COMPREHENSIVE PLAN COMMUNITY AGENDA

CITY OF CUMMING, GEORGIA

February 2012

Mary Alice Park at Lake Lanier

Prepared Under Contract By:

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with The Jaeger Company

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CHAPTER 1
INTRODUCTION

The City of Cumming is located in Forsyth County, Georgia, in the Atlanta Metropolitan Statistical Area, along the western shoreline of Lake Lanier. Cumming is the only incorporated place in Forsyth County.

The City of Cumming's last comprehensive plan was prepared in 2003 and adopted in 2004 in compliance with rules of the Georgia Department of Community Affairs. That plan superseded the city's previously adopted *General Plan for the Year 2015*. Since 2004, new administrative rules for local planning were adopted by the state. In 2009, the City Council adopted a partial plan update in compliance with local planning rules. The city was given a recertification deadline of June 30, 2012 to complete the full planning requirements of DCA's rules for local planning, effective May 1, 2005.

The first phase of the comprehensive planning process consisted of preparation of three reports: (1) a "community assessment," (2) a "technical appendix to the community assessment, and (3) a "community participation program." The community assessment and community participation program were accepted by the region and state in 2011.

This document is the "community agenda," which was prepared following review of the community assessment and community participation program. At its most basic level, a "community agenda" per local planning requirements must consist of at least the following: a summary of issues and opportunities; a future development map of character areas; policies; and a short-term work program.

COMMUNITY PARTICIPATION PROGRAM

A community participation program was drafted at the time a community assessment was prepared and submitted for review. That program describes the city's procedures for actively involving residents, businesses, private sector interests, other special interest groups, and the general public throughout the community in the planning process. The city's planning effort included implementation of a public participation program. The objectives of the public participation program were to ensure:

1. Awareness. Citizens and other stakeholders were made aware of the planning process. Prior to commencing plan preparation, the city developed a schedule for completion of the comprehensive plan.

2. Access. Citizens had adequate access to the process of defining the community's vision, values, goals, policies, priorities, and implementation strategies. An online community survey was completed with approximately 133 responses.

3. Notice. Adequate notice of public hearings on the community agenda draft was provided during the planning process. Newspaper advertisements (like any other hearing) were provided for the required public hearings.

4. Public hearings. Public hearings were held in accordance with rules during the preparation and review of the community agenda.

5. Comment procedures. All interested persons and groups were provided opportunities to comment on the community agenda through the website, the planning and zoning director, the planning commission, and the Mayor and City Council.

RESULTS OF CITIZEN SURVEY

Results of the citizen survey conducted in late 2011 are revealing and informative in numerous respects. Major highlights of survey responses are provided here; a total of 133 responses were received.

Character, Sense of Place, and Aesthetics

Less than half the respondents (64 of 133) agreed or strongly agreed that the city is a unique place that distinguishes it from other places. Furthermore, more than a majority (54.9%) disagreed or strongly disagreed with the statement that "the city is doing enough to protect the aesthetic character of the city," and 25.4% of all respondents strongly disagreed with this statement. These survey results collectively suggest the citizenry would like to see the city do more to make the city more unique and distinguishable from other places and improve the aesthetics of the community.

Several respondents also (in open-ended responses) cited some discontent with the dominance of the downtown area by institutions and Tyson Foods. Some of the individual responses characterized downtown (despite some streetscape efforts of the city) as unattractive, old and rundown (except for government buildings), even trashy looking, unsightly with regard to retail signage, difficult to navigate, having no real town square, and characterized by a lack of history and outdated storefronts. Those findings collectively imply significant public support for doing more to make the downtown area a destination rather than being dominated by city and county institutional buildings. Furthermore, given the opportunity to suggest highest priorities, many respondents indicated that the downtown needed more attention, including not only aesthetics but more retail opportunities. In addition, in open-ended questions respondents were asked to name the top three things they like most and least in the city. A small town feel was frequently cited as a positive characteristic, along with the community being family-friendly and clean.

Strategic Directions for Future Development

Survey respondents were asked to name (from a set of fixed responses) the types of development they would like to see the city pursue during the next twenty years. Topping the list was historic districts (79 responses), followed by mixed-use pedestrian centers (69 responses). "home to major institutions" (48), tourism (41), and "part of the Lanier region" (40) also rounded out the list of top five most popular responses. Scoring very low in this question were gated communities (7 responses), distribution center (trucking) (7), auto dealerships (8), extension of Atlanta metro area (10), and apartment communities (12).

Housing and Environment

More than two-thirds (69.1%) of respondents agreed or strongly agreed that Cumming has an adequate supply of affordable housing. Almost three fourths (73.7%) of respondents agreed or strongly agreed that Cumming has overall excellent environmental (water and air) quality.

Community Facilities and Intergovernmental Coordination

More than one-half (58.7%) of respondents agreed or strongly agreed with the statement that they are satisfied with the facilities and services that the city provides; only 6 (4.5%) strongly agreed with that statement. These survey findings bode well for the mix and level of service of facilities the city government is currently providing. Also, in open-ended questions, respondents frequently cited that they liked the city's recreation programs, along with the fairgrounds and various festivals. Responses also reflect a strong appreciation for public safety in the city.

With regard to things people do not like about the city and which relate to facilities and services, individual respondents (not quantitatively tabulated) cited a lack of air conditioning at the Dobbs Recreational Complex (multiple responses), traffic congestion (multiple responses), an outdated parks and recreation office building (now in an old church), the lack of synchronization of traffic signals, a lack of sidewalks and bike lanes, leaking garbage trucks, a lack of public transit, and a lack of music and drama activities. With regard to coordination of city and county governments, 40.6% of respondents remained neutral or had no opinion as to the statement that the overall relationship between city and county governments was "excellent." More than one-third (33.8%) disagreed or strongly disagreed, while one-quarter (25.1%) agreed or strongly disagreed with the same statement (only 5 respondents strongly agreed).

VISION

A "vision" for the community is optional under the local planning requirements. Cumming adopted a citywide vision statement in 2003. The vision serves as a complete picture of what the city of Cumming desires to become. The city's 2003 vision statement has been modified based on public input derived via the online community survey.

Cumming School, renovated by the City, is listed on the National Register of Historic Places.

The vision statement reads as follows:

"The City of Cumming desires to maintain and enhance its importance in Forsyth County as the only municipal corporation in the county. The city will ensure the stability of its detached, single-family neighborhoods in various areas of the city, while encouraging the transition of

inner-city properties to office and business uses in a manner compatible with expansion of the city's downtown. The city through its character area map, land use element and official zoning map will provide a variety of housing opportunities including institutional facilities (e.g., nursing homes) and non- residential developments. All designated residential areas will remain stable or increase with regard to property values, and they will remain free from blight. The city will remain the commercial, office, government, and institutional center of Forsyth County. The city's downtown will be an attractive, mixed-use, pedestrian friendly area with human scale development, including quality residential development, while serving as the government center of the county.

Nonresidential land uses in the city will provide a wide range of job opportunities, including skilled manufacturing, professional, managerial, and other appropriate positions. Cumming will maintain its status as the central location of regional shopping, health care, education, and government for all or a large portion of Forsyth County's residents. The streams and Lake Lanier within the city will remain free of pollution, and environmentally sensitive areas will be protected. The city will provide the level of urban facilities and services, particularly water and sanitary sewer service, necessary to accomplish this vision. Cumming will work cooperatively with the county, adjoining local governments, and regional and state bodies and agencies in the furtherance of its community vision. The city will maintain its attachment to the Georgia Mountains region. Cumming recognizes that it will increasingly become connected in an interdependent fashion with metropolitan Atlanta, though it intends to retain small-town qualities of place and avoid being absorbed by metropolitan Atlanta growth in a way that it loses its character."

COMPREHENSIVE PLANING: OVERVIEW AND RATIONALE

Why do local governments plan for the future? If city leaders do not have a good idea about what citizens and leaders want for the future of their community and how they can and should go about attaining those visions, then the city will not face very good prospects of getting where it wants to be in the future. Comprehensive plans therefore begin with visions which are crafted after input from citizens and community leaders. A comprehensive plan considers a long-range horizon of twenty years or more. We refer to the long-range plan as "comprehensive" because it considers the interrelatedness of functions in the city and ties all major aspects of community functions together so that they work in harmony and without conflict.

Population, Housing, and Economy

Population change is the most fundamental issue to address in the comprehensive plan. The population of the community will grow or decline, or even experience phases of both growth and decline over time. Communities cannot plan adequately unless leaders have a good idea of how many new residents will live in the city (or how many will leave). Once determined, projections of future population help planners determine the nature of demands on municipal facilities such as schools, parks, police, and water supplies. Those demands may differ based on the age composition of the community's population and other variables. Comprehensive plans are therefore based on substantial analysis of existing population trends, such as age, race, income, and educational attainment, since these variables have important influences on future needs.

If the population is projected to grow, new housing units will be needed. Based on the amount of population increase anticipated during the 20-year planning horizon, planners project the number of new housing units that will be needed. But it is not enough to simply anticipate the total number of housing units needed. Planners and community leaders must determine, based on community input and society's needs, the types of housing that should be built in the community in the future. Comprehensive plans are therefore based on detailed analyses of many aspects about the community's housing stock, such as the mix of types of units (detached, apartment, etc.), age, condition, and cost/affordability. In addition to households living in housing units, some members of the community will live in nursing homes and other forms of "group quarters" housing. While much smaller in terms of the total population than the household population, the group quarters population needs to be accommodated to the extent it will increase during the planning horizon.

In any given community, about half of the population is of working age (generally ages 16 to 64). These folks form the labor force of the community, and they seek employment within or outside the community. The extent to which jobs are available is critical to the quality of life of any community. If jobs are abundant, the economy tends to prosper, and people are attracted to the community. If jobs of the type needed for the local labor force do not exist, the labor force will have to commute outside the community for work or move to a different community altogether to be close to appropriate employment opportunities. The comprehensive plan, therefore, gives consideration to the future capacity for employment and which types of jobs are needed and wanted in the community (e.g., manufacturing, retail, service, etc.). Moreover, since the community's plan is intended to serve its residents, attracting jobs of the type that fit the resident labor force is an important part of the comprehensive plan. In short, maintaining a community's good quality of life depends on keeping the local economy vibrant and growing, with suitable employment opportunities.

The Natural Environment

Communities function within the natural environment and its limitations. It is inappropriate to build in certain parts of the community because they will flood, or they have conditions that are not conducive to development, like steep slopes, wetlands, poor soils, and high water tables. Comprehensive plans are based on inventories of hazardous areas like flood plains, and such plans contain policies to protect land from dangerous land development practices and to safeguard life and property. Development can also lead to unhealthy conditions if not properly regulated. Clean air and clean water are critical to the quality of life of any community, so local leaders as well as higher levels of government pass regulations to ensure air and water resources are adequately protected as future development occurs. Such regulations include flood hazard reduction ordinances, water quality rules, and land development restrictions, among many others.

Land Use, City Form, and Character

The way different land uses are located, arranged, and interact with one another is critically important and is therefore addressed in detail in comprehensive plans. The peace and quiet, as well as quality of life and enjoyment, of residential neighborhoods is a fundamental purpose of

land use planning and regulation. Industries and businesses, if located close to homes, can create noise, odor, unsafe conditions, and other unwanted characteristics such as unsightliness. Communities pass zoning regulations to ensure that land use impacts of one site do not degrade the quality of life of nearby uses. In doing so, there is a tendency to separate homes from businesses and industries, and there are several good reasons why such separation is appropriate.

However, the strict separation of different land use types has led to a reliance on cars for mobility. If communities continue to separate homes from workplaces and institutions, they are ensuring that the community will continue to rely on the automobile to get to destinations in the community. Communities with high quality of life also enable residents to safely walk or bike to destinations such as school, the local park, or the corner neighborhood store. A community with safe sidewalks and bike lanes can lead to more active residents. And when residents are more active, studies show they tend to be healthier. For these reasons, the comprehensive plan includes detailed land use plans and policies that will guide how the community's neighborhoods, businesses, institutions, industries, community facilities, and open spaces will be physically arranged in ways that meet the community's objectives of healthy, safe, high quality living environments.

There is also an important "efficiency" consideration in planning future land use arrangements. Land is a resource, not just a commodity. The arrangement of land uses can result in efficient use of land, or it can be inefficient and wasteful. Communities can be spread out at low densities or more compact with higher densities. Communities have to determine the proper balance in terms of density and intensity of land uses. Too much compactness can lead to congestion and crowding. Too much dispersal can make walking, biking, and public transit use difficult if not impossible, and it can make the extension of water and sewer lines or the building of schools inefficient. The vision of the community and the land use plan help community leaders make decisions about where to allow intensive development and where more spacious living environments are desired and appropriate.

People have strong social, emotional, historical and visual connections to their community. As communities grow and change, those connections can be maintained and enhanced, or they can be lost or irrevocably damaged beyond recognition. Residents want to remember parts of their past. Buildings, sites, and institutions that have been around in the community for many decades contribute in important ways to people's receptiveness to and acceptance of their surroundings. For these reasons, comprehensive plans consider the history of the community and the resources that make up the community's heritage. Plans also articulate the community's objectives regarding which parts of the community will be retained and preserved to link future generations with the community's past.

Citizens are also concerned about the way the community looks – how clean it is, whether there is too much visual clutter, and how nice or unsightly buildings and land developments look to the eye. The way a community looks affects the way residents and visitors perceive its "feel" and character. Comprehensive plans therefore pay attention to the aesthetics of buildings and land developments, and community leaders are in their right mind to be concerned about the way the community looks and feels. After all, the vitality of the local economy depends in large part on how well received the community is by visitors and customers as well as local residents. A

community cannot achieve a high quality of life if it ignores its visual character or neglects to consider maintaining attachment to its heritage.

Community Facilities and Intergovernmental Coordination

Comprehensive plans must recognize and anticipate the needs for and demands on community facilities and services as the area increases its population and employment. As noted above, future population levels translate into new housing needs and more demand for businesses and other workplaces. Local governments must also carefully consider the community facilities and services that will be needed to accommodate population growth. Population increases lead to additional community needs such as schools, police and fire protection, water and sewer lines and treatment facilities, and libraries, among others. Some facilities are provided by cities, while others are provided by counties. The comprehensive plan must carefully consider these future needs of the community, how they will be delivered, who will provide the service, and how they will be financed.

Financing community facilities and services is critically important. If a community plans for more community facilities like schools and water treatment than it needs to meet future populations, then it has been wasteful in its spending of taxes and other revenues. On the other hand, if the community does not adequately anticipate the needs for community facilities, overcrowded facilities (e.g., portable trailers at schools or an inability to schedule all teams to play on ball fields) can result. Or worse yet, new employment-generating land uses might be unable to locate in the community if water and sewer services are unavailable or insufficiently sized.

The comprehensive plan also suggests how different local governments will work together to deliver all facilities and services that the community will need over time. As most residents realize, coordinating the facilities and services of different local governments and services providers is not easy and can lead to contention and conflict. The comprehensive plan is the best way to help avoid conflict and to ensure that different service providers will work toward the same objectives.

CHAPTER 2
ISSUES AND OPPORTUNITIES

For purposes of compliance with local planning requirements, this chapter contains the "final list" of issues and opportunities to be addressed in the community agenda. The list began with issues and opportunities described in the "community assessment" portion of the planning process, which was further refined based on input via the online community survey.

GROWTH PREPAREDNESS

The city has pursued improvements to infrastructure including water and sewer system expansions, widening of roads, installation of sidewalks, improvement of parks, development of fairgrounds, and installation of pedestrian friendly, attractive streetscapes in the downtown area. The city will continue to stay abreast of the service needs imposed on its infrastructure by rapid growth in the city and unincorporated portions of its service areas. Table 1 summarizes population, household, housing unit, and group quarters projections for the City of Cumming from 2010 to 2030. Table 2 provides employment projections for the city.

Table 1
Population, Household, and Housing Unit Projections, 2010-2030
City of Cumming

Projection	2010	2015	2020	2025	2030
Total Housing Units	2,037	2,237	2,557	2,897	3,237
Total Households	1,893	2,078	2,376	2,691	3,007
Household Population	4,869	5,465	6,249	7,077	7,908
Group Quarters Population	561	629	719	814	909
Total Population	5,430	6,094	6,968	7,891	8,817

Source: Jerry Weitz & Associates, Inc. Revised June 2011.

Table 2
Employment Forecasts, 2010-2030
City of Cumming
(Employees)

Industry	2010	2015	2020	2025	2030
Construction	700	820	850	850	900
Manufacturing	2,350	2,500	2,500	2,500	2,500
Transportation & Public Utilities	850	925	950	975	1,000
Wholesale trade	600	575	575	575	575
Retail trade	2,800	3,600	4,000	4,200	4,350
Finance, Insurance, Real Estate	600	650	750	850	1,000
Health and Social Services	1,500	1,750	2,500	2,850	3,100
Professional and Other Services	1,500	1,800	2,000	2,150	2,300
Administrative and Support	700	700	850	1,000	1,100

Industry	2010	2015	2020	2025	2030
Arts, Entertainment, Recreation	200	230	260	290	320
Accommodation/Foodservices	900	975	1,050	1,200	1,300
Government	2,500	2,700	2,900	3,150	3,200
Other	235	300	350	380	410
TOTAL	15,435	17,525	19,535	20,970	22,055

Source: Jerry Weitz & Associates, Inc. 2011.

APPROPRIATE BUSINESS

Respondents to the community survey indicated they wanted the city to do as much as possible to ensure suitable employment opportunities in the city. Cumming encourages and provides for the expansion of businesses and industries. The city's future land use plan map and its official zoning map provide for extensive additional office and commercial development. By providing for new commercial and industrial growth, the city is helping to provide employment that will meet the diverse needs of the city's and county's labor force.

Manufacturing has increased in the city and county from 1997 to 2007, despite national trends for decline in manufacturing employment. Cumming's light industrial base remains significant and is likely to remain strong throughout the planning horizon. Hence, manufacturing will remain an important component of the city's economic base in future years.

Representative Light Industry in the City

Northside Hospital has expanded its facilities

Health care and social assistance is a major economic sector in Cumming and Forsyth County. Cumming has remained the health care center for all of Forsyth County. Cumming, as the only incorporated place in Forsyth County, serves as the government center for Forsyth County. Most of the administrative positions in Forsyth County are located in the downtown or nearby in the city. Hence, government represents a major economic activity in the city. Municipal and county employment, as well as state and federal government, will continue to provide important economic benefits to the city.

Cumming, as the only municipality and most densely developed economic base in the county, has remained the center of trade for the county for decades. Cumming's location adjacent to Lake Lanier also makes it a jumping off point for recreational activities along the lake, including sightseeing, boating, fishing, and camping. Tourism dollars are often spent on retail goods, lodging, and food. By 2007, Cumming was no longer the only retail trade concentration in the county, as a slight majority of retail trade employment was by 2007 located outside Cumming in the unincorporated areas of Forsyth County. Though no longer dominating the entire county in terms of retail trade, the city will remain a major concentration for retail activity.

The primary institutional resource in the city for economic development is the Cumming-Forsyth County Chamber of Commerce. The Chamber works toward improving the business climate of the area and provides a broad range of services and programs.

JOBS-HOUSING BALANCE

Cumming has an unusually high jobs-to-housing units ratio when compared with most communities. In terms of land use, Cumming has always been weighted more heavily in favor of nonresidential land uses. As explained in the technical addendum of the community assessment, relatively little growth has occurred in the city's housing units because there is not a great deal of land (or demand) for new single-family residential housing in the city given extensive residential suburbanization of unincorporated Forsyth County. Hence, if one looks just at the city limits, the jobs-to housing unit ratio (7.6 : 1 in the year 2010 and a projected 6.8 : 1 in the year 2030) appears to be way out of balance in favor of jobs. Considering the extensive suburban residential areas surrounding Cumming in unincorporated Forsyth County, however, the high number of jobs concentrated in the city is appropriate. Jobs will continue to increase significantly inside the city limits given extensive vacant and zoned nonresidential development opportunities in Cumming. Housing will begin to increase more significantly later in the twenty-year planning horizon, lowering the jobs-to-housing units ratio in the city. Nonetheless, there will be about 7 jobs for every housing unit in the city throughout most of the planning horizon.

NATURAL RESOURCES

The city desires to protect air and environmentally sensitive areas from the negative impacts of development. The city desires to extend special protection to environmentally sensitive areas and, whenever possible, preserve the natural terrain, drainage, and vegetation of the area.

The community assessment identified three issues and opportunities under the heading, "natural resources:" greenspace protection; development practices for steeply sloping lands; and tree protection. That prior list remains unchanged from the community assessment to this final list of the community agenda.

Conservation and Open Space Lands

Acquiring more conservation lands is easier said than done in today's economic recession. Cumming has a long-term lease for Mary Alice Park, which will ensure that lands along Lake Lanier will continue to be preserved in its natural state, along with active recreational opportunities along the shoreline. There are few, if any, other opportunities for the city to increase the amount of open space available in the city.

The best potential for the city to increase conservation and open space lands in the city limits is to encourage the set aside of open spaces and conservation lands as a part of development proposals.

Aerial View of Mary Alice Park

Via a 2005 zoning ordinance amendment, Cumming authorized the use of "conservation" subdivisions. Policies in this plan encourage conservation subdivision development, particularly in places with flood plains and steeply sloping lands.

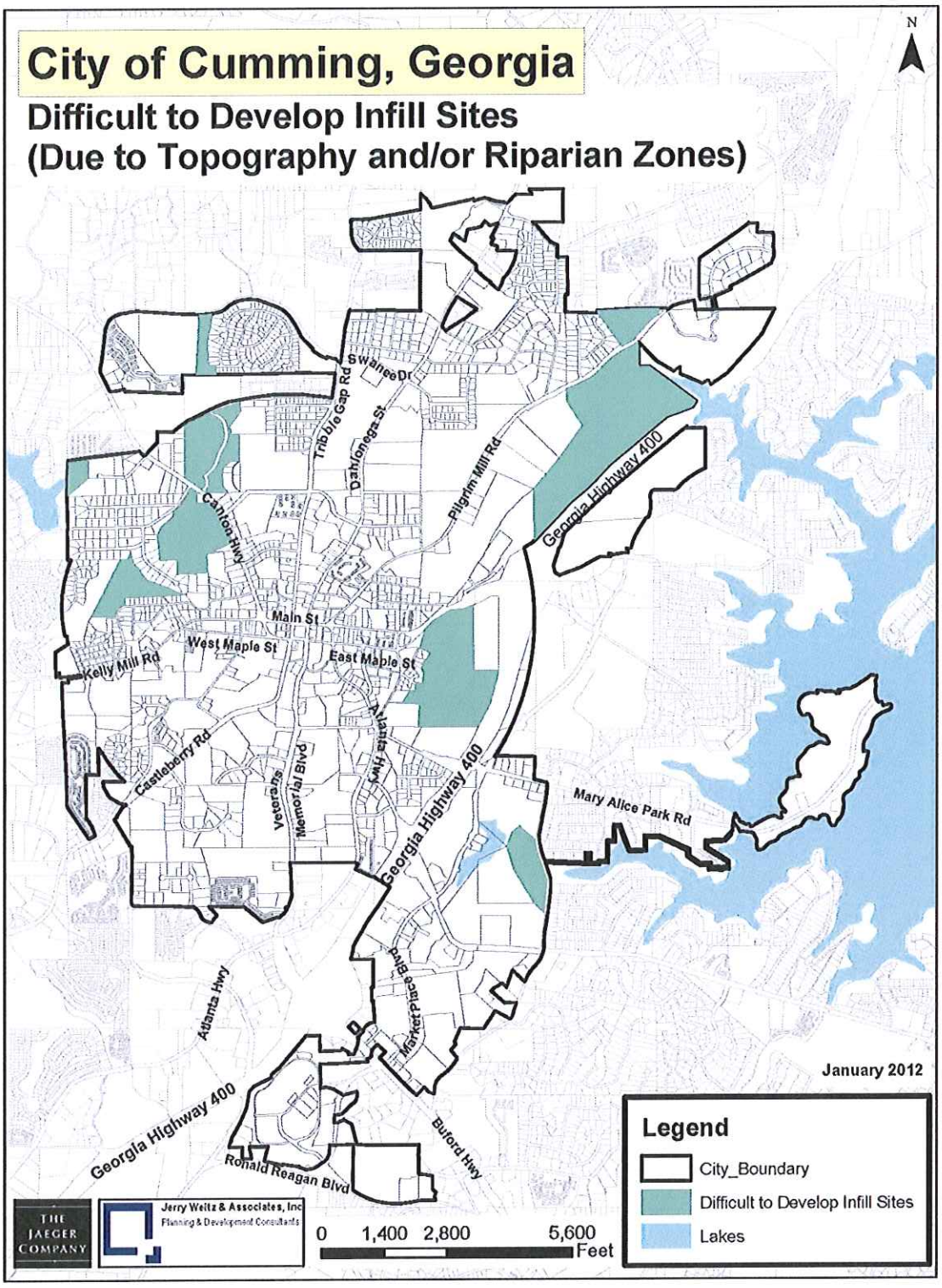
Cumming has witnessed a significant increase in the amount of park, recreation, and conservation land during the last decade, some well recognized and others of a much more subtle nature. First, as townhouse and single-family residential development has taken place during the past several years, small areas of active recreation (e.g., tennis courts, club houses, etc.) have been constructed, and some conservation lands have been set aside. While these areas may not have public access and are designed to serve the private residential developments, they are noteworthy additions to the recreation and open space network.

Development Practices for Steeply Sloping Lands

Cumming has adequate regulations in place to protect its most environmentally sensitive lands. However, some of the most difficult to develop lands still remain vacant in the city (see the following map). If development takes place improperly on these sites (i.e., with little attention to increased erosion potential and aesthetics), the mark on the ridges and steep slopes will be left forever for all to see. This plan establishes policies that articulate the desire for more sensitive development along ridge lines and parcels with steep slopes. The short-term work program calls for a combination of design guidelines and regulations that will ensure more sensitive and environmentally appropriate development on ridgelines, steep slopes, and difficult-to-develop sites.

Tree Protection

As noted in the community assessment, Cumming does not have sufficient regulations in place to ensure tree protection. This plan includes additional policies for the protection of trees.


City of Cumming, Georgia
Difficult to Develop Infill Sites
(Due to Topography and/or Riparian Zones)
N
Tribble Gap Rd
Swanee Dr
Dahlonega St
Pilgrim Mill Rd
Georgia Highway 400
Canton Hwy
Main St
West Maple St
East Maple St
Kelly Mill Rd
Castleberry Rd
Veterans Memorial Blvd
Atlanta Hwy
Georgia Highway 400
Mary Alice Park Rd
Atlanta Hwy
Market Place Blvd
Georgia Highway 400
Ronald Reagan Blvd
Buford Hwy
January 2012
Legend
City_Boundary
Difficult to Develop Infill Sites
Lakes
THE JAEGER COMPANY
Jerry Weitz & Associates, Inc
Planning & Development Consultants
0 1,400 2,800 5,600
Feet

HISTORIC PRESERVATION

Respondents of the community survey clearly indicated a preference for preserving historic resources where possible. Cumming over the last two decades has followed a policy of purchasing and renovating available historic properties. Key examples are the Cumming School, acquired and renovated by the city, and the Brannon-Heard House (pictured below). Most recently, the city acquired and renovated an old gas station in the immediate downtown area. The city will continue to pursue its own brand of preservation, which entails acquiring and renovating important properties as opposed to regulating their preservation via local historic districts. This community agenda also establishes policies for historic preservation activities.

Sketch of Original Brannon-Heard House

Brannon-Heard House as restored by the City, Now a Cultural Arts Center

HOUSING AND LAND USE

Community Development

Except for public housing, the City of Cumming has not engaged in any significant community development activities. However, during the process of preparing the community assessment, a number of residential neighborhoods in the city were identified as transitional. A map was prepared and is included here to designate these areas as ripe or potentially appropriate for community development efforts. In some cases, certain of these neighborhoods may experience a neighborhood "buyout" or transition to other than residential land uses during the planning horizon. The areas designated as "transitional neighborhood/target community development area" are therefore formally acknowledged as potentially appropriate for community development programs.

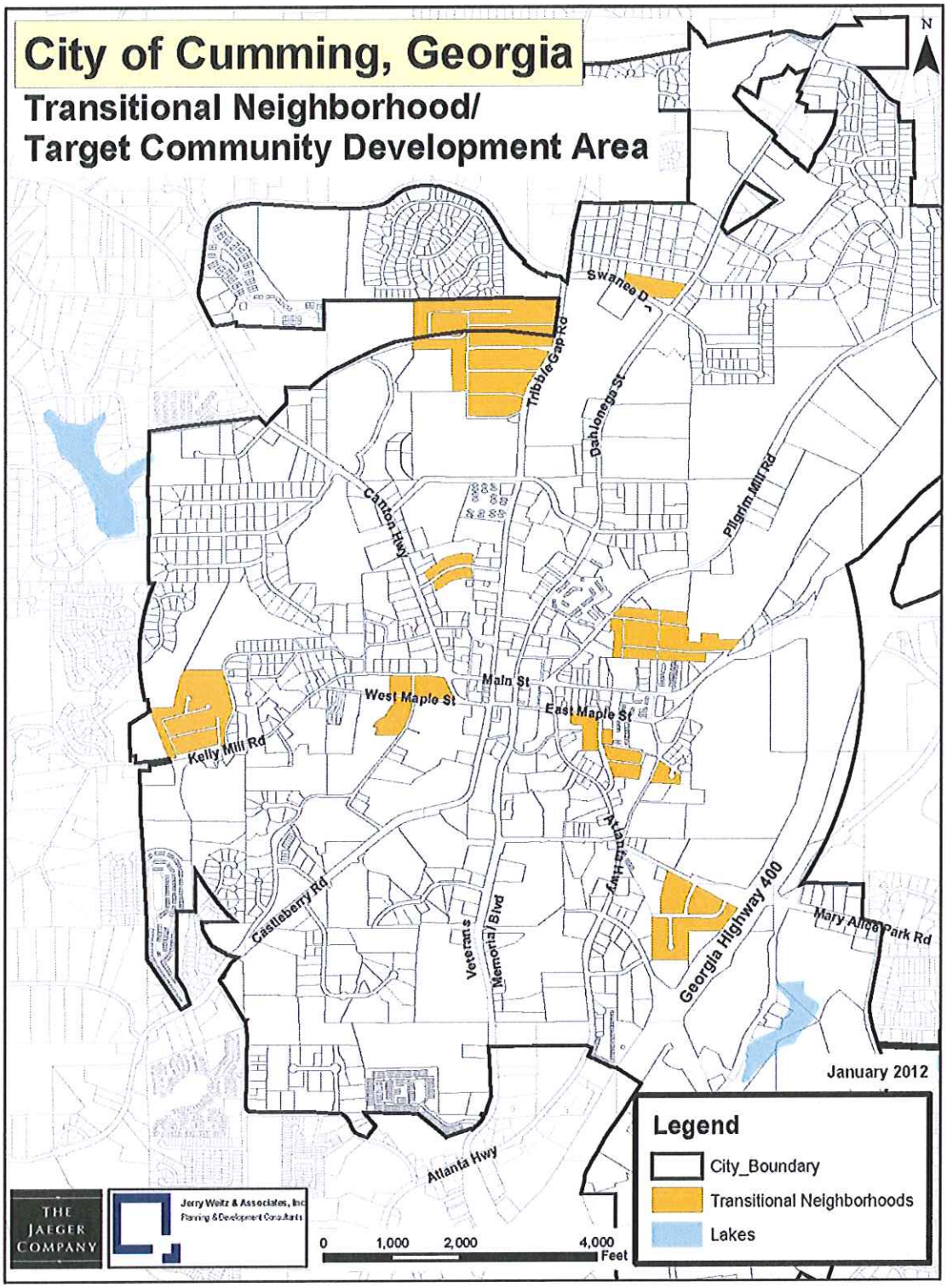
Promotion of Traditional Neighborhood Development

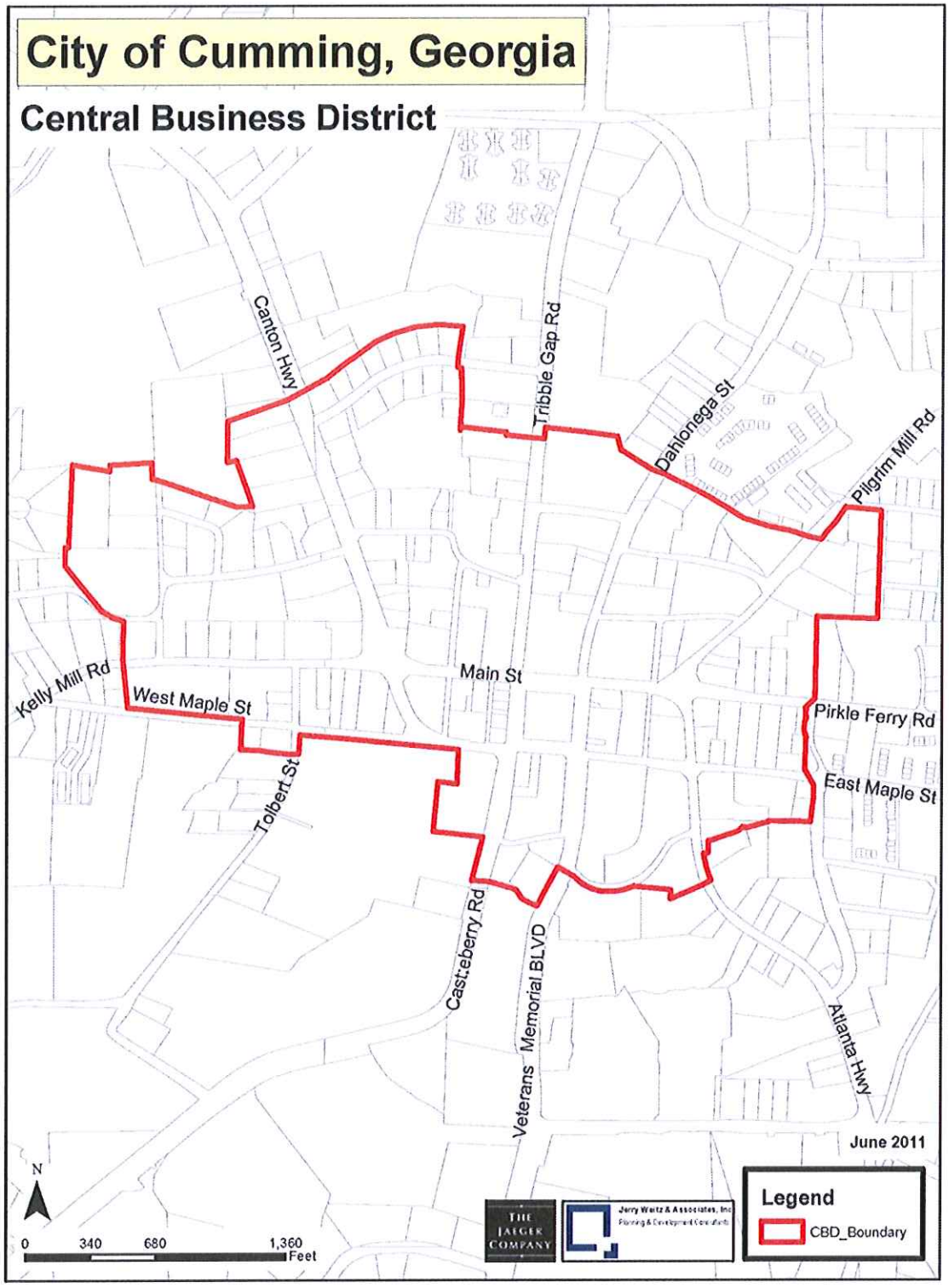
Cumming made a decision in 2003 not to opt for a future development pattern that would involve the creation of dense neighborhoods surrounding the Central Business District (CBD). Instead, it opted for a policy of more "vertical" than "horizontal" residential development, concentrated in the CBD, and also incorporated policies to extend the grid street pattern evident in parts of the CBD. Such authorization of dense mixed use development is consistent with principles of traditional neighborhood development.

However, there are additional opportunities for promoting traditional neighborhood development. Cumming expects that remaining large tracts of agricultural, vacant or underutilized land will get developed as master planned, mixed use communities. The city adopted a multi use (MU) zoning district and has articulated the desire to see mixed use development with traditional neighborhood development principles occur in the new MU district. Further, there are opportunities to guide residential portions of those future mixed use, master planned communities in the direction of traditional neighborhood development principles. Policies are included in this plan to encourage adherence to traditional neighborhood development principles in future mixed use master planned communities. The short-term work program also calls for more development guidance in the form of a development guidelines document.

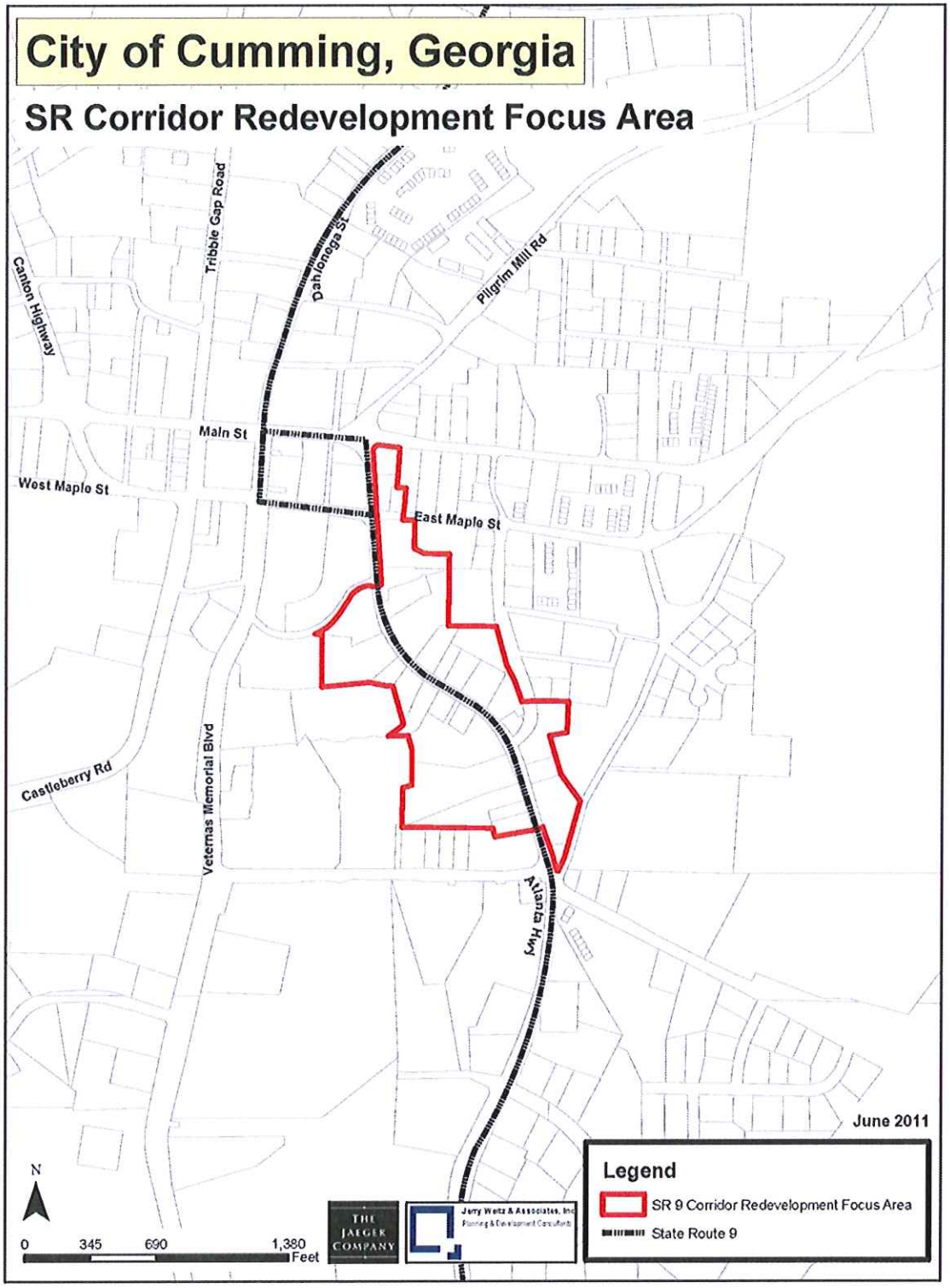
Redevelopment

The city's 2003 comprehensive plan recognized the need for redevelopment in two areas, the Central Business District (CBD), and the Atlanta Road (SR 9) corridor south of the CBD. This community agenda maintains and reinforces the prior adopted plan by calling for more detailed subarea plans for the CBD and the Atlanta Street (SR 9) corridor. Preparation of subarea plans is included in the city's short-term work program.


City of Cumming, Georgia
Transitional Neighborhood/
Target Community Development Area
N
Swanee Dr
Tribble Gap Rd
Dahlonega St
Pilgrim Mill Rd
Canton Hwy
West Maple St
Main St
East Maple St
Kelly Mill Rd
Castleberry Rd
Veterans Memorial Blvd
Atlanta Hwy
Georgia Highway 400
Mary Alice Park Rd
Atlanta Hwy
January 2012
Legend
City_Boundary
Transitional Neighborhoods
Lakes
0 1,000 2,000 4,000
Feet
THE JAEGER COMPANY
Jerry Weitz & Associates, Inc
Planning & Development Consultants


City of Cumming, Georgia
Central Business District
Canton Hwy
Tribble Gap Rd
Dahlonega St
Pilgrim Mill Rd
Kelly Mill Rd
West Maple St
Main St
Pirkle Ferry Rd
East Maple St
Tolbert St
Castleberry Rd
Memorial BLVD
Veterans
Atlanta Hwy
June 2011
N
0 340 680 1,360 Feet
THE JAEGER COMPANY
Jerry Weitz & Associates, Inc
Legend
CBD_Boundary

Prospective Sketches of Additional Downtown Commercial Development

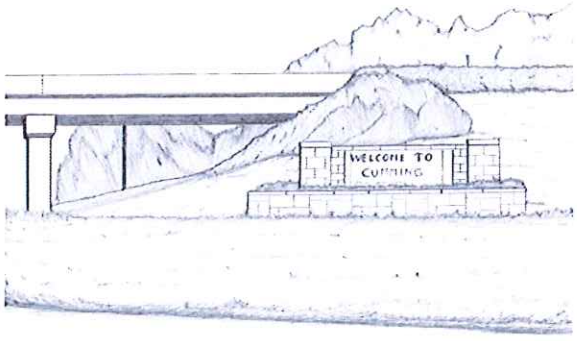

City of Cumming, Georgia
SR Corridor Redevelopment Focus Area
Canton Highway
Tribble Gap Road
Dahlonega St
Pilgrim Mill Rd
Main St
West Maple St
East Maple St
Castleberry Rd
Veterans Memorial Blvd
Atlanta Hwy
June 2011
N
0 345 690 1,380 Feet
THE JAEGER COMPANY
Jerry Weitz & Associates, Inc
Planning & Development Consultants
Legend
SR 9 Corridor Redevelopment Focus Area
State Route 9

Sense of Place, Design Guidelines, and Aesthetics

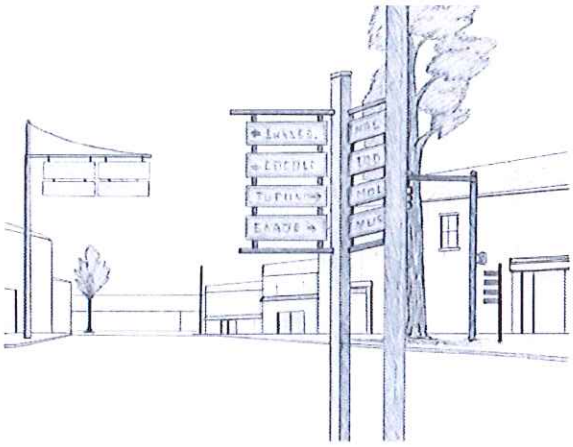
The city has for several years encouraged a sense of place for the downtown, with distinctive streetscape improvements. The community desires and the city supports additional measures and improvements to make the downtown area and the entrances to the city attractive and distinctive. This is achievable with a public signage program, sign controls, corridor plans, and gateway improvements. Note however, that survey respondents remain discontent with the look, feel, and composition of Cumming's downtown.

As a part of its SPLOST project list, Cumming proposes to add pedestrian-scale street lamps along Pilgrim Mill Road from State Route 9 to the north city limits. That project will add important character to a major city street and begin to connect the new institutional complex north of the downtown with the downtown itself.

Cumming can also enhance its sense of place with additional gateway signage along Georgia 400 and wayfinding signage in the central business district. Two illustrative examples are provided below; these do not represent final decisions about design for such improvements.



Concept for gateway signage along Georgia 400



Concept for adding wayfinding signage in Central Business District

The community assessment revealed that the city does not have much by way of formal guidelines to improve the aesthetics of development. It was not until 2008 that the city prepared and adopted a comprehensive sign ordinance. It is appropriate that the city provide additional guidelines in various arenas. Design guidelines documents need to be broad enough to include general aesthetic improvement. The short-term work program reflects that position.

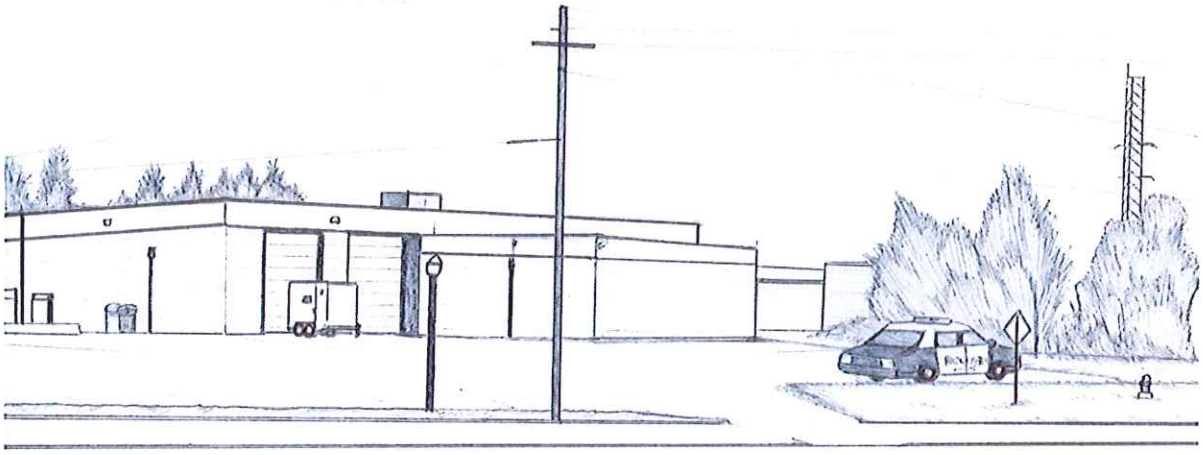
Land Development Process

The short-term work program calls for the city to reevaluate and improve its web-based development guidance and technical assistance products, with particular attention paid toward unifying the city's information on the utilities and home web pages.

COMMUNITY FACILITIES AND SERVICES

New Police Station

The community survey revealed a need for the city to eventually upgrade its police headquarters building (see sketch below). This may be a long-range project for the city.



Cumming's Police Headquarters Building, pictured above, needs to be replaced with a larger, more modern facility during the planning horizon.

Park and Fairgrounds Improvements

Survey respondents indicated discontent with the Dobbs recreational facility (no air conditioning) as well as the condition of the city park and recreation office building. As a part of its SPLOST project list, the city has identified a need to redevelop City Park and expand recreation facilities in the city. The city also has long-range plans for multiple improvements to the Cumming Fairgrounds and eventual (long-range) development of part of Mary Alice Park as a conference facility.

Street Trees and Street Tree Planting Programs

There are opportunities to provide better street tree canopy in the city. Many suburban communities require street tree plantings as a part of new land developments, and Cumming needs to move in that direction, with revisions to regulations that ensure trees will shade public rights of ways and tree canopies will enhance the aesthetic character of the city.

There is also an opportunity to partner with Keep Forsyth Beautiful in coordinating street tree planting efforts within the city limits of Cumming. Additionally, the design guidelines document called for in this community agenda is an opportunity to address street tree planting specifications.

TRANSPORTATION

Arterial and Collector Road Improvements

Cumming and Forsyth County approved another Special Local Option Sales Tax (SPLOST) in 2011. The city anticipates receiving about $12.5 million over a six year period to be used for primarily for road improvements. In developing a SPLOST project list, Cumming has identified the following major road improvements:

- Kelly Mill Road: widen to 3 lanes from SR 20 for about 0.8 mile.
- Sanders Road: redesign and widen to 4 lanes from Mary Alice Park Road to Buford Dam Road.
- State Route 9: Widen north of the Town Square (about 2 miles).
- Maple Street: Widen from Veterans Memorial Boulevard to SR 9.
- Maple Street: Widen from Kelly Mill Road to State Route 20.
- Buford Dam Road: Extend from SR 9 to Veterans Memorial Boulevard.

State Route 20 Bypass around the City

The Georgia Department of Transportation is in the process of studying environmental impacts of possible highway bypass routes for SR 20 around the west and south sides of Cumming. Though some general alignments for such a bypass have been suggested, the city has not officially taken a position on a SR 20 bypass and no specific route has been selected. This is an issue that will become increasingly important as state project planning further develops. It appears from survey responses (see Chapter 1) that traffic congestion is enough of a nuisance that the citizenry may support a bypass around Cumming.

Other Local Road Improvements

Also developed as a part of the SPLOST project list, the city has identified the following short-term local road improvements:

- Church Street: Extend to State Route 20
- Camille and Ridgecrest Avenue: Widen and construct intersection improvements and signalization at State Route 9.
- Brooks Farm: Widen from SR 9 to Ridgecrest Ave.
- Tolbert Street: Resurface.

Sidewalk System Improvements

In 2003 as a part of its comprehensive plan, the city prepared a long range sidewalk improvement plan. Some of these projects have been completed as part of road widening projects, such as Mary Alice Park Road and Pilgrim Mill Road. Sidewalk improvement projects are planned as a part of SPLOST road improvement projects, including Sanders Road, State Route 9 South (from Rest Haven to Veterans Memorial Boulevard), Camille and Ridgecrest Avenue, Brooks Farm, and Maple Street. The city will continue to extend and improve the sidewalks in Cumming during the planning horizon.

Sidewalks, including ramps for handicapped access, were installed on both sides of Mary Alice Park Road as a part of a roadway improvement in 2009.

Local Street Network Additions in CBD

Since 2003, Cumming's comprehensive plan has included recommendations for adding local streets in a grid network pattern as redevelopment occurs in the designated Central Business District. This is an opportunity that still holds merit and is therefore continued in the city's updated plan. The extension of Church Street to State Route 20, included in the city's SPLOST project list, is a good example of proposed extension of the local street network in downtown.

Multi-Use Trail System Development

Forsyth County has long-range plans to provide a greenway along Big Creek that will ultimately connect to the Sawnee Mountain Ridge preserve. Significant parts of the greenway are now constructed. There is an important opportunity to preserve additional flood plains along Kelly Mill Branch in the western part of the city that will enable a greenway link from the county's project improvement to the city's neighborhoods and schools. This opportunity is recognized in the short-term work program of the city.

Cross Section of Shared Use Path

Public Transportation

Due to existing socioeconomic characteristics, the city's comprehensive plan does not anticipate a significant shift from auto travel to public transit. However, this community agenda specifically supports the improvement of public transportation in the city during the planning horizon.

INTERGOVERNMENTAL COORDINATION

Metropolitan North Georgia Water Planning District

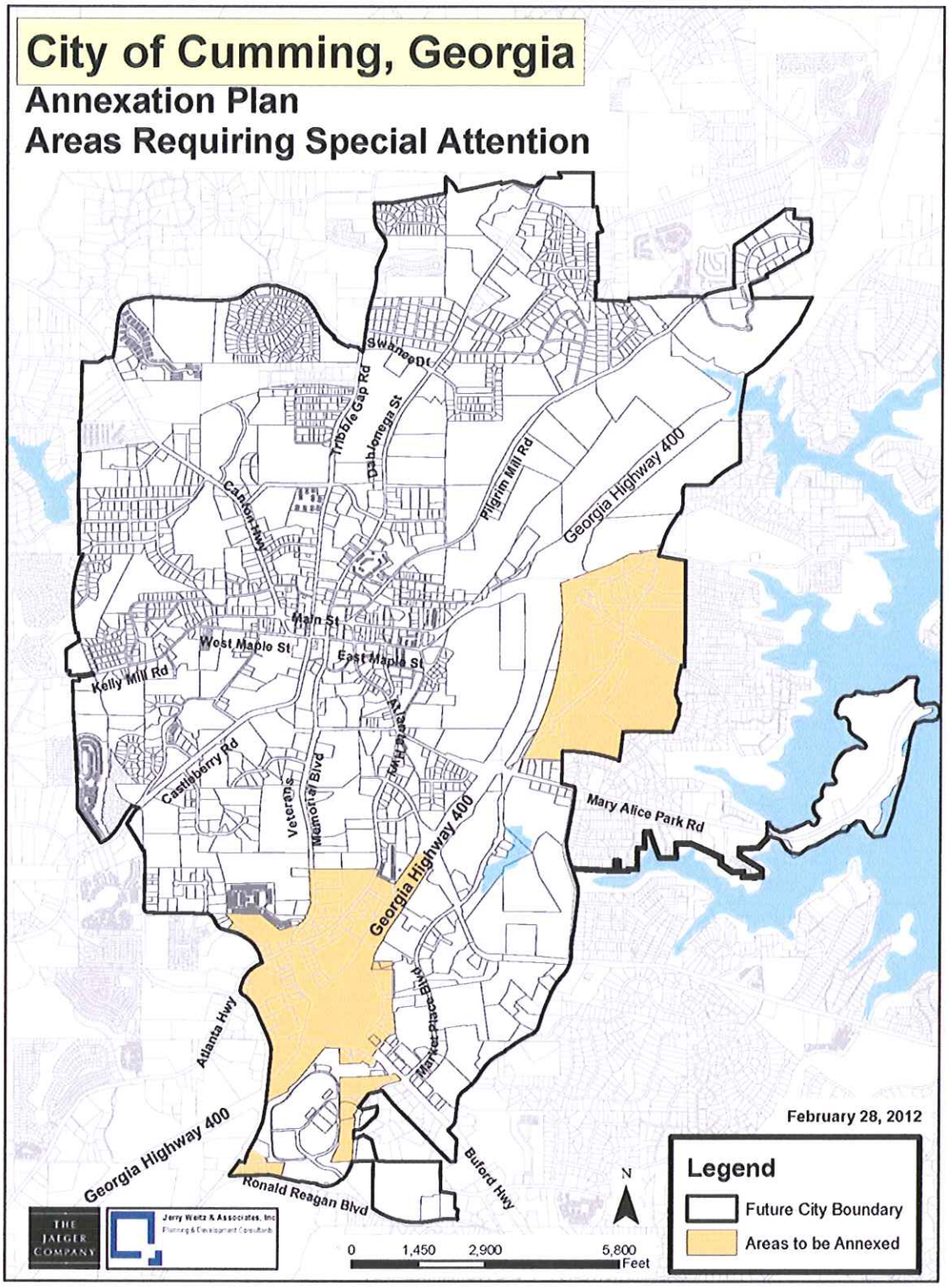
The city is mandated by the Metropolitan North Georgia Water Planning District to participate in regional plans for water supply and water conservation, sanitary sewerage, and watershed protection. As a major utility provider in the county, the city has made strides to comply with all such mandates. This community agenda reflects Cumming's willing participation in implementing regional plans for water, sewer, and watershed protection and is doing its share to ensure successful implementation.

Annexation

During the process of preparing the community assessment, the city's planning consultants prepared a map of general areas which should be considered for annexation during the planning horizon. During the process of preparing this community agenda, some annexations were initiated, while the City Council opted not to pursue annexation at this time of certain other properties such as a few unincorporated islands and one or more residential neighborhoods. Furthermore, there are certain other parcels that have been annexed since the community assessment was prepared which are not indicated on the attached annexation plan map but which are reflected on the city's character and future land use plan maps. The annexation of land is an intergovernmental coordination issue and therefore the city's intentions are disclosed in this community agenda.

Service Delivery Strategy

Cumming and Forsyth County are required to update and re-adopt a countywide service delivery strategy pursuant to the Service Delivery Strategy Act of 1993. One of the primary issues expected to receive immediate attention and debate is the renewal of the water services agreement with Forsyth County, which expires in the year 2012.


City of Cumming, Georgia
Annexation Plan
Areas Requiring Special Attention
Swanee Dr
Tribble Gap Rd
Dahlonega St
Pilgrim Mill Rd
Georgia Highway 400
Canton Hwy
Main St
West Maple St
East Maple St
Kelly Mill Rd
Castleberry Rd
Veterans Memorial Blvd
Atlanta Hwy
Mary Alice Park Rd
Georgia Highway 400
Market Place Blvd
Atlanta Hwy
Georgia Highway 400
Ronald Reagan Blvd
Buford Hwy
February 28, 2012
N
Legend
Future City Boundary
Areas to be Annexed
0 1,450 2,900 5,800
Feet
THE JAEGER COMPANY
Jerry Weitz & Associates, Inc
Planning & Development Consultants

CHAPTER 3
LAND USE AND CHARACTER

LAND USE TRENDS

Major land use trends during the last decade in the City of Cumming are summarized here. Due to relatively limited opportunities, the city has not witnessed much additional single-family residential development. However, the city has witnessed a significant increase (more than 200 units) in the number of townhouses since 2003. There was no significant apartment housing constructed in the city during the last decade.

Illustrative Townhouse Development

Source: John Matusik and Daniel Deible. "Grading and Earthwork." Figure 24.30 in Land Development Handbook, 2nd ed. New York: McGraw-Hill, 2002, p. 571.

There have been some significant expansions of public-institutional uses, including but not limited to additions at Northside Hospital (Cumming campus) and the building of additional offices. Expansion of public-institutional uses has recently occurred north of downtown along Pilgrim Mill Road, on municipal property which includes the city's aquatic center (opened in 2011), driver's license office, and an armory. This north institutional campus will also be the location for new (North Georgia University) college buildings.

The most significant additions to the commercial development stock in Cumming have taken place along Market Place Boulevard. In the last decade, Cumming has added major "big box" stores grouped in a "power center" type pattern. The "Market Place" area expanded along the west side of Market Place Boulevard between Buford Dam Road and Mary Alice Park Road. Cumming has also had some additional commercial development infilling existing locations, such as along SR 20 (bank and restaurant) and office-commercial development along Conner Parkway. Though some changes in businesses have occurred, the Atlanta Road (SR 9) corridor has generally remained unchanged, and that corridor remains a target for redevelopment strategies.

Significantly, Cumming now has its first true "mixed use" development, Cumming Station, in the Central Business District.

With the exception of some infilling of manufacturing and industrial development in the existing industrial park along Castleberry Industrial Drive, the city's already significant industrial base has remained relatively unchanged during this reporting period. There are still large tracts of agricultural and vacant land that have huge potential for new development. These new growth areas are too numerous to summarize here.

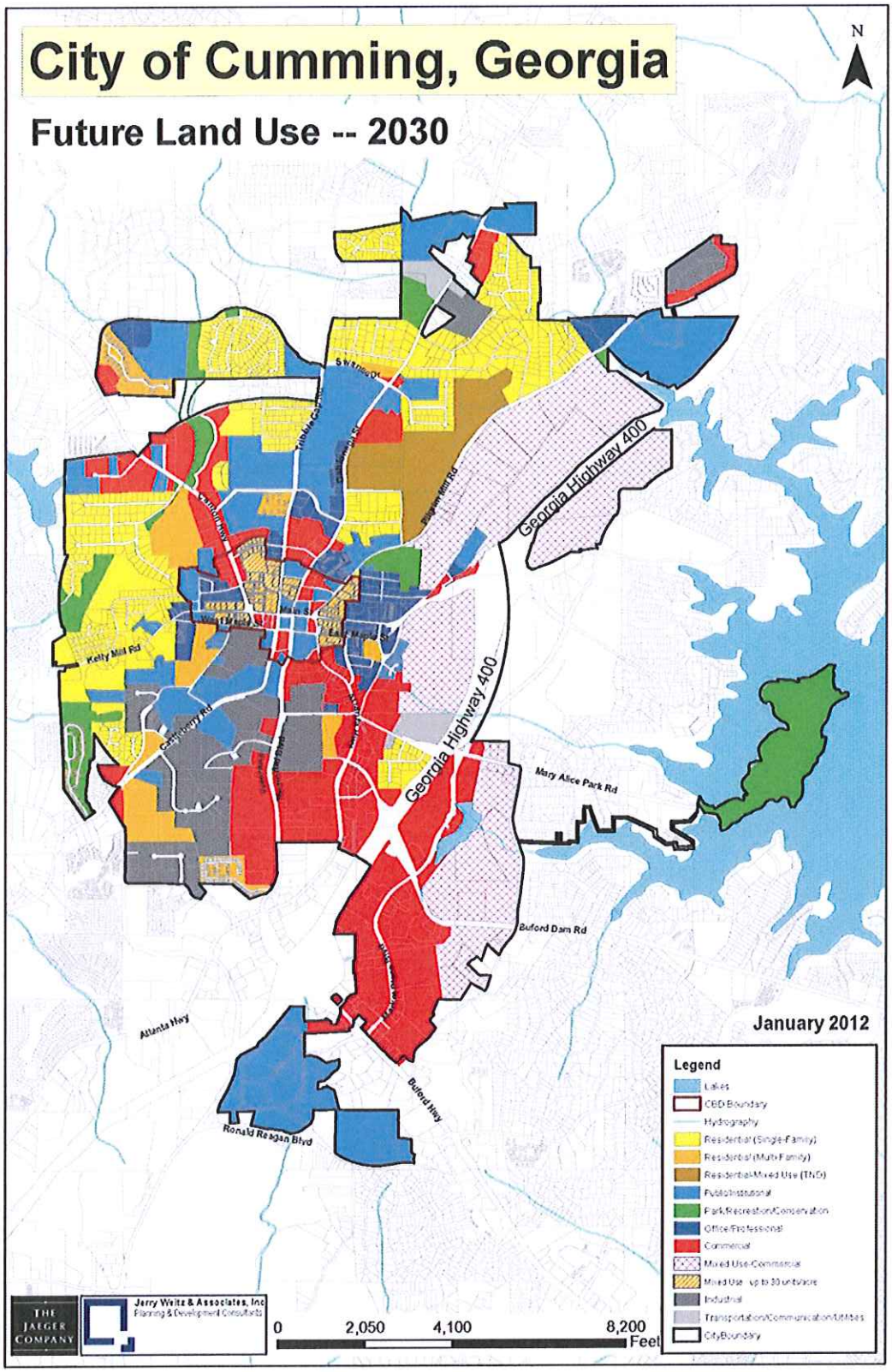
Cumming Station is in the CBD and provides lofts for downtown living

FUTURE LAND USE

In 2009, the city took a new look at the evolving development patterns in the city and reexamined the year 2025 future land use map in light of evolving and desirable development patterns. This section summarizes resulting changes to the future land use plan map and the introduction of a new character area map per local planning requirements.

Georgia 400 Corridor

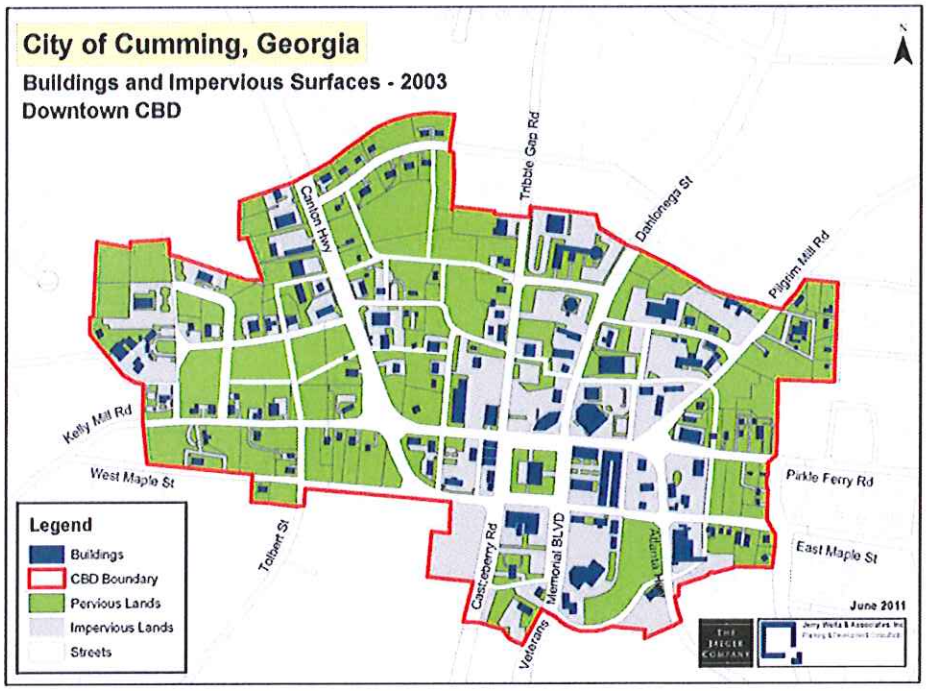
The 2025 plan called for the very large, vacant land holdings along both sides of Georgia 400 to become office and commercial mixed use development in campus-style settings. Specifically, it was thought that a new class "A" office node would likely emerge in Cumming. Now, in 2012, the prospect of several millions of new square feet of office buildings in a campus-style environment seems much less feasible and unlikely. The city's planning consultant concluded that Cumming is unlikely to absorb anywhere near the capacity of its 2025 land use plan for office development during the 2025 to 2030 planning horizon. Therefore, the 2030 land use plan does not retain the office-commercial, multi-story future land use district which was included on the prior 2025 future land use plan map.


City of Cumming, Georgia
Future Land Use -- 2030
N
Georgia Highway 400
Georgia Highway 400
Kelly Mill Rd
Mary Alice Park Rd
Buford Dam Rd
Atlanta Hwy
Ronald Reagan Blvd
Buford Hwy
January 2012
Legend
Lakes
CBD Boundary
Hydrography
Residential (Single-Family)
Residential (Multi-Family)
Residential/Mixed Use (TND)
Public/Institutional
Park/Recreation/Conservation
Office/Professional
Commercial
Mixed Use-Commercial
Mixed Use - up to 30 units/acre
Industrial
Transportation/Communication/Utilities
City Boundary
THE JAEGER COMPANY
Jerry Weitz & Associates, Inc
Planning & Development Consultants
0
2,050
4,100
8,200
Feet

Central Business District

Cumming took a bold, forward-thinking step in 2003 and 2004 by designating a central business district and potentially allowing high density residential development within it (see the following image for a 2003 image of buildings and impervious surfaces, from the previous comprehensive plan). As noted in Chapter 1 of this community agenda, Cumming seeks to achieve the vision of a pedestrian-friendly, more urban CBD than it currently has, consistent with principles of smart growth. Cumming now has its first true mixed-use development, Cumming Station, which provides for loft dwellings above retail and service spaces in the CBD. That development is not constructed anywhere near the allowed building height (8 stories) or the maximum floor-area ratio allowed in the CBD zoning district, but that project is a positive and significant step toward revitalization of an urban CBD in Cumming.

In critically re-examining the year 2025 future land use plan map, there are some blocks of land in the CBD that were suggested as appropriate for CBD mixed use (including residential up to 30 units per acre) but which are unlikely to change from their current land uses. That re-examination led to some land use changes within the CBD for individual blocks and uses. The net result of those changes was a scaling back of sorts of properties shown as appropriate for high density residential mixed use. This is viewed as more realistic in terms of predicted land use change in the CBD. And while it does not appear that even new development will approach the maximum heights and floor-area ratios allowed in the CBD zoning district, it relieves some potential stress on the CBD's road infrastructure if developers were to take advantage of allowable maximums for height and bulk.



FUTURE LAND USE PLAN MAP 2030 CATEGORIES

While no longer required by the minimum local planning standards of the Georgia Department of Community Affairs,[1] Cumming has elected to retain and update its future land use plan map. The 2030 plan map consolidates all single-family residential categories into a single category. The future land use plan map has been redrawn to include a new category of predominantly low-density residential use, but one that comes with significantly more flexibility for neighborhood-scale non-residential uses. Furthermore, this category provides an opportunity for the city to capture an evolving market for elderly housing, such as within continuing care retirement communities. That category, which is explained further in the next section, is referred to as mixed use residential, TND (Traditional Neighborhood Development). It is believed that this new designation is highly appropriate for the Pilgrim Mill Road corridor and as a transition in areas between lakefront residential subdivisions (in unincorporated areas) and the mixed use and commercial designations in the eastern part of the city. The categories shown on the future land use plan map are summarized below. See also policies for several of these individual categories.

Residential, Single-Family

The predominant use of land within this category is detached, single-family dwellings under fee simple ownership. This category is implemented in the City of Cumming Zoning Ordinance with three residential zoning districts: R-1, Single-Family Residential District; R-1A, Single-Family Residential District; and R-2, Moderate-Density Residential District. The minimum lot sizes for these districts are 30,000 square feet, 18,000 square feet, and 15,000 square feet, respectively, and they permit subdivisions with densities ranging from 1.5, to 2.5, to 3.0 units per acre, respectively. Two-family dwellings (duplexes) are also permitted, but only in the R-2 zoning district. If densities and compatibility or maintained, through the conditional use (discretionary review) process, other dwelling types can be permitted but only in the R-2 zoning district.

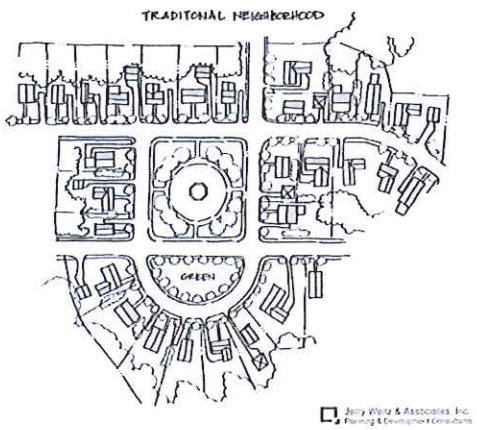
Residential, Multi-Family

This category includes apartments, condominiums, townhouses, and some duplexes and triplex units. An existing manufactured home park is also included in this category. This future land use category is implemented with the R-3, Multiple-Family Residential District in Cumming's zoning ordinance. The overall density of R-3 districts shall not exceed six (6) dwelling units per acre. Some of the properties designated as such were built to densities higher than currently permitted by the R-3 zoning district and are therefore nonconforming with regard to density.

[1] Under the minimum standards effective May 1, 2005, which were adopted after Cumming developed its current comprehensive plan, the state made future land use maps "optional" rather than required. Instead, the 2005 standards require a "future development map" which is to be based on "character" as opposed to individual land uses. It is the consultant's position, generally, that the future land use plan map remains an essential policy guide for the City of Cumming (or any locality with a zoning ordinance) and should provide the overall framework for the locality's zoning ordinance and subsequent zoning and rezoning decisions.

Residential, Mixed Use TND (Traditional Neighborhood Development)

This is a new category introduced in the Future Land Use 2030 plan map. It is proposed to be implemented with a zoning district of the same name, generally, but which has not been included in the Cumming zoning ordinance at the time of this writing. The following parameters are established for this future land use – a future zoning ordinance may refine these parameters:



Illustrative Traditional Neighborhood

1. Predominant Use. Uses within this future land use category shall be predominantly detached, single-family dwellings.

2. Ownership, Unit Options, and Height. Ownership options to fee simple title, such as single-family detached, condominium ownership, are permitted. Not more than 15 percent of the total units in the development may be attached units, but in no case shall there be more than 30 such units in any individual development. No such units or building shall exceed three stories or forty feet in building height.

3. Density. The overall density of residential development cannot exceed a net density of 2.5 units per acre, calculated on the basis of all lands devoted to residential uses (i.e., excluding any nonresidential uses). Minimum lot sizes for all individual single-family lots abutting an existing public street, such as Pilgrim Mill Road, shall be 18,000 square feet. The development overall, except for when lots abut an existing public street, may consist have smaller lots (minimum of 12,500 square feet), provided that the overall density of the development does not exceed 2.5 units per acre, calculated on the basis of all lands devoted to residential uses (i.e., excluding any nonresidential uses).

4. Design Principles and Open Space. Careful design of the development is required, and the design is expected to adhere to principles of "conservation subdivisions" as described in Article XVIII of the Cumming Zoning Ordinance and/or Traditional Neighborhood Development (TND) as customarily accepted by the Planning and Zoning Director and/or as may be elaborated upon in design guidelines adopted pursuant to the comprehensive plan. Open spaces should consist of from 25 to 40 percent of the total development's area, depending on design principles applied. Uses within the development must be linked together for pedestrian accessibility and scaled to the pedestrian.

5. Other Uses. Offices, personal service establishments, enclosed retail trade establishments, day care centers (no more than 17 persons served), finance, insurance and real estate establishments, sit-down restaurants, institutional residential living and care facilities (no more than 17 persons served) are permitted, subject to the following which are intended to keep such uses small, pedestrian-oriented, and scaled to serve primarily

the development itself. Active recreation buildings such as community centers or civic meeting rooms approved by the Planning and Zoning Director are allowed in the development but are not subject to these limitations.

(a) No individual business or establishment shall exceed 5,000 square feet of floor space.
(b) All such uses combined cannot exceed 2,500 square feet per gross acre of land involved in the development or 75,000 square feet, whichever is greater.
(c) No individual building shall include more than 15,000 gross square feet of space.

Public/Institutional

This category includes state, federal or local government uses, and institutional land uses. Government uses include city halls and government building complexes, police and fire stations, libraries, prisons, post offices, schools, public works facilities, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc. Facilities that are publicly owned, but would be classified more accurately in another land use category, are not included in this category. For example, publicly owned parks and/or recreational facilities are placed in the Park/Recreation/ Conservation category; landfills (none existing) fall under the Industrial category; and general office buildings containing government offices are placed in the commercial category. This category is implemented by an institutional zoning district in the Cumming zoning ordinance.

Office Professional

This land use category applies to stand-alone office buildings and office parks consisting of multiple buildings. All ranges of professional and medical offices are permitted, but outside storage is not allowed. This land use category is implemented with an Office Professional zoning district in the Cumming zoning ordinance.

Commercial

This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. This category is implemented in the Cumming zoning ordinance with Neighborhood Shopping, Highway Business, and Central Business District zoning classifications.

Office-Commercial Multi-Story

This future land use category is intended to provide for office buildings with accessory commercial uses in buildings with heights (up to six stories) which are greater than those allowed in other office and commercial districts. Taller buildings are intended to encourage efficient construction which will better facilitate increased landscaping and greenbelt areas and improved aesthetic qualities in a campus-style environment. This future land use category is

Mixed Use - CBD

This category corresponds with properties within the Central Business District zoning classification in the Zoning Ordinance which are anticipated to be available or desirable for redevelopment, including mixed uses and residential units up to 30 units per acre (subject to a conditional use permit).

Industrial

This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses, which may be organized into general categories of intensity.

Transportation/Communication/Utilities

This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.

Park/Recreation/Conservation

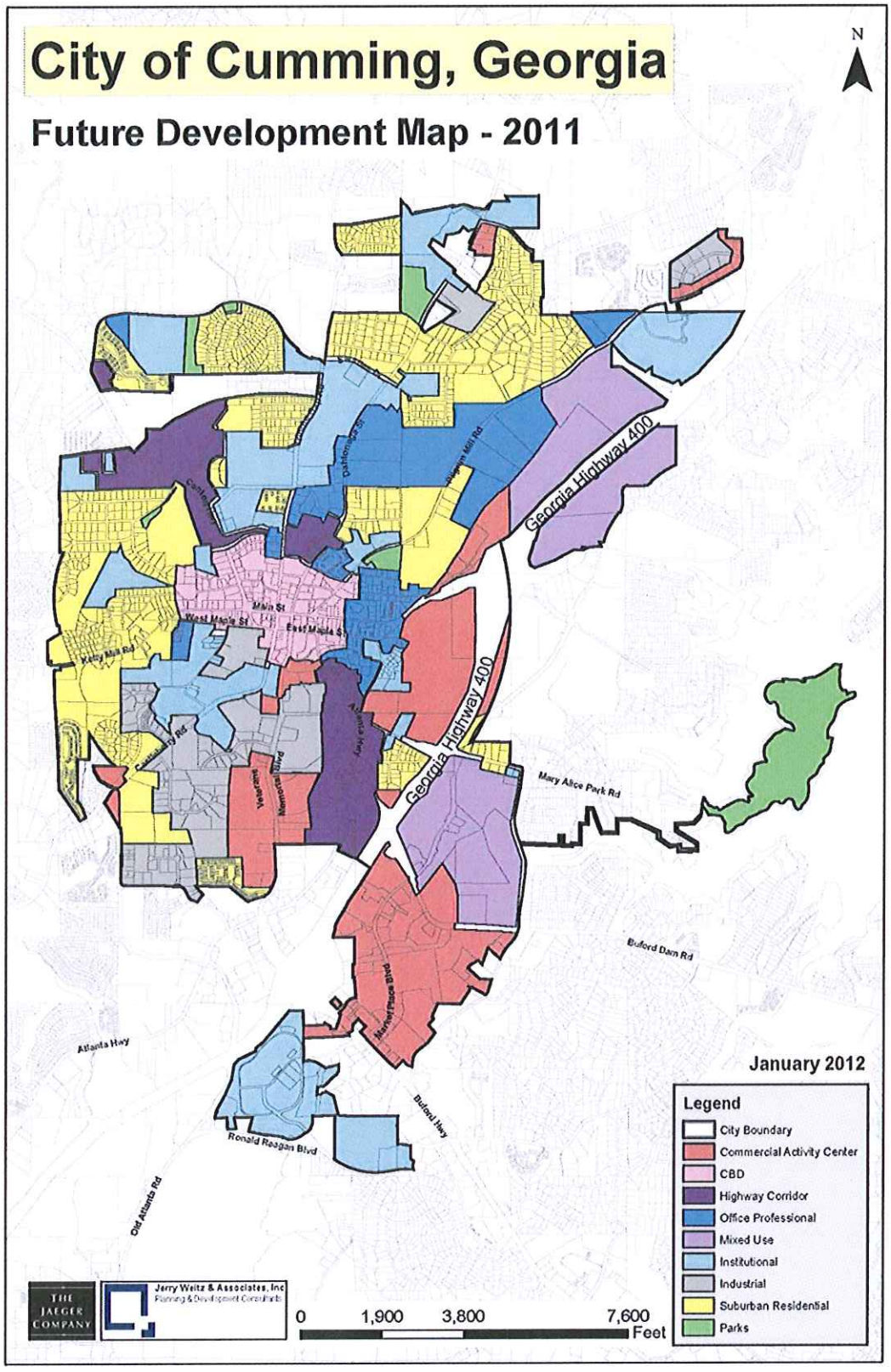
This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers and similar uses.

CHARACTER AREAS

According to local planning requirements, cities and counties are required to prepare a map of character areas as a part of the community agenda (called a "future development map" in the state's rules). The intent behind delineating character areas is to capture the unique design or feel of a given area, regardless of land use. That is to say, one generally hopes to define these areas in ways where one land use is not dominant. However, from a practical standpoint, character areas are often defined almost as much by "function" (i.e., use) as they are by "form" (i.e., character). That is the case with the City of Cumming.

Character is often defined in terms of a particular geography: character may follow a linear "corridor," usually a roadway; or it may be concentrated (or conceptualized to be located) in a "center" of some type, such as a place centered at the intersection of two major roadways. Or, it may simply be some other type of "area" or "neighborhood" that does not follow a linear (corridor) pattern or is not geographically centered on a given place or road intersection. Character areas are almost always appropriately based on a continuum from exurban, to rural, to suburban, to urban, or some combination of them.

After careful consideration, the following ten character areas are established, seven of which are exclusively or predominantly nonresidential. They are described in more detail on the following subsections.


City of Cumming, Georgia
Future Development Map - 2011
N
Georgia Highway 400
Georgia Highway 400
Main St
West Main St
East Main St
Kelly Mill Rd
Castleberry Rd
Veterans Memorial Blvd
Mary Alice Park Rd
Buford Dam Rd
Market Place Blvd
Atlanta Hwy
Ronald Reagan Blvd
Buford Hwy
Old Atlanta Rd
January 2012
Legend
City Boundary
Commercial Activity Center
CBD
Highway Corridor
Office Professional
Mixed Use
Institutional
Industrial
Suburban Residential
Parks
THE JAEGER COMPANY
Jerry Weitz & Associates, Inc
Planning & Development Consultants
0
1,900
3,800
7,600
Feet

Central Business District (CDB)

Vision: A compact, attractive, pedestrian-friendly downtown with redevelopment opportunities and some remaining historic fabric.

Uses and Intensities: Predominantly mixed use and main street-style commercial, including retail and service establishments, restaurants, offices, civic buildings and uses, institutional, and residential, and pocket parks and civic green spaces. New, luxury, high-density housing is promoted in the CBD (maximum FAR of 2.3).

Major Features: Rectangular or square block, lot, and street pattern, including sidewalks, pedestrian plazas, street trees, and other distinctive streetscape features.

Regulations: To be implemented by CBD zoning and downtown master plan.

Quality Community Objectives Implemented: Appropriate business, heritage preservation, open space preservation, transportation alternatives, housing opportunities, infill development, and sense of place.

This pocket park in the plaza of the Forsyth County Government Building creates a pedestrian-friendly downtown and preserves open space.

The streetscape of the CBD includes wide sidewalks along major thoroughfares with minimal plantings.

New construction in the CBD promotes designs compatible with typical "Main Street" architecture.

Aerial view of Cumming's Central Business District.

Mixed Use

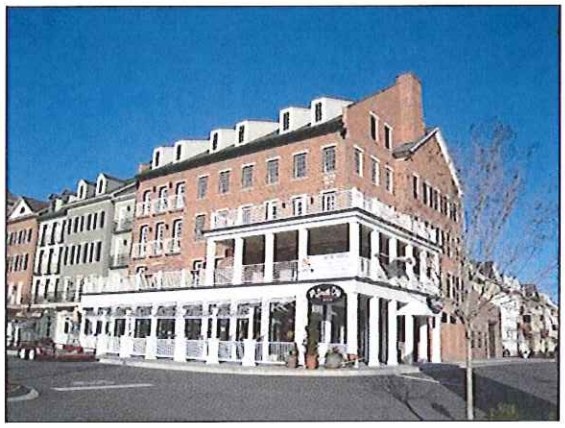
Vision: Areas that will be developed with a combination of different land uses intended to create an environment where compatible land uses can be located in close proximity to each other. Diverse places with unique architecture contributing to the economic base of the city.

Uses and Intensities: Acceptable uses include business/office parks and large-scale retail commercial and service uses. This area may include some housing. Commercial building intensities should be within a range of approximately 15,000 to 38,000 square feet of building space per acre (a Floor-Area Ratio of 0.5 to 0.85).

Major Features: Automobile traffic is frequent, and individual developments are not necessarily connected with one another. Driveways and curb radii are designed to accommodate smaller delivery trucks. Pedestrian accessibility is generally not anticipated, though pedestrian access is required along road frontages. Entrances, frontages, and building façades are softened with landscaping and low-lying identification signs.

Regulations: This character area will be primarily implemented with the multi-use zoning district already established in the Cumming zoning ordinance.

Quality Community Objectives Implemented: Appropriate business and employment options.



Developments like this in Smyrna, Georgia also combine residential loft and apartment living on upper floors with retail below creating a Mixed Use development.

Cumming Station, in the city's central business district, is an excellent example of desired, vertically integrated, mixed use.

Commercial Activity Center

Vision: This character area will be an accessible center of retail businesses, services (including "big box" establishments), and complementary uses.

Uses and Intensities: Dominated by commercial uses, this character area is the proper place for big box retail, shopping centers, lodging and auto-related uses. Commercial intensities are typically up to 15,000 square feet of building space per acre (FAR of 0.34), but up to 0.5 FAR is permitted.

Major Features: Developments are served by a network of collector and arterial roads. Pedestrian accessibility is promoted, although most activity is via the automobile for access. Entrances, frontages, and building façades are softened with landscaping and low-lying monument signs.

Regulations: This character area is implemented with the planned shopping center zoning district.

Quality Community Objectives Implemented: Appropriate business, employment options.

Commercial Activity Centers like that found along Market Place Boulevard are automobile orientated and feature service stations (Race Trac gas station on Buford Highway shown above), big box retail and other commercial enterprises typically not found in the Central Business District.

Signage is monumental in design, but low to the ground as this example for the Super Target on Market Place Boulevard. Landscaping is not only used to connect such signage to the ground but to soften the harsh lines of the Commercial Activity Center landscape.

Big box retailers, like Target, are found in the Commercial Activity Center found on Market Place Boulevard.

Cumming Town Center on Market Place Boulevard.

Highway Corridor

Vision: This character area will be an accessible center of small to mid-sized retail businesses, services, and complementary uses.

Uses and Intensities: Dominated by a major automobile corridor, this character area is the proper place for mid-sized shopping centers, auto-related uses and retail services. Commercial intensities are typically up to 15,000 square feet of building space per acre (FAR of 0.34), but up to 0.5 FAR is permitted.

Major Features: These areas are served by a main arterial road. Pedestrian accessibility is promoted, although most activity is via the automobile for access. Landscaping tends to be minimal and focuses on frontages with signage typically attached to a building or as a free standing sign.

Regulations: Implemented by the highway business zoning district.

Quality Community Objectives Implemented: Appropriate businesses, employment options, community gateway opportunities.

Pedestrian amenities are limited or nonexistent in the Highway Corridor as shown at this intersection of Meadow Drive and Atlanta Highway.

Development along the Highway Corridor can be small service or retail orientated business.

Development along the Highway Corridor can also include large retail development, such as this Ingles on Canton Highway.

Along Atlanta Highway there are substantial opportunities for redevelopment and corridor improvement.

Office-Professional

Vision: Uses range from individual business offices to small complexes of buildings providing professional office space connected by an interior road network. May or may not include pedestrian amenities, but does include landscaping to buffer buildings from each other and the roadway.

Uses and Intensities: Primary office-professional space is for small businesses consisting of a few offices or may contain multiple small offices per building. Relatively low intensities, with an average Floor-Area Ratio (FAR) of 0.25 and a maximum FAR of 0.3.

Major Features: These are mostly single-function land use districts where public access is controlled with one or two access points by automobile. Uses in this area rely on automobiles to provide access with limited pedestrian access if any. Landscaping is typically focused on the parking lot and road frontage but may include foundation plantings.

Regulations: Implemented by the OP, Office-Professional zoning district.

Quality Community Objectives Implemented: Appropriate business, employment options.

Office-professional complexes such as this example on Pirkle Ferry Road may include one-story, as shown above.

Typically, office-professional buildings are multiple stories.

This character area may include adaptive use of residential structures for offices, such as in this case along Kelly Mill Road.

Institutional

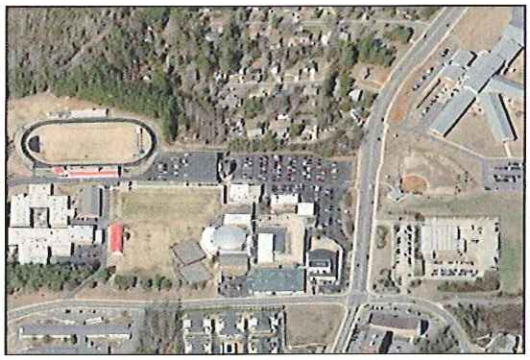
Vision: Large institutional campuses including county public schools, municipal and county facilities, and large churches.

Uses and Intensities: Primarily public and institutional. Relatively low existing intensities, with a Floor-Area Ratio (FAR) of 0.22 to 0.34, up to FAR of 0.7 (higher in multi-story institutional district).

Major Features: These are mostly single-function land use districts where public access is controlled or limited. Areas are designed for trucks, and individual establishments are not connected with one another. In the case of schools, pedestrian accessibility is provided, but other institutions are largely reliant on the automobile for access. Campus-style site planning and generous landscaping are encouraged.

Regulations: This character area is implemented with an institutional zoning district as per the adopted zoning ordinance.

Quality Community Objectives Implemented: Educational opportunities, employment options.



The Forsyth Central School is an example of an institutional campus compromising multiple buildings with recreational uses in an organized manner.

The generous landscaping in front of the Post Office on Tribble Gap Road softens harsh lines of the buildings and its generous setback.

Typically pedestrian access does not extend from the public street into institutional campuses, as at the United States Post Office on Tribble Gap Road.

Higher floor-area ratios exist in the hospital area, which contemplates even higher building intensities as medical facility needs expand.

Industrial

Vision: Contributing heavily to the blue collar employment base, this character area functions as a concentration of employment and job activity.

Uses and Intensities: Light and heavy industries are the primary uses contemplated within this Character Area. Maximum Floor-Area Ratio of 0.65).

Major Features: Truck traffic is frequent, and individual manufacturing establishments are not necessarily connected with one another. Driveways and curb radii are designed to accommodate large trucks. Pedestrian accessibility is generally not anticipated, though pedestrian access is required along road frontages. Entrances, frontages, and building façades are softened with landscaping and low-lying identification signs.

Regulations: This character area is implemented with a manufacturing zoning district.

Quality Community Objectives Implemented: Appropriate business, employment options.

View through the Castleberry Industrial Drive in Cumming. The expansive road and parking network allows delivery trucks ease of access and support parking for employees.

Industrial areas in Cumming include large industrial complexes, such as Koch Foods on Meadow Drive.

Smaller industrial buildings like this one on Castleberry Industrial Drive may also feature a showroom for retail sales.

Tyson Foods, one of Cumming's largest and most established industrial facilities.

Suburban Residential

Vision: Conventional suburban subdivisions with larger lots (1/3 to 1 acre) that may have cul-de-sacs and curvilinear streets. Houses are set back from the road. Streets are built to relatively wide standard when compared with traditional neighborhoods.

Uses and Densities: Acceptable uses are almost exclusively single-family residences, though some civic and recreational uses integrated into subdivision plans are acceptable. Duplexes, townhouses, multi-family, and accessory apartments are not permitted. Densities are in the range of 1-3 dwelling units per acre.

Major Features: Houses are setback from city streets. Garages are visible in street scene. Automobile access dominates function but sidewalks are required.

Regulations: Implemented with existing residential zoning districts per Cumming zoning ordinance.

Quality Community Objectives Implemented: Open space preservation, housing opportunities, infill development, and suburban sense of place.

Parkside Walk off of Pilgrim Mill Road is typical of cul-de-sac subdivisions found within the city limits.

Single-lot suburban residential development along major thoroughfares includes deeper setbacks than those found in planned subdivisions.

This residence in Parkside Walk is typical of suburban residential development with a prominent garage orientated to the street.

This character includes some older, established suburban residential neighborhoods.

Parks

Vision: This Character Area provides opportunities for residents of the city, as well as visitors to enjoy recreational opportunities.

Uses and Intensities: These lands are set aside for recreation use including "passive" use, such as hiking and walking, as well as more "active uses" of baseball, soccer and swimming. Park spaces may be "private" (associated with a development) or "public" (operated by Forsyth County or City of Cumming).

Major Features: Parks and open spaces may feature athletic fields (i.e. baseball, soccer, etc.) or be more "passive" park with the landscape in a more naturalized condition.

Regulations: No specific regulations are needed to implement this character area.

Quality Community Objectives Implemented: Open space preservation, environmental protection, sense of place.

Cumming City Park located on Pilgrim Mill Road provides several recreational uses, including ball fields, a soccer field, swimming pool, tennis courts and a children's playground.

This children's playground is found at the Cumming City Park.

This private park located on Pine Lake Drive is associated with suburban development and adjacent to a subdivision. This is a "passive" park with no programmed recreational use.

Mary Alice Park on Lake Lanier.

CHAPTER 4
POLICIES

The comprehensive plan (community agenda) is intended to provide a guide to everyday decision-making for use by local government officials and other community leaders. Local planning requirements specify that the local government will include any policies to provide ongoing guidance and direction to local government officials for making decisions consistent with addressing the identified issues and opportunities. The state's local planning requirements also suggest that local governments refer to recommended policies listed in the State Planning Recommendations for suggestions.

Cumming's previously adopted comprehensive plan contained numerous policies articulated under each of the respective plan elements. This community agenda incorporates the major goals and policy statements – with selected revisions. This community agenda includes a comprehensive synthesis and readoption of the city's comprehensive plan goals, policies, objectives, and implementation strategies, initially completed as part of the partial plan update in 2009. This consolidation of policies in one place is done because it is easier to research and cite policies when they are organized in one place – this chapter.

NATURAL RESOURCES AND THE ENVIRONMENT

General Environmental Policies

1. Limit development to a level that does not exceed the capabilities and requirements of a healthy environment.

2. Limit development in environmentally sensitive areas such as water supply watersheds, severe topography, and areas with drainage problems.

3. Restrict development within flood plains.

4. Provide permanent buffers to protect critical environmental features.

5. Conserve and protect natural resources, including air quality, trees, natural vegetation, existing topography, streams, creeks, wetlands, watersheds, and water quality.

6. Evaluate each proposed development's compatibility with the existing environment to determine the limitations and capabilities of the site for development.

7. Restore and enhance environmental functions damaged by prior site activities.

8. Development should respect, and blend with, the existing topography of the land.

9. Ensure that the City, in its own activities, follows the same environmental policies as required of private developers.

10. Seek out opportunities to acquire conservation lands and park spaces.

11. Conservation subdivision techniques are strongly encouraged in areas mapped as "difficult development sites" in this plan, and for properties proposed for development in the residential, mixed use (TND) category as shown on the future land use plan 2030 map.

12. The city expects sensitive development practices along steeply sloping lands and ridgelines of the city such as Bald Ridge. Development along ridge lines and on parcels with steep slopes should adhere to any design and development guidelines made a part of the comprehensive plan or as adopted by the city.

Flood Plain and Tributary Protection

1. Restrict or prohibit land disturbing activities, adjacent to tributary streams, which lead to increases in erosion or to increased flood heights and velocities.

2. Prohibit development within floodways and restrict or prohibit development in flood plains. If development within flood plains is allowed, flood plain storage should not be decreased from its present state. In no event shall development be permitted that inhibits the flow of floodwaters.

3. Continue to participate in the National Flood Insurance Program. Periodically amend the flood damage prevention/floodplain management ordinance to comply with changes to ordinances specified by the Federal Emergency Management Agency.

Wetlands

1. Design around significant wetlands.

2. Preservation is preferred over any form of destruction with mitigation. When roads must cross wetlands, they should be designed to cross at the point of minimum impact, ordinarily the narrowest point.

3. Establish upland buffers around retained wetlands and natural water bodies.

4. Any proposal for development involving the alteration of, or an impact on, wetlands should be evaluated according to the following (based on Ga. DNR Rule 391-3-16-.03):

- Whether impacts to an area would adversely affect the public health, safety, welfare, or the property of others.
- Whether the area is unique or significant in the conservation of flora and fauna including threatened, rare, or endangered species.

- Whether alteration or impacts to wetlands will adversely affect the function, including the flow or quality of water, cause erosion or shoaling, or impact navigation.
- Whether impacts or modification by a project would adversely affect fishing or recreational use of wetlands.
- Whether an alteration or impact would be temporary in nature.
- Whether alteration of wetlands would have measurable adverse impacts on adjacent sensitive natural areas.
- Where wetlands have been created for mitigation purposes under Section 404 of the Clean Water Act, such wetlands shall be considered for protection.

Watershed Protection Generally

1. Soil and erosion best management practices should be required on all sites regardless of size and soil erosion control plans should be required to be submitted and approved for all site larger than one acre per applicable state law and regional regulatory policy.

2. The effectiveness of storm water BMPs depends on design consideration. All structural BMPs should be required to be consistent with the Georgia Stormwater Management Manual. Specific measures to provide additional water quality improvements, in addition to the hydrologic controls, should be incorporated to maximize water quality benefits.

3. All significant sources of aquatic contamination and degradation should be excluded from streamside zones located directly adjacent to the stream in this zone. Uses within this area should be restricted to flood control and bank stabilization. Land disturbances including clearing should be prohibited except for specified managed uses when no practical alternative exists. Permitted uses within the managed zone include recreational activities, storm water BMPs, greenway trails, bike paths, utilities, and lawns.

4. Better Stormwater Site Design Practices include the following which will be implemented in the city:

    - Preserve undisturbed natural areas where possible.
    - Preserve riparian buffers.
    - Avoid development in floodplains.
    - Avoid development on steep slopes.
    - Minimize the siting of development on erodible soils.
    - Consider hydrology in the development site design process.
    - Locate development in less sensitive areas.
    - Reduce the limits of clearing and grading where possible.
    - Utilize open space development.
    - Consider and permit creative development designs.
    - Reduce roadway lengths and widths where possible.
    - Reduce building footprints and parking footprints.
    - Reduce setbacks and frontages.
    - Use fewer or alternative cul-de-sacs.

- Create parking lot stormwater "islands."
- Maximize pervious surfaces.
- Use natural drainageways instead of storm sewers where appropriate.
- Use vegetative swales instead of curb and gutter where possible.

Big Creek Watershed

1. Improve/maintain water quality of Big Creek and its tributaries.

2. Maximize recreation potential/value.

3. Minimize property damage, flooding, and stream impacts due to stormwater runoff.

4. Educate the watershed's users about the resources.

5. Develop a framework for intergovernmental cooperation in protecting the watershed.

6. Insure compatibility of watershed plans developed by individual jurisdictions.

Big Creek Ecological Greenway

1. Adopt a multi-jurisdictional greenway plan and policy to guide the development of greenway segments across jurisdictional boundaries.

2. Make greenway connections across jurisdictional boundaries.

3. Develop and adopt unifying design guidelines and principles to guide the implementation of the greenway system across jurisdictions.

4. Adopt the conceptual greenway plan into local comprehensive plans and show preservation areas and greenway corridors on local comprehensive land use maps.

5. Incorporate greenway system implementation and preservation of conservation areas and corridors into local development codes and ordinances.

6. Develop a management plan which ensures the long-term maintenance and protection of the greenway system.

7. Establish multi-jurisdictional agreements that protect and preserve the integrity of the greenway system.

8. Restore greenway corridors in developed areas.

9. Require dedication of greenway corridors and linkage through the development review process.

10. Adopt tree ordinances that allow tree mitigation banking in greenway corridors.

11. Establish and maintain a watershed-wide monitoring program.

HISTORIC PRESERVATION

1. Encourage the eventual inclusion of all worthy historic buildings, structures, and districts in the listing of the National Register of Historic Places and the Georgia Register of Historic Places.

2. Educate the general public on the importance and benefits of preserving historic resources.

3. Utilize regional, state, federal, and university programs which provide funding, staff and services to enhance the city's historic preservation program.

4. Encourage property owners to take advantage of federal and state investment tax credits available for the rehabilitation of historic structures.

5. Consider the adaptive use of historic structures for government uses, where appropriate.

HOUSING

1. Provide a range of housing size, cost, and density to make it possible for a significant number of people who work in the community to also live in the community.

2. Continue to provide, in the city's zoning regulations, for opportunities for accessory apartments and homes for the developmentally disabled.

3. Avoid regulations and practices that would discourage the provision of housing for persons with disabilities.

4. Maintain an overall maximum density limit of six (6) units per acre for multi-family properties.

5. Continue to provide, in the city's zoning regulations, for opportunities for nursing homes and other care facilities, continuing care retirement communities, and senior living.

6. Encourage "life cycle" or "mixed generation" communities that provide for persons of different age groups (including seniors) to live in the same community as they age.

7. Where allowed by the zoning regulations, encourage developments that mix different types of housing units (detached single family, attached single family, duplex, quadraplex, etc.) on the same site or within the same development.

8. Monitor housing conditions in neighborhoods identified in this comprehensive plan as possibly needed targeted community development activities, and develop a program to administer such activities if needed, during the planning horizon.

9. Upgrade or eliminate substandard or dilapidated housing. Encourage the demolition or removal of vacant dilapidated housing units which are beyond repair if such units contribute to the instability of the residential neighborhood and/or cause an immediate or foreseeable threat to public health, safety, or general welfare.

10. Consider and make use of incentives, state and federal funding, and/or any other available programs to encourage homeowners to improve and upgrade their homes so that they will remain owner-occupied so as to avoid a disproportionate number of renter-occupied housing units.

11. Stimulate infill housing in existing neighborhoods, especially owner-occupied housing.

12. Identify, through the land use element, infill development opportunities and ensure that there are no significant barriers to housing construction on infill sites in the city.

13. To address the small number of units that may be overcrowded and which may present an issue of overcrowding, the city should ensure that it has adopted and enforced a housing code.

14. A recent trend in metropolitan Atlanta is to require the periodic inspection of rental housing complexes to ensure safe, adequate, and lawful living conditions. If conditions with regard to overcrowding worsen, the city should consider such an inspection program.

15. In planning for and redeveloping Cumming's city center into a mixed-use downtown, the city and development community should focus on providing higher-end, owner-occupied condominiums to upgrade the overall city housing stock and provide buying power for increased commercial opportunities in the downtown.

16. Collect and monitor any additional available data on special housing needs in the city and county.

17. Identify private and other special housing needs providers such as Habitat for Humanity, religious institutions, community development corporations, and non-profit social service and advocacy groups, and determine how the city can participate to some degree in encouraging private-sector responses to such needs.

18. Evaluate the city's public housing program and the city's housing authority in terms of existing assets, housing conditions, and future options in light of changing federal housing policies.

19. Consider the extension of sanitary sewer to the city's housing that is not yet connected to the city's sanitary sewer system, if costs are reasonable and can be equitably distributed.

20. Consider the eligibility of any homes fifty years old or older as "historic" if the homes are grouped together in a neighborhood, have architectural significance and are worthy of a historic designation.

ECONOMIC DEVELOPMENT

1. Promote and enhance the City of Cumming as the commercial and service center for Forsyth County and the immediate region.

2. The businesses and industries encouraged to develop or expand in the city should be suitable for the City in terms of job skills required, linkages to other economic activities in the City or region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities (Quality Community Objective, Appropriate Business).

3. A range of job types should be provided in each community to meet the diverse needs of the local workforce (Quality Community Objective, Employment Options).

4. Maintain a diverse economy in the city, to ensure it does not rely upon any one employment sector or industry (e.g., government).

5. Promote the role the city plays as the medical office center for Forsyth County and the immediate region.

6. Continue to pursue manufacturing and industrial establishments to locate in any remaining lots in existing industrial parks and on light-industrially zoned land outside of industrial parks.

7. Target new businesses that are looking for existing facilities, and encourage them to locate in existing, vacant commercial/industrial buildings, or to adapt such buildings and structures for their reuse.

8. Capitalize on the city's access to Georgia 400 and its close proximity to Lake Lanier and the Atlanta region.

9. Plan for expanded infrastructure (water, sanitary sewer, roads, drainage facilities, etc.) as may be needed to accommodate future office, commercial, and light industrial development.

10. Emphasize the need for and encourage the revitalization and redevelopment of existing developments in the Atlanta Road (SR 9) corridor.

11. City leaders should be closely involved in major development efforts.

12. Make maximum use of Lanier Technical Institute's Adult Literacy Program to improve literacy levels of the city's population.

LAND USE

Established Single-Family Neighborhoods

1. Maintain and preserve quiet, stable neighborhoods of detached, single-family residences in a conventional suburban design and layout at low densities.

2. New residential development should provide for recreational opportunities such as greenspace, swim and tennis facilities, and for developments with more than 100 units, community buildings or multi-use recreation centers.

3. Applications for conditional uses should be carefully considered to ensure compatibility with the neighborhood's residential character.

4. When acting on requests for re-zoning to single-family residential zoning districts (i.e., R-1, R-1A, and R-2), the city will consider the compatibility of the proposed (or permitted) lot sizes of the development in relation to those in the vicinity of the proposed rezoning.

Multi-Family Residential Development

1. Triplexes, quadraplexes, townhouses, and detached single-family condominiums may be appropriate, subject to approval as conditional uses and if designed to be in keeping with the character of existing development in R-2 districts. They are permitted in R-3 zoning districts.

2. New residential development should provide for recreational opportunities such as greenspace, swim and tennis facilities, and for developments with more than 100 units, community buildings or multi-use recreation centers.

3. The overall density of new residential development in R-3 districts shall not exceed six (6) units per acre.

4. Applications for conditional uses should be carefully considered to ensure compatibility with the neighborhood's residential character.

Central Business District (CBD)

1. Development in the CBD may consist of greater lot coverages, building heights, and building intensities and little or no front and side building setbacks.

2. Development that is adequately served by public parking or on-street parking, or which qualifies for exemptions, should have reduced minimum off-street parking requirements.

3. Permitted uses in the CBD include those that contribute to a pedestrian-friendly design and that maintain the character of the district as the governmental office, financial, and commercial business center for the City of Cumming.

4. Automobile-related facilities and services are not appropriate in the CBD because they do not facilitate pedestrian friendly design, and thus, new highway business uses are not permitted in the CBD.

5. Pocket parks, or greenspace amounting to 20 percent of the total site area, shall be provided as a part of mixed-use developments in the CBD.

6. Housing, up to 30 units per acre, may be appropriate as part of mixed-use or multi-use developments and redevelopment projects in the CBD, subject to conditional use approval, on properties designated for mixed-use development or redevelopment according to the future land use map.

7. Where an extension of the grid street system is illustrated by development concepts for the CBD or on the future land use plan map, the development shall incorporate the proposed grid-pattern street extension (with small block patterns).

Traditional Neighborhood Development (TND)

Encourage adherence to traditional neighborhood development principles in areas designated for: commercial, mixed use; and residential, mixed use (TND) on the future land use plan 2030 map.

Neighborhood Shopping

1. Neighborhood Shopping districts are intended to provide areas for limited, small-scale commercial uses of a convenience nature serving nearby residential neighborhoods as opposed to a regional market.

2. With the exception of convenience stores with gasoline pumps, neighborhood shopping districts do not permit or accommodate automotive uses or other types of more intensive highway business activities, or those uses that generate excessive traffic, noise, odors, pollution, safety hazards, or other adverse impacts which would detract from the desirability of adjacent properties for residential use.

3. Uses within neighborhood shopping districts generally occur within enclosed buildings with no outside storage and limited outdoor display of goods and merchandise.

Highway Commercial Corridors

1. Along certain designated portions of state highways other than Georgia 400, highway commercial districts are established to provide suitable areas for those business and commercial uses which primarily serve the public traveling by automobile and which benefit from direct access to state highways. HB districts are generally designed so that the automobile has precedence over the pedestrian.

2. Automobile sales and service, lodging, and mini-storage facilities are representative uses. Open storage and open-air business uses are also permitted, subject to certain screening requirements.

3. The creation of new highway business districts without frontage on a state highway is strongly discouraged. Great scrutiny will be given to any requests for rezoning to extend highway business zoning districts. Substantially compelling evidence of the need for additional highway business uses in Cumming must be presented to support such a change.

Planned Shopping Centers

1. Planned shopping centers serve as major regional shopping destinations for retail goods, dining, building supplies, indoor commercial recreation, and personal and lodging services. Uses permitted within planned shopping centers include certain highway business and open-air business uses.

2. Planned shopping centers are generally designed so that the automobile has precedence over the pedestrian (i.e., in a conventional, suburban layout with abundant off-street parking in front of commercial buildings) but such areas must safely accommodate pedestrians.

3. New planned shopping centers should provide interparcel connections, limited curb cuts on minor and major arterials, and generous landscaping and shade trees.

4. A natural buffer replanted where sparsely vegetated with a width of not less than fifty (50) feet shall be provided and maintained along all property lines abutting or adjoining single-family residential development, including subdivisions in unincorporated Forsyth County.

Office Development

1. Office-professional districts are intended to encourage and provide suitable areas for professional, medical, and general offices and certain related activities.

2. Office-professional districts can serve as a transition between one or more commercial zoning districts and one or more residential zoning districts.

Institutional Districts

1. Institutional districts are established for a variety of public and semi-public uses, including public and private elementary, middle, and secondary schools, city, county, and state government offices, municipal fairgrounds, hospitals, churches, institutional residential facilities such as nursing homes and care centers, parks, public land, open space, public utilities, and other institutions and public uses.

2. Pedestrian access should be provided to and from all institutional districts.

Industrial Districts

1. Industrial land uses should be limited to areas with relatively level topography, adequate water and sewerage facilities, and access to arterial streets.

2. New industrial operations should be limited to those that are not objectionable by reason of the emission of noise, vibration, smoke, dust, gas, fumes, odors or radiation and that do not create fire or explosion hazards or other objectionable conditions.

3. New industrial development shall connect to existing industrial development, where such connection would facilitate traffic through light industrial parks and individual developments.

Environmentally Sensitive Areas

1. Areas of flood plain should be set aside for greenspace.

2. Areas designated as "environmentally sensitive parcel" according to the city's zoning ordinance have unstable ground or other situations that require environmental monitoring or compliance. Environmentally sensitive parcels are declared to be unsafe for building without additional technical review. Environmental mitigation or remediation recommended by a qualified professional may be made a condition of approval for any building permit on an environmentally sensitive parcel.

Land Development Process

Critically re-evaluate and continuously improve the land development process in Cumming, particularly through the availability of clear, web-accessible instructions, guidelines, and resources.

COMMUNITY FACILITIES AND SERVICES OBJECTIVES

General Policy for Siting Community Facilities

1. The City of Cumming will strive to locate and expand municipal offices in the downtown central business district of the city.

2. The city encourages Forsyth County to maintain its major administrative and governmental offices in the downtown central business district of the city.

Water

1. Update the existing water Master Plan, including demand forecasts, and maps of the service delivery system, including lot lines, location/size/type of mains, valves, pumping stations, blowoffs, storage tanks, etc.

2. Complete upgrades to the pipeline system in major roadways as suggested in capital improvement programs.

3. Promote extension of distribution systems and connection with County/regional systems.

4. Update the Raw Water Intake Agreement and Wholesale Water User's Agreement with Forsyth County for the specified periods, as applicable.

5. Deliver safe, potable water of approved quality at reasonable cost.

6. Comply with the water quality standards of the Federal Safe Drinking Water Act of 1974, as amended. Monitor other water quality standards and be responsive to citizen complaints with regard to water quality

7. Operate the water delivery system on a 24 hour basis, 365(6) days of the year.

8. Meet average and peak water service demands.

9. Maintain water pressure between 40 and 60 pounds per square inch (psi), not to drop below a minimum of 20 psi for firefighting purposes, with a maximum of 100 psi to restrict potential for leakage.

10. Maintain a target water flow standard of 1,500 gallons per minute for firefighting commercial structures, although between 2,000 and 2,500 gallons per minute is considered optimum.

11. For firefighting a residential fire, establish a minimum water target of 1,000 gallons per minute, although up to 1,500 gallons per minute is considered optimum.

12. Provide sufficient storage of treated water to permit normal delivery of all but the most severe emergencies and level out high peak flows.

13. Develop and enforce water conservation measures in all new development in the City.

14. Require developers of residential subdivisions to install the appropriate water mains, fire hydrants, and other appurtenances.

Sanitary Sewer

1. Protect the quality of the natural waters and waterways.

2. Assure cost effective service delivery that protects the health and welfare of the community's households, businesses and institutions.

3. Update the existing Sanitary Sewer Master Plan every 5 years, including generation factors and demand forecasts.

4. Target sanitary sewer expansion to areas to be developed as commercial and residential subdivisions with the goal of providing service to 80 percent of the service area by 2021.

5. Operate, maintain, expand, and replace components of the wastewater system to assure uninterrupted wastewater collection and transportation, and adequate waste processing treatment and proper disposal or reuse of reclaimed waters and of waste treatment by-products.

6. Assure that the collection system has the hydraulic capacity and physical integrity to convey all sanitary wastewater flows to the wastewater treatment plant without bypassing these flows into receiving waters and without causing waste backups that store sanitary sewage on private property.

Stormwater Management

Develop satisfactory municipal capability for stormwater management services, consistent with the city needs and those identified by the Metropolitan North Georgia Water Planning District.

Fire Protection/Emergency Medical Services

1. Maintain a formal service agreement with Forsyth County.

2. Enforce appropriate standard fire codes and city building ordinance which requires automatic sprinkler systems in places of assemblage, and new commercial structures, based on the type of structure, size of structure(s), usage, number of occupants, whether alcohol is served, and other factors.

3. Ensure fire hydrants are installed along new public water lines every 1,000 feet in residential areas and every 500 feet for commercial/industrial development, and by developers in residential subdivisions.

4. Require that fire hydrants be placed such that a hydrant is not located further than 250 feet from the furthermost rear portion of a commercial/industrial building.

5. Test fire hydrants regularly and institute prompt repairs where necessary.

6. Adhere to all requirements of the Forsyth County Fire Department in order to support a target first response time for properties within the City limits of 3 to 4 minutes.

7. Continue to utilize the fire safety inspector employed by Forsyth County to provide inspections of buildings in the City.

8. Continue to support the Forsyth County Fire Department's educational programs.

9. Work with the Fire Department to reduce the ISO rating where practical and cost effective to do so.

Police Department

1. Ensure that the law enforcement agency has adequate personnel, equipment, and training.

2. Work to improve the technology base to improve customer relations and work flows.

3. Maintain a target officer to population ratio of 2.2 officers per 1,000 population.

4. Strive to uphold an average 3 to 5 minute incident response time.

5. Promote community policing and crime prevention strategies.

6. Continue to provide drug education programs in the public schools.

Parks and Recreation/Fairgrounds/Cultural Facilities

1. Enhance the quality of life for residents through the provision of open space, park and recreation facilities, special events, cultural and entertainment opportunities at the fairgrounds, accessible to all City residents.

2. Prepare a Parks and Recreation Master Plan to address service delivery, deficiencies, recommended improvements and potential funding sources.

3. Dedicate land, where feasible, for passive recreation, public open space, and trails.

4. Encourage developers to build recreational opportunities in conjunction with new residential development, and encourage the use of permanently protected open space in subdivision design.

5. Purchase or annex acreage to provide sufficient parkland to achieve the City of Cumming's adopted level of service standard, as necessary.

6. Continue to maintain an informal usage agreement with the Forsyth County Board of Education, specifically for the 3 school facilities in the City of Cumming, for the usage of basketball courts in gymnasiums, playfields and other facilities, as available.

7. Implement improvements as identified in the Capital Improvements Element.

8. Continue plans to develop a convention center and amphitheatre at the Mary Alice Park site to be sponsored by a private developer, with the City providing funding incentives.

9. Maintain and promote "heritage" villages at the fairgrounds and maintain adequate parking to accommodate annual attendees.

Education

Communicate with the Forsyth County Board of Education concerning future growth areas of the City and the Board's plans for provision of public schools to meet future capacities.

General Government, Planning and Administration

1. Ensure that city government facilities keep pace with growth and develop concurrently with the city's population.

2. Ensure that infrastructure and public services are adequately positioned with personnel and facilities to provide coverage to existing and newly annexed areas.

Health and Hospitals

1. Meet health needs through a combination of public and private sources.

2. Continue to work with the Forsyth County Health Department to develop and expand programming to meet the needs of the citizens of the City of Cumming.

3. Continue to encourage private health care providers to locate in the City.

TRANSPORTATION

Highways and Roads

1. Adequate sight distance. There must be an unobstructed sight distance in both directions on all approaches at an intersection. Any object within the sight triangle that constitutes a sight obstruction should be removed or lowered, including parking, cut slopes, hedges, trees, and bushes.

2. Intersection geometry. Intersecting roadways should cross at, or as close as practical to, a right angle (90 degrees).

3. Correct problem intersections. Seek participation by Georgia Department of Transportation in the design and funding of improvements that will correct poor geometrics at intersections along Atlanta Highway (SR 9/SR 20).

4. Connectivity and direct travel. The city supports the design of its street network so that there will be multiple connections and relatively direct routes.

5. Levels of service (LOS) standards. Seek to maintain an overall LOS "D" for the city's arterial and collector street system.

6. Road maintenance. Reduce the number and percentage of streets with pavement driving hazards. Hazards are large potholes, sharp bumps, drops, or tilts in the driving right-of-way. Cracks in the road shall be sealed, depressions or bumps will be corrected, water ponding of greater than one inch should be corrected, and broken pavement edges, potholes and breaks shall be promptly repaired. Local street maintenance workers should regularly examine streets and roads to rate their surface condition, then determine specific maintenance and repair programs.

7. Pavement management. Prepare a pavement management system for repairing, resurfacing, and rehabilitating existing local roads in the city.

8. Downtown CBD grid extension. As new development or redevelopment occurs in the designated central business district, ensure that the grid pattern of local roads is extended, creating an urban block pattern as proposed in this comprehensive plan.

9. Residential neighborhood road extensions. As properties are developed for residential uses along both sides of Pilgrim Mill Road, a grid pattern or modified grid pattern should be established, extended, and connected with existing residential streets.

10. Traffic Calming. Utilize traffic calming measures for extensions of the grid patterned road network in the central business district, as appropriate, to ensure a pedestrian friendly environment.

Alternative Transportation

1. Sidewalks. Invest in the expansion of the city's sidewalk system to help create a pedestrian friendly community. Design and install sidewalk extension projects based on priorities stated in this comprehensive plan. Subject to funding limitations, sidewalks should be placed on both sides of arterial and collector streets.

2. Sidewalk maintenance. Provide adequate funding for repairs and maintenance on that portion of the sidewalk network that is the city's responsibility.

3. Pedestrian safety. Make existing pedestrian facilities safer with streetlights, signalized pedestrian crossings (mid-block if necessary), and brightly painted crosswalks.

4. Pedestrian connections to the street sidewalk system. Individual developments, except for detached, single-family lots, shall provide direct pedestrian access ways to all public sidewalks or multi-use trails when located on a public street abutting the property to be developed.

5. Levels of service (LOS) standards. Seek to maintain an overall LOS "C" for the pedestrian system.

6. Bicycle facilities and multi-use paths. Explore opportunities to designate and fund bicycle lanes and bicycle paths in conjunction with other projects and programs. Work with the County School Board to coordinate the provision of bicycle facilities at existing and proposed school facilities. During the planning horizon, pursue improvements that will add bicycle travel to the city's transportation system. Implement a shared roadway facility for bicycle travel on Kelly Mill Road, extend the multi-use trail proposed by Forsyth County east of SR 400, and explore opportunities to connect a greenway with trail to Sawnee Mountain.

7. Public transportation. Anticipate that MARTA will be extended to Windward Parkway during the planning horizon (to 2030). The city encourages the Georgia Regional Transportation Authority and the Georgia Department of Transportation to accelerate construction of HOV lanes on Georgia 400, provide park and ride lots, and implement or maintain express bus service from Forsyth County to MARTA's North Springs station. The city will cooperate with Forsyth County in providing public transportation that will link to public transportation (heavy rail, express bus, etc.) in Fulton County.

8. Travel demand management. Consider cooperative efforts with Forsyth County to study and implement Travel Demand Management (TDM) programs for local employees: ridesharing, modified work hours, telecommuting, and others.

Other Transportation Policies

1. Municipal parking. Construct a municipal parking lot in the downtown central business district, to help serve development, redevelopment, and the expansion of county government offices. The city may seek the financial participation of Forsyth County in this regard.

2. Shade Trees. Prepare a public shade tree installation program for the city's arterial and collector road system, beginning with streetscapes in the downtown central business district.

3. Community Improvement Districts. Consider the appropriateness during the planning horizon of establishing community improvement districts for the central business district and the Market Place Boulevard area, to plan and install public improvements such as new roads, sidewalks, streetscapes, and street trees.

4. Corridor Plan for Atlanta Highway. Prepare a corridor plan for Atlanta Highway, to include proposals to consolidate curb cuts and driveways, improve intersections, control signs, conceal poor aesthetics, and beautify the corridor.

5. Land Use Regulations. Periodically review, and revise as necessary, the city's land use regulations to implement the policies of this transportation element.

INTERGOVERNMENTAL COOPERATION

1. Consider municipal boundary expansion opportunities as appropriate, including properties identified as potential annexation areas (see annexation plan) and when unincorporated property owners petition for annexation.

2. Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources (Quality Community Objective, Regional Cooperation).

3. Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer (Quality Community Objective, Regional Solutions).

4. Resolve conflicts with other local governments through informal means, including mediation when appropriate, but instituting litigation when necessary to protect the city's interests.

5. Share resources and information with all government entities.

6. Periodically assess existing intergovernmental agreements and develop new agreements as appropriate.

7. Identify further opportunities for joint service delivery between Forsyth County and the city, and maintain and implement agreed upon service delivery strategies.

8. Adopt, and amend as necessary, plans and regulations to be consistent with the mandates and requirements of the Metropolitan North Georgia Water Planning District.

9. Ensure that goals and implementation programs of the city's comprehensive plan are consistent with adopted coordination mechanisms and consistent with applicable regional and state programs.

CHAPTER 5
SHORT-TERM WORK PROGRAM

This chapter describes the initiatives, programs, regulations, and other efforts needed by the City of Cumming to implement its comprehensive plan (this community agenda) during the next five years. These are all shown in Table 3.

IMPLEMENTATION RESPONSIBILITIES

The Cumming Planning and Zoning Department is the primary administrative agency responsible for implementation of the comprehensive plan. However, other municipal departments have important responsibilities in their respective service areas, and the City Administrator must propose and approve funding levels appropriate to carry out the many programs suggested here. Furthermore, Cumming's Mayor and City Council have an obligation to keep the comprehensive plan current in terms of policy. The Cumming Planning and Zoning Commission also has an important role in ensuring the comprehensive plan is implemented through proper rezoning changes and development practices.

SHORT-TERM WORK PROGRAM

In presenting the short-term work program (Table 3), the city hereby articulates a number of important qualifiers and caveats. The city has included the projects listed in the work program because they were (a) identified by department heads; (b) called for in the previous work program but deferred; and/or (c) suggested by the city's planning consultant based on an analysis of quality community objectives as called for by the state in its local planning standards. Generally, the suggestions in the work program are *discretionary*, not based on critical health and safety concerns.

City leaders believe all of these projects and initiatives are worthy, *if* funding is available. However, this is a time of great uncertainty with regard to municipal revenues for capital projects and new program initiatives. Similarly, some of the work program initiatives may only be feasible if outside funding is obtained, such as a grant. The current economic recession significantly limits, and will most likely continue to constrain, the city's spending with regard to funding capital improvements and initiating new projects as suggested in the work program. Therefore, *implementation of the short-term work program is not guaranteed.* Department heads, the general public, and others must keep these points in mind and cannot cite this suggested work program as a financial commitment by the City of Cumming.

Given the city's current revenue limitations, and uncertainty about its future revenue streams, the projects and activities listed in the short-term work program may be: (a) deferred for one or more years; (b) moved to long-range; (c) reduced in scope if possible; and/or (d) deleted from the work program altogether. The city's administration will evaluate capital improvements and program needs each year during the budgeting process and will use the short-term work program as a guide in recommending priorities to the Mayor and City Council. If the city decides in the future not to implement one or more projects called for in the work program during the next five years,

it will do so in a way that ensures the public health, safety, and general welfare will not be negatively impacted. When the city completes a new comprehensive plan during the next five years, it will further assess its funding capacity, re-evaluate the programs and initiatives called for in the short-term work program, and report on its progress toward attaining the important objectives of the comprehensive plan.

Table 3
Short-Term Work and Capital Program
FY 2012 to FY 2016
City of Cumming, Georgia

Description	Year(s) To Be Implemented	Estimated Cost ($)	Responsible Party	Possible Funding Sources
NATURAL RESOURCES				
Map future conditions floodplain	FY 2012 to FY 2014	Unknown	GA DNR; Metro N. Ga. Water	GA DNR; Metro N. Ga. Water
Monitor application of policies for difficult development sites; consider additional regulations if warranted	FY 2012 to FY 2016	Staff Function	Planning & Zoning	Included in General Fund
LAND USE				
Review and revise all web-based materials regarding land development process	FY 2012	$2,000	Planning & Zoning	General Fund
Monitor attainment of community vision and report to city council	FY 2012 to FY 2016	Staff Function	Planning & Zoning	Included in General Fund
Prepare redevelopment plan for Atlanta Road (SR 9) corridor	FY 2013	$10,000	Planning & Zoning	General Fund
Prepare design guidelines for difficult development sites, traditional neighborhood development within mixed-use master planned developments, and general aesthetic improvement	FY 2014	$20,000	Planning & Zoning	General Fund
Prepare redevelopment plan for Central Business District (CBD)	FY 2015	$25,000 ($75,000 w/grant)	Planning & Zoning	General Fund; Atlanta Regional Comm. Livable Centers Initiative
STREET DEPARTMENT AND BEAUTIFICATION				
Maintain, repair, replace all equipment according to pre-determined schedule, including forklift, ditchwitch, skid steer, loader, tractor, cat, crane, compressor(s)	FY 2012 to FY 2016	Annual to be determined	Streets	General and/or Capital Fund
Partner with Keep Forsyth Beautiful to institute tree planting programs along road rights of ways in the city	FY 2012 to FY 2016	$37,500 ($5,000 annually)	Streets	General Fund
Install pedestrian lighting from central business district to city limits on Pilgrim Mill Road	FY 2012 to FY 2016	$600,000	Streets	SPLOST
COMMUNITY FACILITIES: POLICE				
Add additional sworn officers to maintain level of service for police force	FY 2012 to FY 2016	$40,000 ea. Plus benefits	Police	General Fund
Replace patrol vehicles as needed	FY 2012 to FY 2016	$26,000 ea.	Police	General Fund
Replace radios in vehicles and dispatch equipment as needed	FY 2012 to FY 2016	$2,800 ea.	Police	General Fund
Add discreet shotgun racks to two patrol vehicles	FY 2012 to FY 2016	$700	Police	General Fund
Add a walk-through magnetometer to the Municipal Court	FY 2012 to FY 2016	$2,500	Police	General Fund

Description	Year(s) To Be Implemented	Estimated Cost ($)	Responsible Party	Possible Funding Sources
COMMUNITY FACILITIES: FAIRGROUNDS				
Reseal all Heritage Village buildings	FY 2012 to FY 2014	$12,000	Fairgrounds	General Fund
Repaint or reseal all Indian Village buildings	FY 2013	$1,500	Fairgrounds	General Fund
Repaint steel beams for covered arena	FY 2013 to FY 2015	To be det.	Fairgrounds	General Fund
Install sun and wind screens on sides of arena	FY 2012 to FY 2016	$15,000	Fairgrounds	General Fund
Resurface roadways within fairgrounds	FY 2012 to FY 2014	$5,000 annually	Fairgrounds	General Fund
COMMUNITY FACILITIES: UTILITIES				
Update comprehensive solid waste management plan	Per recertification deadline	$5,000	Utilities	General Fund
Upgrade/replace water lines in downtown area	FY 2013 to FY 2017	Unknown	Utilities	Water/Sewer Capital Fund
Install new 4 MG clear well at PWPF	FY 2013 to FY 2017	$8,000,000	Utilities	Water/Sewer Capital Fund
Upgrade /replace wastewater pumping station and force main at Ronald Reagan Boulevard	FY 2013 to FY 2017	$3,500,000	Utilities	Water/Sewer Capital Fund
Upgrade /replace Haw Creek Road gravity sewer	FY 2013 to FY 2017	$1,000,000	Utilities	Water/Sewer Capital Fund
Install new wastewater pump station and force main at Mary Alice Park Road	FY 2013 to FY 2017	$1,500,000	Utilities	Water/Sewer Capital Fund
Remove wastewater pumping stations #1 and #2 and allow to gravity flow to Sanders Road pump station	FY 2013 to FY 2017	$800,000	Utilities	Water/Sewer Capital Fund
Install new wastewater pump station and force main at Baldridge Marina Road	FY 2013 to FY 2017	$1,500,000	Utilities	Water/Sewer Capital Fund
Install new wastewater pump station and force main at Lanier Beach South to replace aging wastewater treatment plant	FY 2013 to FY 2017	$1,000,000	Utilities	Water/Sewer Capital Fund
Install new wastewater pump station and force main at Settingdown Creek	FY 2013 to FY 2017	$2,500,000	Utilities	Water/Sewer Capital Fund
Install new 2 MG elevated water storage tank at old Atlanta Road	FY 2013 to FY 2017	$2,200,000	Utilities	Water/Sewer Capital Fund
Install new gravity sewer line, Piedmont Corners	FY 2013 to FY 2017	$800,000	Utilities	Water/Sewer Capital Fund
Upgrade/replace 16-inch water line, SR 9 South	FY 2013 to FY 2017	$1,500,000	Utilities	Water/Sewer Capital Fund
Install new 12-inch water line loop from Dr. Bramblett Road to Hendrix Road	FY 2013 to FY 2017	$2,000,000	Utilities	Water/Sewer Capital Fund
Install new 12-inch water line from Heard Industrial Boulevard to Hammonds Crossing	FY 2013 to FY 2017	$800,000	Utilities	Water/Sewer Capital Fund
Mary Alice Park Road Intersection Water Line Replacement Project	FY 2012	$600,000	Utilities	Water/Sewer Capital Fund
Generator for Raw Water Intake Facility (RWIF)	FY 2012	$1,200,000	Utilities	Water/Sewer Capital Fund
Generator for potable Water Production Facility (PWPF)	FY 2012	$1,000,000	Utilities	Water/Sewer Capital Fund
Samples Road PS to Haw Creek Road relief force main	FY 2013 to FY 2017	$1,200,000	Utilities	Water/Sewer Capital Fund
Highway 20 East water line replacement project for road widening	FY 2013 to FY 2014	$1,400,000	Utilities	Water/Sewer Capital Fund
Sawmill Branch sewer relief line	FY 2013 to FY 2014	$1,400,000	Utilities	Water/Sewer Capital Fund
COMMUNITY FACILTIIES: RECREATION AND PARKS				

Replace/upgrade department offices	FY 2012 to FY 2016	$1,000,000	Recreation and Parks	SPLOST
Redevelop Cumming City Park	FY 2012 to FY 2016	$5,500,000	Recreation and Parks	SPLOST
Acquire land and/or easements for greenway trail along Kelly Mill Branch; complete preliminary design for greenway trail in city	FY 2012 to FY 2016	$65,000	Recreation and Parks	General Fund; Forsyth County (assistance)
Add air conditioning; Expand the number of basketball courts at Dobbs Creek Recreation Center	FY 2012 to FY 2016	$150,000	Recreation and Parks	SPLOST
TRANSPORTATION – STREETS				
Repair existing sidewalks where needed	FY 2012 to FY 2016	To be determined	Streets	SPLOST
Kelly Mill Road: widen to 3 lanes from SR 20 for about 0.8 mile	FY 2012 to FY 2016	$6,000,000	Streets	SPLOST (city share)
Sanders Road: redesign and widen to 4 lanes from Mary Alice Park Road to Buford Dam Road, including sidewalks	FY 2012 to FY 2016	$5,000,000	Streets	SPLOST
State Route 9: Widen north of the Town Square (about 2 miles)	FY 2012 to FY 2016	$4,750,000	Georgia Dept. of Transportation	State funds; some city share (SPLOST)
Maple Street: Widen from Veterans Memorial Boulevard to SR 9	FY 2012 to FY 2016	$175,000 (city share only)	Georgia Dept. of Transportation	State funds; some city share (SPLOST)
Maple Street: Widen from Kelly Mill Road to State Route 20	FY 2012 to FY 2016	$1,500,000 (city share only)	Georgia Dept. of Transportation	State funds; some city share (SPLOST)
Buford Dam Road: Extend from SR 9 to Veterans Memorial Boulevard	FY 2012 to FY 2016	$1,500,000	Georgia Dept. of Transportation	State funds; some city share (SPLOST)
Pilgrim Mill Road – widen from city limits to Georgia 400	FY 2012 to FY 2016	$2,000,000	Streets	Forsyth County and City Share
Church Street: Extend to State Route 20	FY 2012 to FY 2016	$2,000,000	Streets	SPLOST
Camille and Ridgecrest Avenue: Widen and construct intersection improvements and signalization at State Route 9, including sidewalks	FY 2012 to FY 2016	$2,500,000	Streets	SPLOST
Brooks Farm: Widen from SR 9 to Ridgecrest Avenue, including sidewalks	FY 2012 to FY 2016	$1,100,000	Streets	SPLOST
Tolbert Street: Resurface	FY 2012 to FY 2016	$200,000	Streets	SPLOST
TRANSPORTATION -- SIDEWALKS				
SR 9 South (Atlanta Road) sidewalks from Rest Haven to Veterans Memorial Boulevard	FY 2012 to FY 2016	$1,250,000	Streets	SPLOST
INTERGOVERNMENTAL COORDINATION				
Reconsider and revise intergovernmental agreements, as appropriate	FY 2012 to FY 2016	Staff Function	Administration	Included in General Fund
Revise/seek agreement of countywide service delivery strategy	FY 2011-FY2012	Staff Function	Administration	Included in General Fund
Annexation – pursue annexation plans	FY 2012 to FY 2016	Staff Function	Administration; Planning & Zoning	Included in General Fund

CHAPTER 6
LONG-RANGE PLANS

GEORGIA MOUNTAINS REGIONAL COMMISSION

The Georgia Mountains Regional Commission prepares and maintains a regional comprehensive plan. It is important that the city's plan embrace regional goals, objectives, priorities and work programs. This Community Agenda is not necessarily required to include reference to such regional goals and programs; however, the regional commission may suggest changes and refinements to more thoroughly embrace regional strategies.

ATLANTA REGIONAL COMMISSION

The Atlanta Regional Commission, the federally designated Metropolitan Planning Organization for Atlanta and the surrounding eighteen counties, has identified existing and future capacity needs for its region through its Regional Transportation Plan (RTP). The RTP is the Atlanta Regional Commission's long-range plan which includes a mix of projects such as bridges, bicycle paths, sidewalks, transit services, new and upgraded roadways, safety improvements, transportation demand management initiatives and emission reduction strategies. By federal law, the RTP must cover a minimum planning horizon of 20 years and be updated every four years in areas which do not meet federal air quality standards. A Transportation Improvement Program (TIP) is developed annually based on the long-range RTP. Forsyth County has representation on the Atlanta Regional Commission's Transportation Coordinating Committee.

METROPOLITAN NORTH GEORGIA WATER PLANNING DISTRICT

The Metropolitan North Georgia Water Planning District was formed in 2001 and adopted comprehensive plans for stormwater, wastewater and water supply and water conservation in 2003. In 2007 the Metro Water District began the process of updating the plans, and in May 2009 the Metro Water District adopted new plans which replaced the 2003 plans as amended.

Regional Wastewater Management Plan

The Metro Water District's Wastewater Management Plan is a regional planning document that must be implemented by the local governments and local wastewater providers. To be compliant with mandates of the water district, Cumming needs to prepare and periodically update a local wastewater master plan (also called wastewater management plan). Local wastewater master plans need to be integrated with the Metro Water District's Wastewater Management Plan as well as other state and regional plans.

Regional Water Supply and Water Conservation Management Plan

The Metro Water District's Water Supply and Water Conservation Management Plan is a regional planning document that must be implemented by the local governments and local water providers. To be compliant with mandates of the water district, Cumming needs to prepare and periodically update a local water supply and water conservation master plan. Local water master

plans need to be integrated with the Metro Water District's Water Supply and Water Conservation Management Plan as well as other state and regional plans, including the Comprehensive State-wide Water Management Plan.

Regional Watershed Management Plan

Watersheds do not adhere to political boundaries of counties and cities. It is not uncommon for watersheds to cross over several cities and counties. Therefore, protection of watersheds and (by extension) stormwater management programs must also be treated as intergovernmental issues. Cities are generally too small to take on many of the important watershed protection and stormwater management functions that are likely to be needed during the planning horizon, and there are important economies of scale in terms of performing watershed assessments and providing for regionwide stormwater facilities. In addition, there are mandates that the City of Cumming comply with certain local planning requirements and local management measures for watershed management.

MUNICIPAL LONG RANGE PROJECTS

Table 4 provides a list of long-range capital needs identified by the city. Funding sources for these improvements are not yet determined or secured.

Table 4
Long-Range Capital Projects, City of Cumming

Description	Year(s) To Be Implemented	Estimated Cost ($)	Responsible Party	Possible Funding Sources
FACILITIES: FAIRGROUNDS				
Erect 8-10 foot retaining wall in front of arena and barn to enlarge vendor and sponsor area	Long Range	$100,000	Fairgrounds	Capital Fund
Add additional audio speakers to arena sound system	Long Range	$50,000	Fairgrounds	Capital Fund
Extend arena roof at rear of building (60-75') for more staging and floor seating area	Long Range	$350,000	Fairgrounds	Capital Fund
Acquire church property at Tolbert St. and Dogwood Street for future expansion	Long Range	$200,000	Administration; City Council	Capital Fund
Relocate all Heritage Village buildings to new church property, freeing up more vendor and rides space on lower grounds	Long Range	$25,000	Fairgrounds	General Fund
Add a lighted archway to Gate C to welcome visitors	Long Range	$15,000	Fairgrounds	General Fund
Install pedestrian bridge across Castleberry Road from parking lot #3	Long Range	$500,000	Fairgrounds	Capital Fund
Acquire old county site (25 acres) on Kelly Mill Road and Tolbert Street for additional parking and other city facilities	Long Range	$1,200,000	Administration; City Council	Capital Fund
Remediation of 25-acre site (upon acquisition)	Long Range	Unknown	Administration	Capital Fund
Lease portion of 25-acre site (upon acquisition) to hotel chain for construction of convention and meeting building	Long Range	Unknown	Administration; Chamber of Commerce	Capital Fund
Develop additional parking facilities at 25-acre site (upon acquisition)	Long Range	Unknown	Fairgrounds	Capital Fund
Acquire Flex-Fab property (now industrial) for expansion of Indian Village and Fairgrounds	Long Range	Unknown	Fairgrounds	Capital Fund
Acquire old Wheeler's Lumber Co. property (across Castleberry Road) for expansion of Indian Village and Fairgrounds	Long Range	Unknown	Fairgrounds	Capital Fund
Develop old Wheeler's Lumber Co. property (across Castleberry Road) for major hotel and/or convention center	Long Range	Unknown	Fairgrounds	Capital Fund
FACILITIES: PARKS AND RECREATION				
Acquire additional land for expansion of Cumming City Park	Long Range	$400,000	Recreation and Parks	Capital Fund; SPLOST
Construct a conference center and amphitheater on the 100+acre site at Mary Alice Park	Long Range	$6,000,000	Recreation and Parks	Special Local Option Sales Tax
FACILITIES: WATER AND SEWER				
Construct new 7.5 MGD Lake Lanier AWRF	Long Range	$50,000,000	Utilities	Water/Sewer Capital Fund
Construct new 12 MGD Potable Water production facility (upgrade capacity to 36 MGD)	Long Range	$18,000,000	Utilities	Water/Sewer Capital Fund
FACILITIES: POLICE FACILITY				
Construct new police headquarters building	Long Range	Unknown	Administration; Police	Capital Fund

APPENDIX
REPORT OF ACCOMPLISHMENTS
2009-2012 (PARTIAL PLAN UPDATE)

This appendix summarizes initiatives, programs, and other efforts completed by the City of Cumming during the last three years (partial plan update). It is presented in tabular form.

Category	Description from Short-term Work Program	Status
Housing and Land Use	Conduct housing trends analysis and reconsider and if appropriate amend Section 714 of the zoning ordinance regarding prescriptions for mix of one- and two-bedroom units in multi-family developments	Incomplete; this activity has become much less necessary given the city does not have vacant land zoned for apartment development – dropped from work program.
Land Use	Review and revise all web-based materials regarding land development process	Incomplete – this activity is still needed and is included in the short-term work program
Land Use	Amend Official Zoning Map for consistency with Future Land Use Plan Map 2030	Complete – the city amended the zoning map to account for the new multiple use zoning district which replaced some portions of the OCMS zoning district
Land Use	Prepare revisions/new comprehensive plan	Complete 2011-2012
Community Facilities	Construct aquatic center at new site at Pilgrim Mill Road (two indoor pools, including a therapy pool and a 50-meter competition pool with seating for 750, and one outdoor "play pool")	Complete Summer 2012

APPENDIX
REPORT OF ACCOMPLISHMENTS

This report summarizes initiatives, programs, and other efforts completed by the City of Cumming during the last five years. It is presented in tabular form. Each entry to the short-term work program is listed, along with a status of each project or initiative.

Category	Description from Short-term Work Program	Status
Vision Statement (Planning & Zoning)	Monitor attainment of community vision and report to city council	Complete (multiple years) – Also, the plan update confirms attainment of city vision and policies.
Population (Education) (Administration)	Publicize adult education programs in city and related communications venues	Incomplete – the city has relied on the Technical College to market its own programs and initiatives. Dropped from the new short-term work program.
Population (Education) (Administration)	Maintain and distribute literature on Lanier Technical Institute's Adult Literacy Program to the target population in the city	Incomplete – the city has relied on the Technical College to market its own programs and initiatives. Dropped from the new short-term work program.
Housing (Code Enforcement)	Adopt/revise housing code provisions for maintenance and overcrowding	Complete (multiple years) – the city has adopted and enforces all standard codes.
Housing (Planning & Zoning)	Monitor the condition of housing units and enforce housing codes in cases of abandoned/substandard housing	Complete (multiple years) –monitoring and enforcement is ongoing.
Housing (Planning & Zoning)	Monitor the condition of housing to ensure additional overcrowding of housing units does not occur	Complete (multiple years) –monitoring and enforcement is ongoing.
Housing (Planning & Zoning)	Prepare a marketing plan to attract developers to construct high-end owner-occupied housing in the downtown upon completion of downtown master plan	Incomplete – the city has not found it necessary to implement this initiative. Dropped from the new short-term work program.
Housing (Planning & Zoning)	Collect and monitor any additional available data on special housing needs in the city and county	Incomplete – no additional data were collected but housing needs have been reevaluated in the partial plan update. Dropped from the new short-term work program.
Housing (Administration) (Housing Authority)	Evaluate the city's public housing program and the city's housing authority in terms of existing assets, housing conditions, and future options in light of changing federal housing policies	Incomplete – the city has not found it to be a high priority to give policy guidance to the independent authority regard to its operations. Dropped from the new short-term work program.
Housing (Planning & Zoning) (Main St. Program)	Consider instituting a program of private (bank) funds or public agency funds to provide low interest loans to upgrade smaller, older housing units in the city	Incomplete – most homes needing rehabilitation have been in path of development and demolished. City will continue to monitor existing housing conditions .
Economic Development (Planning & Zoning)	Collect additional information about the city's economic base upon publication in the Economic Census to gauge attainment of employment diversification policies	Completed 2009. Consultant as part of partial plan update consulted economic census data and updated analysis and projections of employment.
Historic Resources (Main St. Manager)	Nominate all worthy historic buildings, structures, and districts in the listing of the National Register of Historic Places and the Georgia Register of Historic Places	Complete – the only worthy structures noted as Historic are listed on the National Register – by policy the city will continue to encourage such listings of worthy structures are found.
Historic Resources (Main St. Manager)	Include literature on the city's web site recognizing the importance and benefits of preserving historic resources	Incomplete – insufficient historic resources exist to justify this effort. Dropped from the new short-term work program.
Land Use (Subarea Planning)	Prepare and adopt a subarea plan for the downtown central business district, including design guidelines	Incomplete due to lack of funding. Included in new short-term work program.
Land Use (Subarea Planning)	Prepare and adopt a corridor improvement plan for Atlanta Highway corridor	Incomplete due to lack of funding. Included in new short-term work program.

Category	Description from Short-term Work Program	Status
Land Use (Sign Control)	Adopt new sign regulations/ extend applicability of existing sign regulations	Complete – ordinance adopted in 2008.
Land Use (Tree Protection)	Consider preparing and adopting a shade tree plan and/or ordinance to guide tree cutting and planting practices in public rights-of-ways	Incomplete – included in new short-term work program.
Community Facilities (County Fire)	Invite Insurance Services Organization to resurvey and reclassify city's fire insurance rating	Unknown – fire services are a function of Forsyth County per intergovernmental agreement.
Community Facilities (Fire)	Require installation of fire hydrants in the city every 1,000 feet in residential areas and every 500 feet in commercial/industrial areas	Complete – this is a regulation and is enforced via the city's subdivision and land development regulations.
Community Facilities (Police)	Add one new sworn police officer	Completed during 5-year period.
Community Facilities (Police)	Add additional sworn police officers as identified in plan	Incomplete – the city has not added police officers at the recommended level of service standard due to lack of funding.
Community Facilities (Utilities Division – Water System)	Prepare Master Plan for Water System; adopt by reference as an element of the comprehensive plan	Partially complete – the city has adopted maps for system but has not updated text – included in new short-term work program.
Community Facilities (Utilities Division – Water System)	Consider the preparation of contingency plans for dealing with major water line breaks, loss of water sources during drought, and other possible damages to the water system such as flooding	Partially complete – the city has considered these contingencies but has not updated master plan text – included in new short-term work program as part of the master plan update for water system).
Community Facilities (Utilities Division)	Fill engineer position under the umbrella of the Distribution and Collection Division	Complete – this position was filled but then went vacant and is not being filled due to budget considerations (lack of funding).
Community Facilities (Utilities Division)	Create a Geographic Information Specialist (GIS) position within the next 5 years	Complete – the Utilities Department added a GIS Technician position during the last five years.
Community Facilities (Sewer)	Develop and implement program to bring sanitary sewer service to remaining neighborhoods in the city	Partially complete – the city has expanded its sanitary sewer service to several unserved areas; master plan in new short-term work program will address any additional deficiencies and unserved areas.
Community Facilities (Parks)	Construct a conference center and amphitheater on the 100+acre site in the vicinity of Lake Lanier (Mary Alice Park)	Underway – the land has been secured through long-term lease from the U.S. Army Corps of Engineers this project is funded and. Included in new short-term work program.
Community Facilities (Fairgrounds)	Add maintenance staff	Underway – the city annually evaluates the staffing needs for the Fairgrounds Department and will add additional staffing where warranted, budget permitting.
Community Facilities (Planning)	Add business license inspector position	Incomplete – City Clerk has been assigned function of business license issuance and inspection.
Community Facilities (Buildings & Grounds) Beautification	Establish a citywide clean-up or beautification program	Incomplete – Forsyth County Clean & Beautiful serves this function on a countywide basis. New short-term work program includes efforts for beautification (street tree planting campaign). Item otherwise dropped from work program.
Solid Waste Management (Street Dept.)	Implement the comprehensive solid waste management plan short-term work program (See Table 9.5)	Complete (multiple years). Utilities Department and Street Department assist with implementation.
Transportation (Local Streets)	Institute a computerized pavement maintenance and resurfacing program	Incomplete due to lack of funding – included in new short-term work program.
Transportation (Parking)	Consider need to prepare/adopt citywide parking ordinance	Incomplete – the need for a citywide parking ordinance has not been realized – dropped from work program.

Category	Description from Short-term Work Program	Status
Intergovernmental Coordination (Service Delivery Strategy)	Revisit and readopt the city-county service delivery strategy	Incomplete – the deadline for this has been moved back and it is included in the new short-term work program.
Intergovernmental Coordination (Recreation)	Consider or revise the cooperative agreement with school system for joint use of facilities	Complete – no change of status.
Intergovernmental Coordination (Water Use Agreement)	Revisit and revise or readopt the wholesale water user's agreement	Incomplete – the agreement expires in 2012 and the city is well aware of the priority to reconsider this agreement – included in new work program.
Intergovernmental Coordination (Fire Services Agreement)	Revisit and revise or readopt the fire services agreement (automatically annually renewed unless otherwise determined	Complete – automatic renewal per agreement unless otherwise determined by the city and county.
Intergovernmental Coordination (other agreements)	Revisit and revise or readopt other intergovernmental services agreements as may be needed	Complete – no change of status.
Intergovernmental Coordination (Dispute Resolution)	Revisit and revise or readopt the city-county dispute resolution process (annexation/land use)	Incomplete – no revisions to the process have been made – the process has not been used very frequently and neither the city nor county has requested that the process agreement be changed.
Intergovernmental Coordination (DRIs) (Planning & Zoning)	Comply with state procedures for any developments of regional impact	Complete – the Planning and Zoning Department has satisfied its responsibilities with regard to notice and evaluation of DRIs.
Intergovernmental Coordination (Water Planning)	Adopt more detailed water plans in accordance with recommendations of the Metropolitan North Georgia Water Planning District	Partially complete – Cumming has satisfied all mandates of the District so far. Update of water master plan is included in new short-term work program and will address this work program item.
Intergovernmental Coordination (Water Planning)	Increase withdrawal permit to accommodate needs for 2030	Underway. The Utilities Department is working toward this and has long-range intent to increase withdrawal capacity to meet long-term needs.
Intergovernmental Coordination (Water Planning)	Expand water treatment facilities to accommodate needs for 2030	Underway. The Utilities Department is working toward this and has long-range intent to increase withdrawal capacity to meet long-term needs.
Intergovernmental Coordination (Wastewater)	Develop computerized maintenance management system	Complete.
Intergovernmental Coordination (Wastewater)	Participate in the establishment of a septic system inspection and maintenance programs	Incomplete – the Water District dropped this mandate from its wastewater management plan.
Intergovernmental Coordination (Wastewater)	Determine and implement higher levels of treatment according to potable reuse standards	Underway. The Utilities Department is working toward this and will further address this consideration in its revised wastewater master plan which is included in the new work program.
Intergovernmental Coordination (Wastewater)	Assist with the implementation of public awareness and education programs	Complete – as one of its best management practices, the Utilities Department implements educational programs in this arena.
Intergovernmental Coordination (Watersheds)	Revise existing regulations or adopt model ordinances prepared by Metropolitan North Georgia Water Planning District	Completed in 2005 – all model ordinances of the District were adopted and integrated into city code of ordinances.
Intergovernmental Coordination (Watersheds)	Assist with the implementation of public awareness and education programs	Complete – as one of its best management practices, the Utilities Department implements educational programs in this arena.
Intergovernmental Coordination (Watersheds)	Create an Environmental Magistrate to handle citations and citizen complaints regarding violations of water quality ordinances	Incomplete – the city has not found it necessary to create another magistrate – city court is capable of handling such complaints. Dropped from work program.
Intergovernmental Coordination (Watersheds)	Continue to work toward implementation of the Big Creek watershed study and watershed protection efforts	Complete – city's plan is fully supportive of Big Creek watershed study recommendations and they are integrated into the text of the plan.

Category	Description from Short-term Work Program	Status
Intergovernmental Coordination (Watersheds)	Participate in Kelley Mill Branch bank stabilization demonstration project	Incomplete – this recommendation was from a prior watershed plan of the county and has not been completed. Dropped from work program.
Intergovernmental Coordination (Watersheds)	Establish and operate a water quality monitoring station as called for in district regional plan	Complete – the city's Utilities Department has established water quality monitoring stations per the regional plan.
Intergovernmental Coordination (Watersheds)	Participate in planning and establishing the Big Creek ecological greenway	Incomplete – the city is monitoring efforts of Forsyth County and has reaffirmed its role to extend the greenway in the western part of the city along Kelly Mill Branch – included in new work program.
Community Facilities (Downtown)	Construct information kiosk and wayfinding system (signs). Add municipal banners to light poles	Incomplete due to lack of funding – dropped from work program pending completion of subarea plan for central business district.
Community Facilities (Downtown)	Extend hexagonal pavers and pedestrian lighting (streetscape)	Incomplete due to lack of funding – dropped from work program pending completion of subarea plan for central business district.
Community Facilities (Recreation)	New playground at City Park	Incomplete – deferred due to lack of funding but included in new short-term work program.
Community Facilities (Recreation)	Lighting of playing fields at Dobbs Creek ballfields	Incomplete – city does not intend to light these ballfields. Dropped from capital program.
Community Facilities (Recreation)	Add indoor/outdoor aquatic facility at Dobbs Creek recreation center	Underway, at new location. Groundbreaking in May 2009 with completion by 2011.
Community Facilities (Utilities Division – Water System)	Replace the 2-inch and 4-inch water distribution lines with minimum 8-inch lines	Partially completed – utilities department has completed some upgrades – other facility upgrades to be described in updated facilities plan called for in new short-term work program.
Community Facilities (Utilities Division – Water System)	Upgrade Highway 20 East to an 18-inch water main	Incomplete – facility upgrades to be described in updated facilities plan called for in new short-term work program.
Community Facilities (Utilities Division – Water System)	Upgrade Highway 20 West towards Canton to a 12-inch pipeline	Incomplete – facility upgrades to be described in updated facilities plan called for in new short-term work program.
Community Facilities (Utilities Division – Water System)	Upgrade Dr. Bramblett Road to a 12-inch pipeline	Incomplete – facility upgrades to be described in updated facilities plan called for in new short-term work program.
Community Facilities (Utilities Division – Water System)	Upgrade Highway 369 to Baldridge Road to a 12-inch pipeline	Incomplete – project priorities will be replaced with new listing in master plan – specific projects deleted from new short-term work program.
Community Facilities (Utilities Division – Water System)	Upgrade Highway 9 south from Old Atlanta Road to Bethelview Road to a 12-inch pipeline	Underway – a 16 inch line is planned for this area during the next five years.
Community Facilities (Utilities Division – Water System)	Upgrade Bethelview Road from Kelly Mill Road to Highway 9 to a 12-inch pipeline	Incomplete – determined to be not needed by city since it is in county service area. In lieu of this project the city completed a water loop in area.
Community Facilities (Utilities Division – Water System)	Construct a new 1 million gallon storage tank in the vicinity of the intersection of Highway 20 and Highway 9	Incomplete – a new 2 million gallon storage tank is proposed during the next five years for the Old Atlanta Road area.
Community Facilities (Utilities Division – Wastewater System)	Construct 5 million gallon capacity per day facility and upgrade of the existing facility to meet all recent federal standards and requirements, including retrofitting of the basins with an automated sludge collection system, and a microfiltration or other virus removal system.	Complete – city completed improvements for 5 MGD of additional treatment capacity (8 MGD total now) at cost of $30 million.
Community Facilities (Utilities Division – Wastewater System)	Upgrade existing 8, 10 and 12 inch sewer gravity lines to 14, 16, 18, and 24 inch pipelines	Partially complete – the city in particular has added an 18-inch crosstown gravity sewer line.

Category	Description from Short-term Work Program	Status
Community Facilities (Utilities Division – Wastewater System)	Upgrade existing 6 and 8 inch sewer force mains to 16 and 18 inches.	Complete for Sawnee Creek and Big Creek.
Sanitary Sewer	Repair and replace existing sewer lines as may be needed	Complete (18-inch crosstown gravity sewer line).
Community Facilities (Utilities Division – Wastewater System)	Construct 17 pump stations to be operational by 2025	Partially complete – six or more pump stations have been completed as shown on city's sewer master plan map.
Community Facilities (Utilities Division – Water System)	Purchase one utility van for the Pre-treatment Branch for surveillance purposes	Incomplete – purchased pickup truck instead.
Community Facilities (Utilities Division – Water System)	Purchase a Yukon or F-550 dump truck to haul biosolids to the Landfill.	Completed in modified form – city elected to go with private hauler service because it was found to be less expensive and safer.
Community Facilities (Utilities Division – Water System)	Acquire two additional Remote Terminal Units (RTU)	Duplicate entry – see next item.
Community Facilities (Utilities Division – Water System)	Acquire two upgraded computers for the City's Supervisory Control and Data Acquisition (SCADA) system.	Complete.
Community Facilities (Fire)	Reconstruct Fire Station #1	Complete – the fire station was relocated .
Community Facilities (Police)	Acquire one patrol car annually	Incomplete (duplicate entry) – see prior entry in work program.
Community Facilities (Parks)	Acquire 100 acres for construction of convention center and amphitheatre	Complete – the city has a long-term lease at Mary Alice park for this facility.
Community Facilities (Fairgrounds)	Acquire 20 acres for parking	Complete – the city has expanded parking for fairgrounds significantly during past 5 years.
Community Facilities (Fairgrounds)	Construct Cherokee Indian Village	Complete – due to success the city is considering plans for expansion and relocation and has included those plans in short- and long-range programs.
Community Facilities (Fairgrounds)	Construct Civil War Village	Complete – due to success the city is considering plans for expansion and relocation and has included those plans in short- and long-range programs.
Community Facilities (Fairgrounds)	Construction of additional bathrooms and concession facilities; acquisition of movable picnic tables; an extension of the arena under the shed roof at the back for use as a stage; paving and lighting of parking lots (including a portion of the lots to be used for a park and ride facility); the construction of a bathroom facility by the campground area; and infrastructure improvements	Partially complete – the city's Fairgrounds Department has updated its capital needs listings which have been integrated into the new short-term work program.
Transportation (Major Roads)	Implement major road improvement program	Partially complete – many state improvements have been delayed. One major project in particular still scheduled for the short-term is the intersection of Atlanta Road (SR 9) and Buford Dam Road.
Transportation (Local Roads)	Implement local road improvement projects	Partially complete – the city with the cooperation of Forsyth County has completed a number of local road improvements using SPLOST funds.
Transportation (Local Streets)	Institute traffic calming project	Incomplete – Project not a priority and lack of funding.
Transportation (Local Streets)	Conduct study of street lighting needs and costs/benefits. Consider developing an ongoing program of analyzing street lighting needs and programming improvements	Incomplete – not a priority due to lack of funding.

Category	Description from Short-term Work Program	Status
Transportation (Local Streets)	Continue the city's traffic signal management program, periodically reassess the function and operation of existing traffic signals, and conduct additional traffic signal warrants where necessary.	Complete – the city's Planning & Zoning Director has been assigned these responsibilities. New signalization needs are evaluated as a part of the Development of Regional Impact (DRI) process.
Transportation (Sidewalks)	Repair existing sidewalks where needed	Complete – sidewalks are maintained in adequate condition.
Transportation (Sidewalks)	Install shade trees along with sidewalk improvements and along selected major roads	Incomplete – this item is still recommended and is included in the new short-term work program
Transportation (Sidewalks)	Retrofit existing sidewalk system for access by disabled	Partially complete – as a part of SPLOST funding sidewalks with ramps have been installed.
Transportation (Sidewalks)	Implement sidewalk improvement plan (see Table 10.20, Chapter 10)	Partially complete – as a part of SPLOST funding sidewalks have been installed.

APPENDIX
REPORT OF ACCOMPLISHMENTS
2009-2012 (SINCE PARTIAL PLAN UPDATE)

This appendix summarizes initiatives, programs, and other efforts completed by the City of Cumming during the last three years (since the partial plan update). It is presented in tabular form.

Category	Description from Short-term Work Program	Status
Housing and Land Use	Conduct housing trends analysis and reconsider and if appropriate amend Section 714 of the zoning ordinance regarding prescriptions for mix of one- and two-bedroom units in multi-family developments	Incomplete; this activity has become much less necessary given the city does not have vacant land zoned for apartment development – dropped from work program.
Land Use	Review and revise all web-based materials regarding land development process	Incomplete – this activity is still needed and is included in the short-term work program
Land Use	Amend Official Zoning Map for consistency with Future Land Use Plan Map 2030	Complete – the city amended the zoning map to account for the new multiple use zoning district which replaced some portions of the OCMS zoning district
Land Use	Prepare revisions/new comprehensive plan	Complete 2011-2012
Community Facilities	Construct aquatic center at new site at Pilgrim Mill Road (two indoor pools, including a therapy pool and a 50-meter competition pool with seating for 750, and one outdoor "play pool")	Complete Summer 2012