Project, resulting in total proposed parking of 1,398 spaces, which is sufficient to accommodate not only the residents of the project, but also customers and visitors from the Kennesaw community and surrounding region.

It is envisioned that the central park plaza space will offer ample seating and broad walkways, landscaped focal points, shading through raised planters and ornamental trees, open lawn space, an outdoor stage/performance area, a water fountain, and patterned pavement surfaces. This central park/plaza will serve as a flexible space for open air events, including farmers markets and festivals, thus encouraging the active outdoor community which will be a central theme of the project.

Type of Business

The Project will include a mix of residential and commercial retail uses surrounding a public square. A total of 410 multi-family residential units are proposed, which will include both for sale condominiums and apartments for rent. The Project is proposing 130,600 square feet of commercial retail space. While

¹ This Project is below the threshold of a Development of Regional Impact (DRI), and is therefore not subject to the Atlanta Regional Commission (ARC) DRI review process. The Project is below the threshold of 500,000 square feet of mixed-use development - which is the ARC threshold for multi-use developments in established and developing suburbs. The Project is also below the threshold of 500 new housing units and 400,000 square feet of commercial square footage which would alternatively trigger a DRI review.

specific business brands won't be determined until after initial planning and zoning approvals are obtained, it is envisioned that the following types of businesses will occupy the proposed commercial retail space:

- Grocery store
- Theater
- Sandwich shop
- Restaurants/Taverns
- Coffee Shop
- Brewery
- Multi-purpose center

In addition, the project is proposing a public square central to the development that is envisioned to offer the following types of activities:

- Outdoor stage/performance area
- Open lawn for multi-use activities and gathering spaces
- Shaded seating and walkways for gathering and expanding the adjacent commercial businesses and dining into the public space
- Water fountain for ambiance and to be utilized as a gathering area
- Kiosk structures for retail and food vendor opportunities
- Paved flex space adjacent to the public square for Farmer's Market and/or community gatherings and festivals

Target Market and Customer

The Project is geared to provide a mix of housing targeted for young professionals, small families, empty nesters and active seniors. The commercial customer base is envisioned to include not only the residents of the proposed community, but also the surrounding neighborhoods and communities in and around the City of Kennesaw. It is expected that special events will draw from a larger regional area.

Traffic Control

The Project's main entry will front Cobb Parkway, with secondary access also from Keene Street and School Drive. An entry boulevard featuring a divided median will welcome visitors to the project from Cobb Parkway. This entry boulevard will provide connections to the parking garage as well as surface parking designed for residents of the multi-use buildings on the southeastern portion of the project. This boulevard will then narrow through the park/plaza area of the project, but will ultimately connect through the northern end of the project, where there will be a secondary vehicular connection to the north and Downtown. Side streets and surface parking will be located on the sides and rear of the proposed buildings fronting along Cobb Parkway and the project boulevard, and will offer pedestrian connections throughout the project and further connecting to Cobb Parkway and to the adjacent properties and Downtown. Bicycle access is also planned along the Project's boulevard connecting this project to the surrounding roadways and nearby trail network. In addition to traffic control and directional signage, the

Project is proposing a mix of pavement patterns and surfaces, landscape and hardscape elements to identify and separate the multi-modes of traffic for safety purposes.

Economic Impact

The total cost to construct the Project is estimated slightly in excess of \$150,000,000. During the anticipated two-year construction period, it is estimated that approximately 855 construction jobs will be created. The project expenditures would generate a short term increase in demand for engineering and technical services, as well as construction-related labor and materials.

Following completion of construction, the Project will provide housing for new residents of the City of Kennesaw who will support local businesses and increase the local tax base. In addition, the retail and other commercial uses will provide between 125 and 175 full-time and part-time jobs, as well as additional employment for persons included in the management and maintenance of the residential and public square spaces.

The commercial and retail businesses will provide tax revenue through local sales taxes generated by both residents and regional visitors to the development. Beyond expenditures as retail establishments within the Project, it is anticipated that the residents of the Project will also support other local Kennesaw business in the surrounding area.

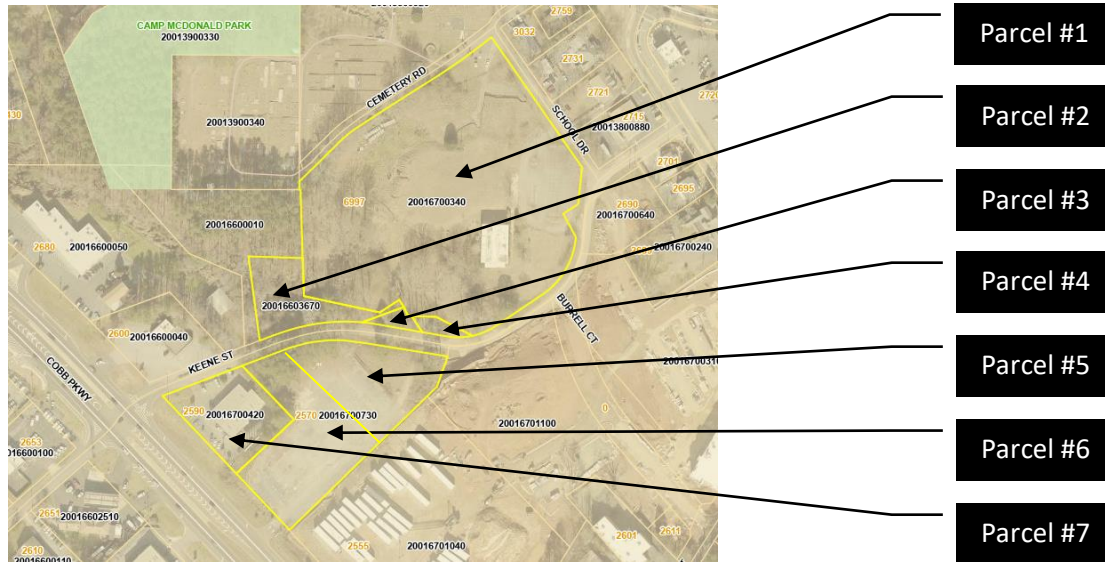
KENNESAW SQUARE

LETTER OF INTENT

Central Business District (CBD) Application Request

Project Summary

The proposed Kennesaw Square mixed-use development project (the “Project”) is comprised of several adjacent tax parcels along with certain portions of the existing Keene Street Right-of-Way (ROW) proposed to be abandoned subject to approval by the City of Kennesaw. The Project totals 12.3 acres and includes each of the tax parcels outlined in the graphic and table below:



Existing Parcel	Parcel Number	Location Address	Owner	FLU	Existing Zoning	Proposed Zoning	Within KDDA	Within Historic District
1	20016700340	6997 Keene Street	Piedmont Residential LLC 285 Parkway 575 Woodstock, GA 30188	DAC	CBD	CBD	Yes	Yes
2	20016603670	Keene Street	Kennesaw City Storage LLC 1450 Brickell Ave, Suite 2560 Miami, FL 33131	DAC	CBD	CBD	Yes	Yes
3	** (see note) 20016701130 (partial)	Keene Street	Kennesaw City Storage LLC 2160 Kingston CT SE, Suite B Marietta, GA 30067	DAC	CBD	CBD	Yes	Yes
4	20016701130 (partial)	Keene Street	Redwood Development LLC 2160 Kingston CT SE, Suite B Marietta, GA 30067	DAC	CBD	CBD	Yes	Yes
5	20016700730	2570 N Cobb Pkwy	Kennesaw City Storage LLC 2160 Kingston CT SE, Suite B Marietta, GA 30067	CAC	HGB	CBD	Yes	No
6	20016701160	2570 N Cobb Pkwy	Kennesaw City Storage LLC 2160 Kingston CT SE, Suite B Marietta, GA 30067	CAC	HGB	CBD	Yes	No
7	20016700420	2590 Keene Street	B N Auto Parts Company 2864 Wood Park Terrace Kennesaw, GA 30152	CAC	HGB	CBD	Yes	No

Note:

*Existing Keene Street ROW adjacent to subject parcels, to be abandoned (subject to approval by City of Kennesaw), and included in proposed Kennesaw Square project.

**Tax Parcel identified as 20016701180 on Cobb County, GA qPublic.net

The bulk of the acreage included in the Project is presently zoned Central Business District (CBD), while the three parcels located to the southeast of the remaining Keene Street right of way are presently zoned Highway General Business (HGB), but have been requested to be zoned CBD in order to have consistency across the entirety of the Project. Generally, all of the parcels included within the Project are within the Kennesaw Downtown Development Authority (KDDA), while the parcels northwest of Keene Street are also included in the Historic District. The parcels southeast of Keene Street (which are subject to rezoning) are not located within the Historic District.

The parcels northwest of Keene Street have a Future Land Use designation of Downtown Activity Center (DAC), while the parcels southeast of Keene Street have a Community Activity Center (CAC) designation. The proposed development is consistent with each future land use designation.

Proposed Development

The Project is planned as a mixed-use development incorporating multi-family residential, commercial retail and a park/plaza area. The commercial aspects of the Project are intended to serve not only the proposed residents of the Project, but also the surrounding neighborhoods, the entire Kennesaw community, as well as the broader regional area by taking advantage of the Cobb Parkway transportation corridor. The Project is intended to provide ample parking for both residents and visitors, and will also provide pedestrian and alternative transportation connections to Main Street and downtown Kennesaw.

The Project is proposed to include a total of 410 multi-family residential units encompassing 367,250 gross square feet of building area, spread among four mixed use buildings. In addition, the project will include a total of 130,600 gross square feet of commercial retail space spread across the four multi-use buildings as well as four solely commercial buildings.¹ The commercial retail buildings proposed closest to Cobb Parkway are single story surrounded by surface parking in keeping with the commercial corridor of the parkway. North of the single-story retail buildings, and closer to downtown, a series of four multi-use buildings, each either five or six-stories in height, will include multi-family residential units over ground-floor retail. In partnership with the KDDA, the Project is proposing a six-story parking structure of 1,110 parking spaces so as to minimize the footprint of the development and allowing for the construction of a park/plaza area rather than additional surface parking. The garage facades internal to the Project will be lined with multifamily residential and ground floor retail, which will also front upon the park/plaza space. An additional 288 surface parking spaces are included within the Project, resulting in total proposed parking of 1,398 spaces, which is sufficient to accommodate not only the residents of the project, but also customers and visitors from the Kennesaw community and surrounding region.

It is envisioned that the central park plaza space will offer ample seating and broad walkways, landscaped focal points, shading through raised planters and ornamental trees, open lawn space, an outdoor stage/performance area, a water fountain, and patterned pavement surfaces. This central park/plaza will

¹ This Project is below the threshold of a Development of Regional Impact (DRI), and is therefore not subject to the Atlanta Regional Commission (ARC) DRI review process. The Project is below the threshold of 500,000 square feet of mixed-use development - which is the ARC threshold for multi-use developments in established and developing suburbs. The Project is also below the threshold of 500 new housing units and 400,000 square feet of commercial square footage which would alternatively trigger a DRI review.

serve as a flexible space for open air events, including farmers markets and festivals, thus encouraging the active outdoor community which will be a central theme of the project.

Consistency with Future Land Use (FLU)

As noted above, the Project falls within the Downtown Activity Center (DAC) and Community Activity Center (CAC) FLU designations. The parcels northwest of Keene Street have a DAC designation, while the parcels southeast of Keene Street have a CAC designation. In accordance with the City's Comprehensive Plan, the DAC purpose is to reinforce the unique role and character of the downtown area. New development and redevelopment are encouraged to be compatible in use, scale and appearance with Kennesaw's downtown activity center uses. The proposed Project is consistent with the DAC by offering a mix of residential and commercial uses coupled with a park/plaza space that serves the proposed residents of the Project as well as the overall Kennesaw community. The Project furthers the initiatives of the DAC by adding entertainment, commercial and retail opportunities, coupled with residential housing opportunities, while providing multi-modal transportation links from the Project to the downtown area and the Cobb Parkway transportation corridor. The Project's multi-story buildings are of a scale and architectural treatment which complement the downtown area, while providing a significant upgrade to the Cobb Parkway corridor. The Project is designed to provide a multi-use transition from Cobb Parkway to the downtown area, and to provide a link between these two areas which does not presently exist.

The CAC future land use designation aims to meet the immediate needs of several neighborhoods and communities. The Project is in compliance with its partial CAC designation by including a mix of uses, including shopping, entertainment and gathering spaces for the immediate needs of not only the proposed Project, but also the surrounding neighborhoods and communities. In addition, the Project provides a link between the Cobb Parkway corridor and downtown which does not exist today.



Future Land Use			
NAC - Neighborhood Activity Center	I - Industrial	RH - Residential High	Kennesaw City Limits
CAC - Community Activity Center	PI - Public Service/Institutional	PUD - Planned Unit Development	Airport
DAC - Downtown Activity Center	PRC - Park/Recreation/Conservation	TCU - Transportation Communication Utilities	Lakes & Ponds
RAC - Regional Activity Center	RL - Residential Low/Medium		Rivers & Streams

Consistency with Zoning District

The portion of the Project that is northwest of the existing Keene Street ROW is currently zoned Community Business District (CBD), while that portion of the Project that is southeast of Keene Street (specifically Parcels 20016700420 and 20016700730 and 20016701160), is currently zoned Highway General Business (HGB), although an application has been made to rezone such property to the CBD district to provide zoning consistency across the entire project. While there are no existing buildings located on the property that are needed to be protected, the CBD zoning district provides for the stimulation and enhancement of the vitality and economic growth of this area. The proposed Project is consistent with the CBD zoning district guidelines as it is a development intended to create an

environment where residents and visitors can live, work, meet and play amongst a balance of mixed uses designed around a central public square, and encourages and facilitates pedestrian movement and convenient access to the Historic Downtown Kennesaw and a link to the Cobb Parkway corridor which does not presently exist.

Consistency with Development Regulations

The proposed Project is consistent with the development regulations of the City's Code of Ordinances outlined in Section 4.02.03 Site Design Standards for Central Business District, as follows:

- 1) Minimum lot size, widths, and depths: None. It is the intent that each enterprise or use be located on a site commensurate with its use and sufficient to meet the requirements of off-street parking, loading and unloading, and setback requirements, where applicable.
 - ✓ The subject site proposed for the multi-use Project is sufficient in size, width and depth to meet the requirements of off-street parking, loading and setbacks, where applicable.
- 2) Maximum Lot Coverage: Not more than eighty-seven (87) percent of the area of any lot may be covered by buildings, structures, or stormwater facilities.
 - ✓ The proposed lot coverage is 34%, and does not exceed the maximum lot coverage allowance of 87%.
- 3) Minimum Setbacks
 - a. Front – Established to “build-to-line” which equals the averaged distance from the property lines measured from the existing structures along right-of-way adjoining properties as measured from existing structures.
 - ✓ The existing structures located along the Cobb Parkway right-of-way are setback various distances, ranging from approximately 40 feet to 85 feet with an average of 58 feet. The proposed structures located along Cobb Parkway are setback approximately 6.5 feet. The applicant is seeking a variance from this development regulation.
 - b. Side – None, except when abutting a residential zoning district where there is no intervening right-of-way, the setbacks requirement is ten feet. Where alleys exist between districts, the setbacks shall be five feet from the property line/alley right-of-way.
 - ✓ The subject property is surrounded by properties within the CBD zoning district, with two properties northwest of the Cobb Parkway and Keene Street intersection falling within the HGB zoning district. In addition, the School Drive right-of-way abuts the property on the northeast side. Since the property does not abut a residential district, no setback is required. While the City cemetery is located adjacent to the northwest portion of the property, the developer intends to work with the City to provide for an adequate setback, screening and facing architectural treatments to ensure appropriate consideration of the location of the cemetery and the needs thereof.
 - c. Rear – None, except when abutting a residential district where there is no intervening right-of-way the setback requirement is 25 feet.
 - ✓ The subject property abuts the School Drive right-of-way to the rear, which in turn abuts properties in the CBD zoning district, thus it is not abutting a residential district and no setback is required. Despite the lack of any required setback, it is proposed that a minimum 6.5 foot setback around the entirety of the project.

d. Alleys – Where any alley exists between districts, the setback shall be five feet from the property line/ alley right-of-way.

✓ No alleys abut the subject property so this is not applicable.

4) Maximum building height: While there is no specific building height requirement, it is noted that variances are requested so as to allow the four and five story buildings proposed despite the Kennesaw Historic development regulations. It is noted that there are no proximate historical structures that need to be matched, and as such the proposed heights will not conflict with any adjacent developments.

5) Maximum floor area ratio (FAR) – 1.1 (FAR = Floor Area/ Lot Area)

- The maximum FAR proposed is 0.93, which is below the maximum permissible FAR of 1.1.

6) Residential Development Standards:

Mixed use retail/residential with residential on second floor:

a. The non-residential portion of the development shall obtain a certificate of completion before the issuance of the certificates of occupancy for the last 20 percent of residential units for the residential portion.

✓ The Project will adhere to this regulation.

b. The gross floor area occupied by residential uses shall not exceed seventy-five (75) percent of the total gross floor area of the buildings or individual structures.

✓ The applicant is seeking a variance from the gross floor area (GFA) occupied by residential uses in the mixed-use retail/residential buildings not exceeding more than 75 percent of the total GFA. While the applicant proposes non-residential uses on the ground floor, due to the increased number of stories above the non-residential uses, the floor area occupied by residential use exceeds the minimum standard in several of the individual buildings. The overall square footage of the development provides for 130,600 gross square feet of commercial and retail space, and 367,250 gross square feet of residential space. This results in an overall allocation of approximately 74% residential area as against 26% commercial and retail area.

c. Minimum floor area for all residential units—1,000 square feet

✓ The applicant is seeking a variance from the minimum floor area requirement of 1,000sf to allow Studio and One-bedroom units ranging in size from 560sf to 800sf. These minimum floor area sizes are consistent with current market trends for high-density mixed-use developments geared toward young professionals and active adults. These sizes are similar apartments located at The Avalon in Alpharetta.

For-Rent Residential Apartment units:

a. To be allowed only in mixed use residential/commercial projects.

✓ The Project proposed is a mixed-use residential/commercial development.

b. Rental apartment units will be allowed subject to specific development agreement conditions as part of the Central Business District project approval process as per UDC Section 4.02.03(H).

✓ The Project is being reviewed through the CBD approval process.

c. Minimum floor area for all residential units in mixed use residential project to average 1,000 square feet.

- ✓ The minimum floor area for all residential units is anticipated to average less than 1,000 square feet. The applicant is seeking a variance from the minimum floor area for all residential units in a mixed-use project standard.
- d. Units with a floor plan totaling the minimum of 850 square feet can be utilized for no more than 30 percent of the total apartment units for the project.
 - ✓ Based upon the proposed minimum square footage of each apartment, coupled with the anticipated mix of unit types, the applicant seeks a variance to allow for a minimum apartment size of 560 square feet, but agrees that such units shall not account for more than 15% of the total units of the Project. Further, applicant seeks to allow a total of 70% of the units in the Project to be less than 850 square feet in size.

7) Parking, Road and Access Requirements:

- Angled on-street parking on both sides shall be permitted dependent upon site plan review and approval.
 - ✓ Angled on-street parking is proposed on both sides along a portion of the main boulevard proposed as part of the Project, although in some areas only one side of the street will include angled parking.
- Rear access shall be provided to townhouse and multifamily garages, single-family dwelling garages, and commercial loading and service areas, where such access is feasible.
 - ✓ Commercial loading and services areas are proposed within the rear of the relevant buildings. Surface parking and access to the garage deck is proposed in the rear or sides of the multifamily mixed-use buildings. Is this still an accurate statement?
- Bicycle or moped parking spaces are required as follows: All new non-residential uses shall provide one (1) such space for every twenty (20) automobile spaces but not less than one (1) space and new residential uses shall provide one (1) such space for every five (5) units. Such spaces shall be located a maximum distance of 100 feet from the primary pedestrian entrance.
 - ✓ Bicycle parking is provided and will be located within 100 feet from each of the primary residential building entrances. Based on the total 1,398 parking spaces proposed for the project, a minimum of 70 bicycle spaces are required; however with 410 residential units proposed, the minimum bicycle spaces required increases to a total of 82 bicycle spaces.

Compliance to Downtown Redevelopment Plan Vision

The Downtown Kennesaw Livable Communities Initiative (LCI) purpose is to create an economically viable and active Downtown that serves Kennesaw's multi-generational community with a mix of uses and community amenities, while preserving its small town charm. The proposed Project is in compliance with the LCI based on the following elements proposed within and as a part of the Project development:

- Multifamily development with a mix of unit sizes to provide housing opportunities for a mix of incomes and generations
- Structured parking encouraged in developments over 2 acres, to be screened by buildings fronting the primary streets and landscaping along secondary streets
 - Structured parking designed to supplement surface parking, especially at peak hours and during events
- Active public spaces – proposed public square labeled as the park/plaza envisioned to include:
 - Outdoor stage/performance area

- Open lawn
- Shaded seating and walkways
- Water fountain
- Raised landscape planters
- Landscape materials to provide shade, focal points and ornamentation
- Patterned pavement vehicular drives adjacent to public square to enlarge public space separate from vehicular traffic for special events and festivals for vendors to further activate the space and connect the surrounding ground-floor commercial retail to the public square
- Activate public spaces with healthy design features
 - Water features (relaxation element and mitigate depression)
 - Natural elements (improve cognitive function, attentiveness and concentration, also reduce depression)
 - Shade [trees] (block harmful UV rays)
 - Bio swales (collect and filter harmful runoff)
 - Small gathering spaces (social interaction and meditation)
 - Accessibility (provide inclusion and universal access)
 - Bike lanes (multi-modal transit and exercise)
- Wayfinding and beautification for major gateway nodes into Downtown (Keene Street and Cobb Pkwy identified)
- Sidewalk connectivity and infill, in addition to Keene Street being identified for pedestrian connections to downtown
- Cobb Parkway offers opportunities for regional mixed-use job centers and future transit oriented development
- Cobb Parkway corridor should encourage higher densities and building heights to further promote transit oriented development and future rapid transit stops and serve a regional audience

STANDARD 3

DIVERSIFIED FUNDING & SUSTAINABLE PROGRAM OPERATIONS

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **A) Balanced Funding Structure, B) Strategic Revenue Development and Fundraising, C) Budget and Work Plan Alignment and D) Financial Management and Best Practices.**

KEY INDICATORS

Understanding that funding is an essential resource to accomplish the work of revitalization, the following indicators included under this Standard can guide Main Street programs in building, growing, and sustaining diverse and balanced mix of investment in the revitalization efforts and the Main Street program from the start and throughout the years.

A) BALANCED FUNDING STRUCTURE

INDICATOR 1: The Main Street organization's budget demonstrates a balanced funding structure with a diverse mix of public and private sector sources. Examples of how these efforts are demonstrated include, but are not limited to:

- Contributions from private sector: e.g., businesses, community members and/or partner organizations.
- Special taxing district.
- Sponsorships.
- Earned revenues.
- Memberships.
- Local Government.
- Grants.

Not Meeting:



Room for Improvement:



Meeting:



INDICATOR 2: The private sector is investing in the district's revitalization efforts and the Main Street program. Examples of how these efforts are demonstrated include, but are not limited to:

- Fundraising activities such as event sponsorships, marketing initiatives, and/or special project funding.
- Main Street program's earned incomes, such as rents, merchandise sales, etc.
- Investor programs such as memberships, Friends of, annual donations, etc.
- In-kind services.
- A special tax self-assessment mechanism(s) approved by district property and/or business owners, such as BIDs, CIDs, DDAs, etc.

Not Meeting:  **Room for Improvement:**  **Meeting:** 

INDICATOR 3: The public sector is investing in the district's revitalization and the Main Street program. Examples of how these efforts are demonstrated include, but are not limited to:

- Annual contribution to the Main Street.
- Service agreements or Memorandum of Understanding (MOU) with the Main Street program.
- Support through the employment of the Main Street Director.
- Direct funding for event sponsorships & marketing initiatives.
- In-kind Services.

Not Meeting:  **Room for Improvement:**  **Meeting:** 

B) STRATEGIC REVENUE DEVELOPMENT AND FUNDRAISING

INDICATOR 1: The Main Street program demonstrates commitment to strategic revenue development process and oversight. Examples of how these efforts are demonstrated include, but are not limited to:

- The program regularly reviews fund-development plans, goals, and progress.
- A designated Board member provides active financial oversight for the program and is engaged in revenue development planning and reporting.
- A fund-development committee, organization committee, or team is in place to lead fund-development planning and implementation.
- Committees are engaged in seeking funding to support projects.

Not Meeting:  **Room for Improvement:**  **Meeting:** 

C) BUDGET AND WORK PLAN ALIGNMENT

INDICATOR 1: The Main Street organization has an annual budget that is aligned to the organization's strategies and goals. Examples of how these efforts are demonstrated include, but are not limited to:

- Alignment with the mission.
- Alignment with a selected Transformation Strategy and/or approved work plan.
- A diversity of income sources.

Not Meeting:  **Room for Improvement:**  **Meeting:** 

D) FINANCIAL MANAGEMENT AND BEST PRACTICES

INDICATOR 1: The Main Street organization demonstrates sound financial management outlined by processes and procedures. Examples of how these efforts are demonstrated include, but are not limited to:

- Financial tracking systems and reporting practices are in place. (QuickBooks or other software)
- The organization's monthly financial statements are reviewed by the Treasurer.
- The organization has a third party financial professional compile and reconcile monthly financial statements.
- The organization has had a third party financial professional review, reconcile and/or audit the program's finances at a minimum every two years.

Not Meeting:  **Room for Improvement:**  **Meeting:** 

INDICATOR 2: The Main Street organization's financial management has clear leadership and oversight. Examples of how these efforts are demonstrated include, but are not limited to:

- Leadership roles and responsibilities relating to budgeting, fund-development, and financial reporting are clearly outlined through Board, committee and/or Treasurer job descriptions.
- The Main Street Board of Directors conducts monthly reviews of the organization's finances to ensure appropriate accountability and alignment with programming.

Not Meeting:  **Room for Improvement:**  **Meeting:** 