

**COMPREHENSIVE PLAN 2022-2042**  
**CITY OF CUMMING, GEORGIA**



**June 21, 2022**  
**Draft for Public Hearing**



**City of Cumming Mayor and City Council**

Troy Brumbalow, Mayor  
Joey Cochran  
Chad Crane  
Jason Evans  
Linda Ledbetter  
Christopher Light

**City of Cumming Planning Commission**

Ralph Webb, Chairman  
Ricky Noles  
Brent Otwell

**Comprehensive Plan Steering Committee 2022**

Susie Carr, Citizen Representative  
Joey Cochran, City Council  
Christopher Light, City Council  
Jason May, Citizen Representative  
Zack McMillan, citizen Representative  
Ricky Noles, Planning Commission  
Brent Otwell, Planning Commission  
Ralph Webb, Planning Commission

**City of Cumming Key Staff**

Phil Higgins, City Administrator  
Hugh Boling, Street Department Director  
Jonathan Heard, Director, Department of Utilities  
Jeff Honea, City Clerk  
Tracy Helms, Fairgrounds Director  
Crystal Ledford, Public Information Assistant  
Greg Little, Recreation and Parks Director  
David Marsh, Chief of Police  
Kevin Tallant, City Attorney  
Scott Morgan, Director, Department of Planning and Zoning  
Carla Sordoni, Aquatic Center Manager

**Prepared Under Contract By**

Jerry Weitz & Associates, Inc.  
Planning & Development Consultants  
Nancy J. Lovingood, AICP, Project Manager  
Jerry Weitz, PhD, FAICP, Principal-In-Charge  
Joel Logan, GISP, Geographic Information System Specialist

## CONTENTS

<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
LOCATION AND ECONOMY	1
OUTLOOK: AT A GLANCE	1
ORGANIZATION	2
PURPOSES OF PLANNING	2
PLANNING HISTORY	3
SUMMARY OF COMMUNITY PARTICIPATION	3
FORSYTH COUNTY CONTEXT	5
<b>CHAPTER 2 NEEDS AND OPPORTUNITIES</b>	<b>7</b>
LEISURE INFRASTRUCTURE	7
TRAFFIC PROBLEMS AND SOLUTIONS	9
EMERGING LAND USE TRENDS	12
CUMMING UTILITIES: WATER AND SEWER	15
SWOT SUMMARY (BY COMMITTEE)	17
<b>CHAPTER 3 LAND USE</b>	<b>18</b>
LAND USE CATEGORIES	18
EXISTING LAND USE AND LAND USE CHANGE	20
MAJOR RECENT AND ONGOING DEVELOPMENTS	22
FUTURE LAND USE (2042) AND FUTURE LAND USE CHANGE (2022-2042)	26
FUTURE LAND USE PLAN IMPLEMENTATION	28
<b>CHAPTER 4 TRANSPORTATION</b>	<b>30</b>
METROPOLITAN TRANSPORTATION PLANNING	30
COUNTY TRANSPORTATION PLANNING	31
ROAD NETWORK	32
ALTERNATIVE MODES OF TRANSPORTATION	34
PARKING	36
RAILROADS, TRUCKING, PORT FACILITIES AND AIRPORTS	37
TRANSPORTATION AND LAND USE CONNECTIONS	37
<b>CHAPTER 5 UTILITIES: WATER, SEWER AND BROADBAND</b>	<b>38</b>
WATER	38
SANITARY SEWER	40
BROADBAND SERVICES	41

<b>CHAPTER 6 VISION, GOALS AND POLICIES</b>	<b>42</b>
VISION	42
NATURAL RESOURCES AND THE ENVIRONMENT	42
HISTORIC PRESERVATION	47
HOUSING	47
ECONOMIC DEVELOPMENT	50
LAND USE	51
COMMUNITY FACILITIES AND SERVICES	57
TRANSPORTATION	61
INTERGOVERNMENTAL COORDINATION	67
<b>CHAPTER 7 COMMUNITY WORK PROGRAM</b>	<b>68</b>
IMPLEMENTATION RESPONSIBILITIES	68
COMMUNITY WORK PROGRAM	69
LONG RANGE PLANS	72
MUNICIPAL LONG RANGE PROJECTS	73
<b>APPENDIX: DOCUMENTATION OF COMMUNITY PARTICIPATION ACTIVITIES</b>	<b>75</b>

#### LIST OF TABLES

1-1 Projections and Forecasts, 2022-2042, City of Cumming	2
3-1 Description of Land Use Categories, Existing and Future Land Use Maps, City of Cumming	19
3-2 Existing Land Use, 2011, 2016 and 2022 and Land Use Change, 2016-2022, Cumming City Limits	22
3-3 Existing Land Use (2022), Future Land Use (2042) and, Future Land Use Change, 2022-2042, Cumming City Limits	28
3-4 Future Land Use and Zoning District Consistency	29
7-1 Community Work Program	69
7-2 Municipal Long Range Projects	74

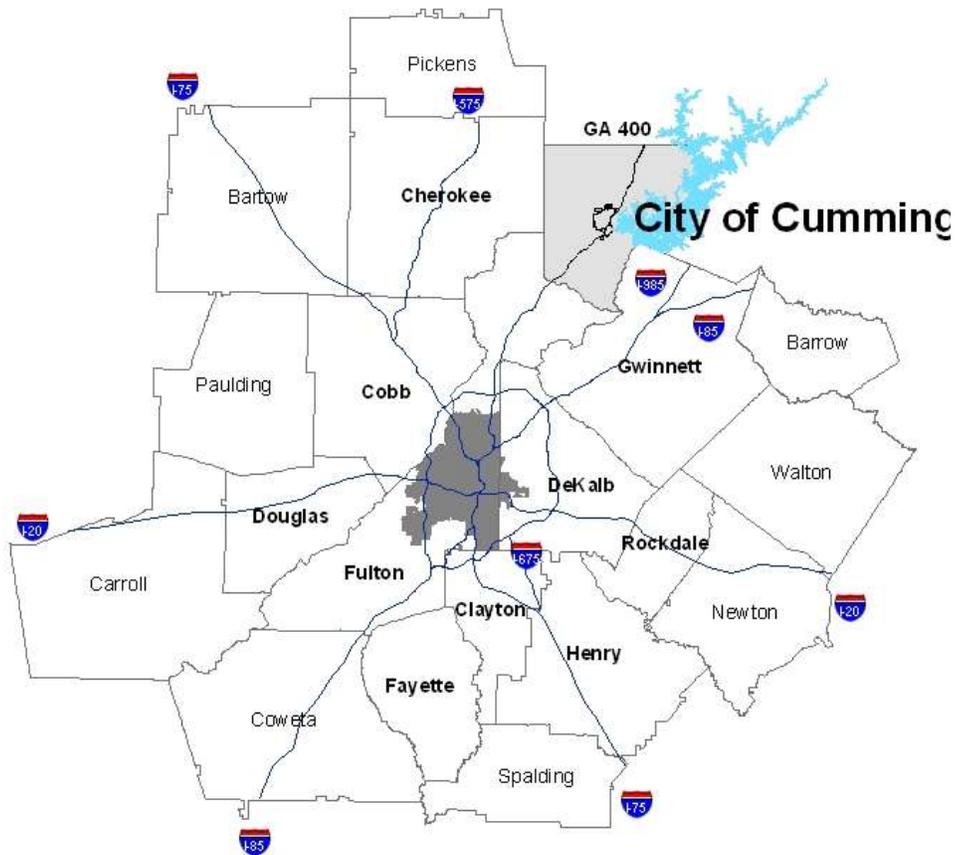
**LIST OF MAPS**

Existing Land Use 2022	21
Future Land Use 2042	27
Proposed Road Projects (excludes signalization upgrades)	32
Water and Sewer Service Area	39

**CHAPTER 1  
INTRODUCTION**

**LOCATION AND ECONOMY**

The City of Cumming lies 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. Cumming, as the 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 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 in the city.



**City of Cumming in the Context of the Atlanta Metropolitan Region**

**OUTLOOK: AT A GLANCE**

The city has a well-diversified economic base, one that is especially strong in government, retail trade, manufacturing, and health care, and that has historically maintained substantial shares of total county employment in other industry sectors such as real estate and information. Cumming has a sizable share of land for expansion of major sectors of the economy. There is considerable vacant acreage for the expansion of retail trade, Class A office space, and services, including health care. Cumming will continue to be a prime location for a wide variety of jobs for skilled labor, unskilled labor, recent college graduates, and professionals and managers in the county.

**Table 1-1  
 Projections and Forecasts, 2022-2042  
 City of Cumming**

<b>PROJECTION/FORECAST</b>	<b>2022</b>	<b>2027</b>	<b>2032</b>	<b>2037</b>	<b>2042</b>
Total Housing Units	2,992	3,957	4,796	5,346	5,846
Housing Units Added During Five-year Period	--	965	839	550	500

Occupied Housing Units	2,797	3,700	4,484	4,998	5,466
Vacancy Rate	6.5%	6.5%	6.5%	6.5%	6.5%
Households	2,797	3,700	4,484	4,998	4,998
Persons Per Unit	2.54	2.54	2.54	2.54	2.54
Household Population	7,104	9,398	11,389	12,695	13,883
Group Quarters Population	667	887	1,327	1,547	1,767
Total Population	7,771	10,285	12,716	14,242	15,650
Employment	18,000	20,500	23,000	25,500	28,000
Functional Population (Total Population + Employment)	25,771	30,785	35,716	38,742	43,650

Source: Jerry Weitz & Associates, Inc. May 2022. Note: Data are for July 1<sup>st</sup> of each year.

## ORGANIZATION

This chapter introduces the comprehensive plan, articulates purposes of comprehensive planning, summarizes prior planning efforts, summarizes the community participation process followed in completing the plan, and provides other contextual information about Forsyth County.

Chapter 2 is the “needs and opportunities” element. Chapter 3 of the comprehensive plan describes existing land use and provides a future land use plan map (for the year 2042) to guide future zoning and development decisions. Chapter 4 addresses transportation. Chapter 5 covers water and sewer utilities and broadband. Chapter 6 contains a vision, goals, and policies for all subject matters: natural resources and the environment, housing, economy, land use, community facilities and services, transportation, and intergovernmental cooperation. Chapter 7 provides the city’s community work program for the years 2022 to 2026 and identifies long-term plans and projects. A capital improvements element (CIE) is officially a part of this comprehensive plan but is published under separate cover.

## PURPOSES OF PLANNING

A rationale for land use planning is provided in Chapter 3. Here, the major purposes of comprehensive planning are summarized. As noted in the state’s rules for local comprehensive planning, comprehensive planning by local governments enhances coordination at many levels, especially relations between the city and host county but also other local, regional, state, and federal agencies. According to the state rules, the “highest and best use” of comprehensive planning for local governments is to show important relationships between community issues. Unless a concerted effort is made to understand interrelationships between various subject matters like land use and transportation, the community may remain unaware of how actions in one arena of policy affect another.

A comprehensive plan has value in terms of transparency. In adopting a comprehensive plan, the local government is offering information on intentions and likely future conditions. The plan provides an “environment of predictability” for businesses, institutions, industries, investors, property owners, and residents. Communities that engage in planning are more likely to be better prepared to attract new growth in a highly competitive global market. Local planning can help

the community reinforce its strengths, overcome its weaknesses, capitalize on opportunities, and minimize or mitigate threats.

## **PLANNING HISTORY**

In the early 1980s, Cumming operated a joint planning commission and planning department with Forsyth County. However, long ago it decided to provide its own planning and zoning department and to prepare its own comprehensive plan. The City of Cumming has now had a long history of comprehensive planning. One of the earliest comprehensive plans was the *General Plan for the Year 2015*, adopted in 1995. In 2003, the city prepared a new comprehensive plan which was adopted in 2004, in compliance with rules of the Georgia Department of Community Affairs (DCA). As a part of the revised zoning ordinance in 2003, Cumming adopted the environmental planning criteria (1990) adopted pursuant to the Georgia Planning Act of 1989. Article X of the zoning ordinance covers groundwater recharge areas, Article XI provides regulations for the Big Creek Water Supply Watershed, and Article XII provides regulations for wetlands. In 2009, the City Council adopted a partial plan update in compliance with local planning rules in effect at that time. The city then adopted a new comprehensive plan prior to its recertification deadline of June 30, 2012. The 2012 comprehensive plan consisted of a community participation program, a data-driven community assessment, and a “community agenda” (i.e., the plan portion of the comprehensive plan). Operated under rules of the state adopted and effective in 2014, Cumming adopted another comprehensive plan five-year update in 2017.

This comprehensive plan (2022-2042) was prepared in accordance with DCA rules that went into effect in 2018. The 2018 DCA rules for local planning emphasize brevity in the presentation of the plan document itself, and considerable effort to involve the public in the plan making process, especially local elected officials. This comprehensive plan (2022-2042) draws extensively from, and retains many contents of, the city’s comprehensive plan adopted in 2017.

## **SUMMARY OF COMMUNITY PARTICIPATION**

On January 18, 2022, the Planning Commission held a public hearing at 5:00 p.m. and at 6:00 p.m. the Cumming City Council held a public hearing with members of the appointed comprehensive plan steering committee present.

As required by DCA rules, a comprehensive plan steering committee was appointed by the Mayor and City Council to spearhead the effort. Two elected city council members were appointed to and actively served on the steering committee. The appointed steering committee met four times between February and May 2022. The steering committee conducted its first meeting on February 22, 2022, at which time staff presented what the planning process hoped to accomplish. The second meeting was held on March 22, 2022, and a presentation was made by the Director of Public Utilities regarding the city’s water, sewer and stormwater master planning. Another emphasis of that second meeting was to conduct a SWOT analysis. A third meeting of the appointed steering committee was held April 26, 2022, during which members heard a presentation about the new City Center mixed-use development and discussed land use issues. The community survey results were also presented and discussed, and the existing land use map was discussed. The fourth and final meeting of the steering committee, held May 24, 2022,

included a presentation by the city’s fairgrounds director but also focused on the draft future land use plan, final revisions to the vision statement, and a specific task to adopt design regulations and guidelines.

Stakeholders (i.e., people with a major stake in outcomes of the planning process) were identified in a public process which included input from steering committee members and suggestions by individual citizens via a community survey. The stakeholders identified were interviewed between February and May 2022. This included members of the Cumming Youth Council. Cumming’s Youth Council met to hear a presentation on the comprehensive plan and provided feedback.



**Youth Council, assembled in  
City Hall Council Chambers**

Cumming’s comprehensive plan process also benefited from a community questionnaire, developed by the planning consultant and made available electronically to the community by Crystal Ledford, the city’s communication coordinator, using Constant Contact. The city received 234 responses to the questionnaire, 94 (40%) of whom were city residents. Almost half of the respondents were between the ages of 41 and 65. The highest ranking reason for choosing Cumming as a place to live was its small town feel, followed by affordable housing. The top community amenities desired by respondents were performing arts, better broadband services, more shopping and quality medical facilities, passive parks and sit-down restaurants.

Survey respondents were evenly split on the question of whether Cumming should annex additional land. Two-thirds of the respondents were very satisfied or satisfied with city services generally or overall, and only 1% were very dissatisfied. The questionnaire also asked about individual facilities and services (police, parks, etc.) and the same pattern emerged, where about two-thirds were very satisfied or satisfied.

By a four to one margin, respondents favored the city connecting to the county’s Big Creek greenway system. A majority would not participate in riding a trolley system, if pursued.

## **FORSYTH COUNTY CONTEXT**

Planning for the city must be understood within the larger context of Forsyth County. Forsyth County’s adopted plan covers the years 2017 to 2037 but is currently being updated under the name of “Foster Forsyth 2022.”

Forsyth County is a suburban growth hotspot of metropolitan Atlanta. During each of the past four decades, Forsyth County has been among the fastest growing counties in Georgia. From 1980 to 2020, Forsyth County experienced remarkable growth: an increase of 800%. In 2020, Forsyth County's growth was second fastest in the state. The population of Forsyth County in 2020 was 251,283 persons. The Atlanta Regional Commission estimates Forsyth County's employment as of the year 2019 at 87,262 and 90,517 in the year 2020; by 2050, Forsyth County's population is projected to grow to 440,353, and employment is anticipated to reach 117,216.

As noted in the county's comprehensive plan, since 2020, approximately 4,000 acres in the county have been developed. Per the county's planning effort, the big draws to Forsyth County are its public schools, low crime rates, and an abundance of natural resources and parks.



**Students at Forsyth Central High School**

Many changes have occurred due to rapid urbanization, including mass grading of land for development sites, removal of trees, increased stormwater runoff, loss of historic landscapes, and changes in aesthetics and character. Rapid land development practices have led to considerable angst and discontent among the county's unincorporated residents, as the county attempts to keep up its level of services for community facilities such as schools, roads, parks, public safety, and cultural facilities. Forsyth County's residents are legitimately concerned about growth outpacing infrastructure, and it appears that a sizable segment of them desire to slow the pace of development. There are also concerns about the quality and character of new development. Such concerns will continue given the outlook for continued record growth.

One of the most remarkable trends occurring in Forsyth County is the transition in the populations racial and ethnic makeup. According to demographic information available from Forsyth County's planning effort, all minority racial groups in Forsyth County grew by more than 50 percent between 2010 and 2020, while the white population only grew by 9.2 percent. From 1990 to 2020, the share of total population comprised of non-Hispanic Whites declined from 92 percent to 65 percent. From 2010 to 2020, Forsyth County's Hispanic population witnessed a 52.4 percent total increase. Additionally, Forsyth County's foreign-born population has been growing steadily, with a 17.5 percent population share in 2019, up from 12.8 percent in 2010, according to American Community Survey estimates.

Forsyth County and the City of Cumming joined the Atlanta Regional Commission in July 2021, thus ending a longstanding partnership with the Georgia Mountains Regional Commission, headquartered in Gainesville. There are several reasons for the change of regional jurisdiction, including but not limited to: being a part of the Atlanta Region’s air quality non-attainment area; metropolitan transportation planning and transportation funds; and potential access to Livable Centers Initiative (LCI) funds.

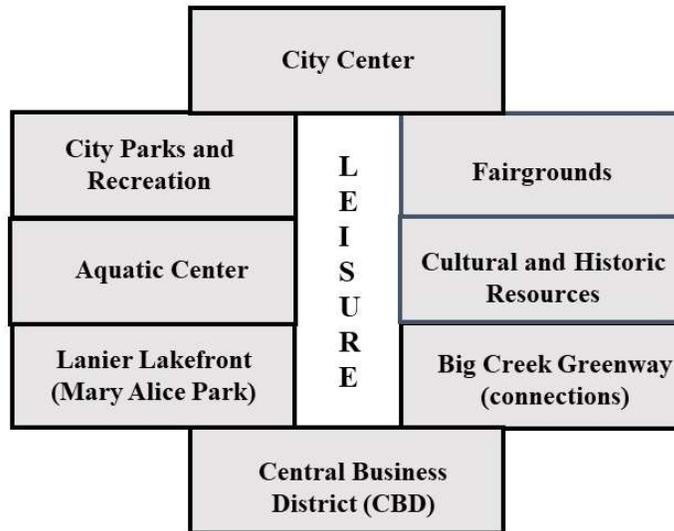
## **CHAPTER 2 NEEDS AND OPPORTUNITIES**

The needs and opportunities element includes a description of needs and opportunities the city has identified through the public participation process. Each need or opportunity that the community has identified as a priority is followed-up with corresponding implementation measures in the Community Work Program (see Chapter 7). To identify needs and opportunities, as recommended by state rules for local comprehensive planning, a SWOT (Strengths—Weaknesses—Opportunities—Threats) framework was utilized, drawing information from citizens in the community questionnaire, stakeholder interviews, comments at public hearings, and observations of the steering committee members.

### **LEISURE INFRASTRUCTURE**

Perhaps the greatest strength of the city lies in its orientation to leisure. Similarly, one of the city’s greatest opportunities is the continued expansion of leisure facilities. Cumming has somewhat quietly, or at least without much fanfare, established its role as leader in providing leisure opportunities for both city and county residents. The city’s leisure “infrastructure,” illustrated in the figure below, shows how various city facilities and services come together, and promise to continue coming together, to make Cumming the lead agent for bringing leisure to the community.

## CUMMING’S LEISURE INFRASTRUCTURE



In the past, Cumming has been criticized by some of its residents for having a downtown dominated by institutions (including the county jail) and industries, with little for the public to do. The city’s central business district (CBD) is still a draw and has potential for additional restaurants, commercial recreation, and retail stores that will draw people to the area. The city’s CBD will remain a prime opportunity to grow the economy and provide leisure-related facilities. However, given these past comments that the CBD lacked character that would attract certain activities, the city has recognized that the CBD is ultimately limited as a leisure attractor.

To fill some of the needs for a recognized “place” to go, the city has begun development of the “City Center,” which will be a prime attractor for residents of the city, county, and region. The City Center project is described in further detail in the land use element (Chapter 3). Since the last comprehensive plan update, the city put in place development impact fees, including fees for parks and recreation, so that it can expand its active park and recreational facilities. Cumming, however, goes well beyond what most local governments provide by way of parks and recreation facilities. The



**City Center Putting Course  
 Under Construction**

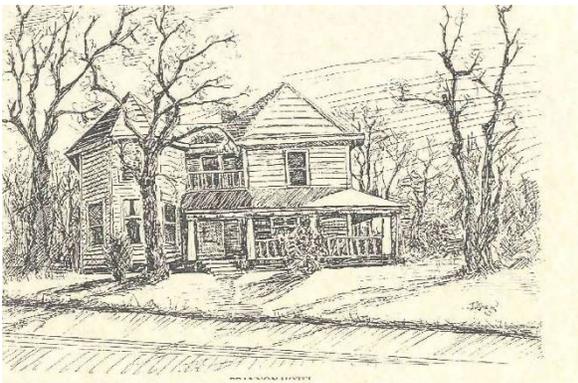
city constructed an aquatic facility, which quickly gained regional notoriety.

The Cumming Fairgrounds has been a staple for leisure services for decades now. Many of the improvements to the Fairgrounds called for in the prior comprehensive plan have been made. There is community support and demand for expansions of the Fairgrounds. However, there is currently limited land potential for expansion to serve larger and growing events. This comprehensive plan establishes priorities for the continued development and expansion of the fairgrounds. The city would also like to physically connect the Fairgrounds complex with the new City Center development.



**Cumming Fairgrounds is a Top Entertainment Venue in the Region**

For more than two decades, Cumming has followed a policy of purchasing and renovating available historic properties. Key examples are the Cumming School and the Brannon-Heard House (pictured below). The city also acquired, renovated and preserved an old corner gas station in downtown. 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. Also, over time, the city will continue exploring how best to extend city sidewalks and pedestrian infrastructure to connect with the Big Creek Greenway.



**Sketch of Original Brannon-Heard House**



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

In the past comprehensive plan, much hope was pinned on the city successfully developing Mary Alice Park into a leisure services powerhouse of some sort. Water-based recreation is a natural fit for the peninsula, but its potential is almost limitless. It is still in the city's plans to see that Mary Alice Park will become a major contributor of leisure facilities and services to the community, in whatever form ultimately makes the most sense.



**Sketch View of Mary Alice Park  
on Lake Lanier**

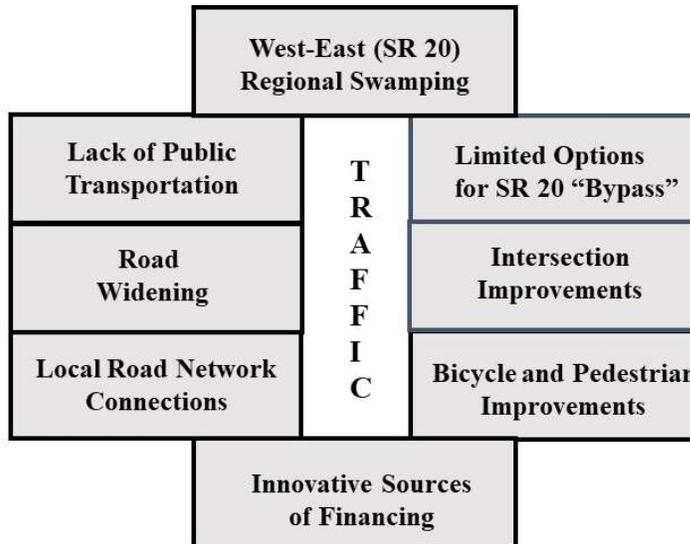


## **TRAFFIC PROBLEMS AND SOLUTIONS**

An over-reliance on the automobile is a regional way of life in metropolitan Atlanta. Traffic tops the list of weaknesses in Cumming, as it does in many if not all suburban communities. The figure below is an effort to capture the various weaknesses from a transportation infrastructure perspective and threats to livability that come with increases in traffic congestion, as well as the solutions to traffic congestion.

The chief weakness in the city is traffic congestion, due especially to bottlenecks in downtown. The improvement of state routes is under control of the Georgia Department of Transportation, and the city's power in that capacity is limited. For decades, city leaders have recognized that, no matter what happens inside the city limits, there is going to be increasing traffic congestion through Cumming. State Route 20 links Canton and Cherokee County with Buford-Sugar Hill in Gwinnett County. Cumming is right in the middle of this west-east crosstown traffic pattern. Efforts by the Georgia Department of Transportation to improve SR 20 continue (see Chapter 4), but then when SR 20 enters the city limits, there are few if any acceptable opportunities for improvement other than signalization and modest intersection improvements.

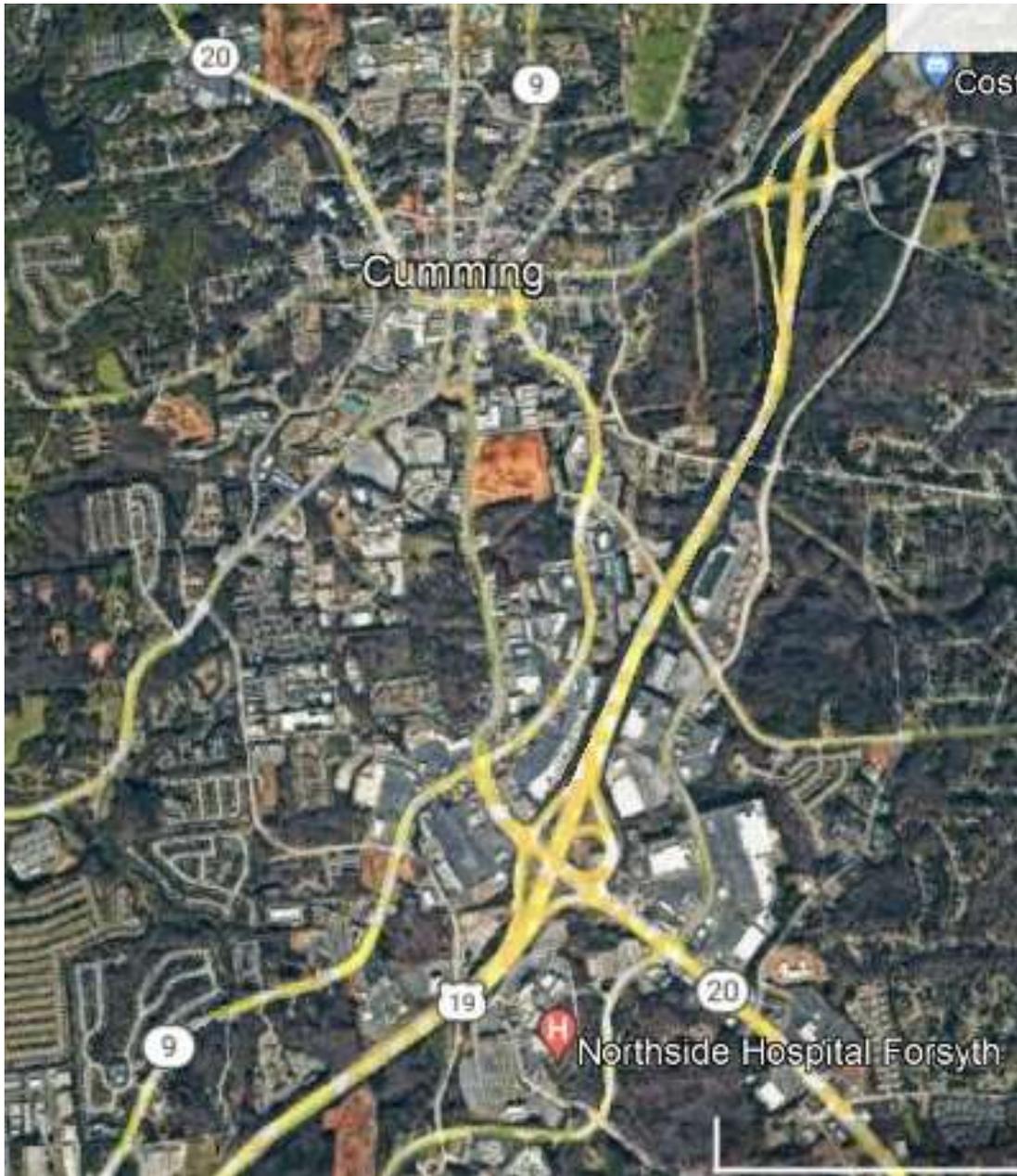
## TRAFFIC PROBLEMS AND SOLUTIONS



Long ago, Cumming recognized the potential weakness of being impacted by regional traffic congestion. The city has undertaken several road improvements over time such as widening Pilgrim Mill Road, Tribble Gap Road, Veterans Memorial Boulevard, and others in an effort to position the city to handle traffic increases. A clear example of this, one that does not happen often, is that the city built Veterans Memorial Boulevard as a four-lane facility to help with one leg of the east-west traffic flow (though it runs north-south). That effort was successful enough that SR 9 and SR 20 designations were moved by the state from Atlanta Road to Veterans Memorial Boulevard. In this sense, the city did some of the work of the state to plan for and facilitate increased traffic through the city.

Going back a couple of iterations of planning, Cumming has long since recognized the need to expand and extend the local street network with new connections. A prime example of this is the extension of Buford Dam Road across Atlanta Road and Veterans Memorial Boulevard, terminating at Castleberry Road. Another example is the extension of Sawnee Drive from Dahlonga Street (SR 9) to Pilgrim Mill Road, which is in the design phase. Other examples of local street network connections and extensions are still possible in the Central Business District, as additional redevelopment occurs.

The city will continue to work with the Georgia Department of Transportation in an effort to improve traffic safety, increase flows, and maintain level of service capacity. This will be done with selective road widenings, and intersection and signalization improvements. The city has adopted development impact fees which include funds for road improvements, and other funding sources such as T-SPLOST will continue to be explored and utilized. The city can and will also review development for its impact on the road system and call for pedestrian improvements to the city’s sidewalk and trail system as well as facilitate bicycle access.



Source: Google Earth

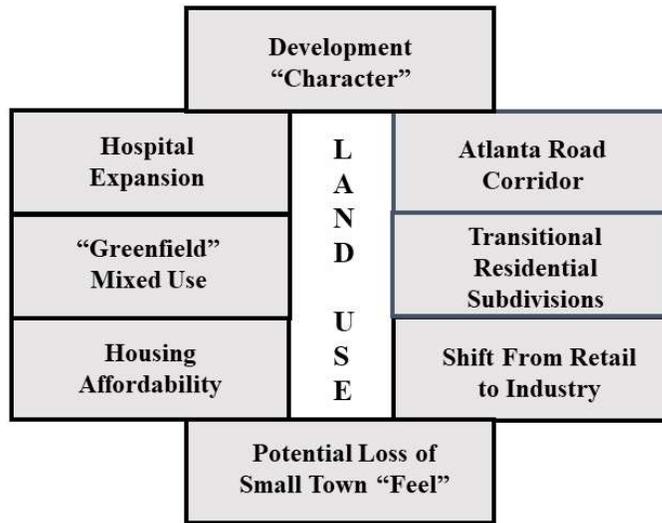
**Cumming is the recipient of west-east regional traffic swamping  
in downtown Cumming, due to SR 20 bisecting the city.**

Public transportation is still not a desirable solution to Cumming’s residents, at least in the short-term time frame of the planning horizon. Questionnaire results appear to indicate that citizen receptiveness to public transit is still not strong enough in Cumming to advance the idea further.

**EMERGING LAND USE TRENDS**

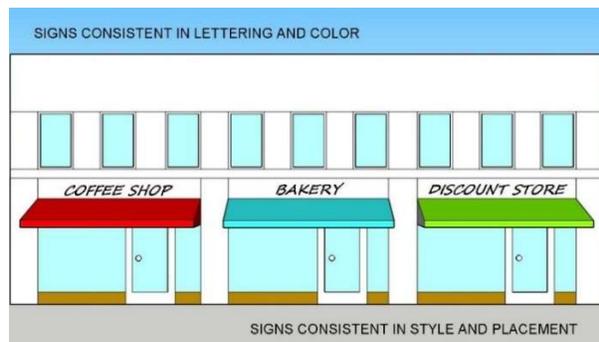
Land use is addressed Chapter 3. Most of the future land use trends in Cumming should be considered positive opportunities, while others are best characterized as threats. The most significant land use trend during the last five years in Cumming has been the construction of greenfield mixed-use developments. This trend is still ongoing, but approvals are now in place for many if not most of the vacant parcels designated on the future land use plan map as suitable for suburban mixed use. These new suburban mixed-use developments, which are quickly changing the face of certain areas of the city, are summarized in the land use element (Chapter 3). See that chapter for more detail about these new developments.

### FUTURE TRENDS IN LAND USE



As noted in the community survey results generally, residents are concerned about the quality and character of land development and the impact new development is having and will continue to have on the “small town feel” of Cumming. In this sense, Cumming residents are not alone, since many smaller communities desire to maintain the status quo at least with regard to avoiding the growing pains of new development, like congestion.

While it is difficult if not impossible to maintain the feeling of a small town if extensive new development occurs, there are certain design practices that can help new land development integrate more seamlessly into the existing small town fabric. Cumming will continue to promote desirable community character by adopting new design regulations and guidelines.



**Representative Guideline for**

## Improved Signage

There are also 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 can revise its regulations to ensure trees will shade public rights of ways and tree canopies will enhance the aesthetic character of the city. The city was designated a Tree City USA in 2020. This is a program that encourages tree plantings and emphasizes tree care and preservation.



One of the bullworks of Cumming’s economy is health care, which will continue to expand during the planning horizon. A recent multi-story addition was completed onto the existing Northside Hospital in the city (pictured right), and additional development has begun to further spinoff around the hospital campus. Some of this trend may imply additional annexations.



Cumming’s leadership should be aware of, and monitor, changes in land use markets over time. One critically important land use trend is e-commerce and the effects it is having on commercial areas. The evolving domination of commerce on the internet could mean that there will be less demand for “brick and mortar” stores. In Cumming, there is still great potential for additional retail store development, but perhaps not as great as was thought five years ago. City leaders must decide whether all lands set aside for retail and services will develop as intended or whether small distribution centers and light industrial uses may gain a foothold in place of retail trade.

Another issue regarding land use trends is whether company employees will return to workplaces at levels or in amounts the same as pre-COVID 19. Continued concerns about the pandemic may

cast some doubt on whether office parks will continue to be a viable future land use. Cumming’s prior plans had emphasized its great potential for class “A” office space and, over time, the city may have to reconsider the extent to which that land use strategy is likely to continue evolving.

In 2017, the city hired the Georgia Mountains Regional Commission to prepare a study of the Atlanta Road corridor. The corridor (pictured right) stretches from the intersection of Atlanta Highway and Veterans Memorial Boulevard to the downtown. The study’s purpose was primarily to identify road and streetscape improvements. It included a proposal for a gateway sign at the south end of the corridor, showed how landscaping could improve appearances, and identified some infill development site opportunities. A set of implementation strategies were also included, such as “complete streets,” adherence to GDOT policy guidance, and design guidelines.



Source: 2017 Atlanta Highway Corridor Study

### **Atlanta Highway Corridor**

Cumming would like to take the next step with regard to this corridor and consider land use, redevelopment opportunities and placemaking potential. The community work program calls for the city to apply for and implement a Livable Centers Initiative (LCI) study focusing on redevelopment concepts and promoting good development character.

The discussion of future land use trends in Cumming would not be complete without at least some passing reference to housing affordability and some highlighting of the potential for certain residential neighborhoods to continue transitioning to other land uses. As recognized in prior comprehensive plans, certain residential neighborhoods are subject to disinvestment and decline. The city does not have an active community development program, and more can be done to encourage homeowner retention and reinvestment to stabilize certain inner-city neighborhoods.

As noted in the prior plan, there is demand for smaller (1,500 square foot, for example) dwellings in the city and county, but committee members and citizens indicate that constructing

homes of that size (below the median) is not financially feasible, given that land values are so high. As a result, it is increasingly challenging for moderate-income households to live in the city.

Cumming has annexed the low- and moderate-income neighborhood in the northern portion of the city along the west side of Tribble Gap Road. The city's new City Center project, which lies immediately adjacent to this neighborhood to the west, promises to put upward pressure on property values in this neighborhood, thereby probably spawning some gentrification. Gentrification is a double-edged sword bringing positive increases in property values but also eroding the existing supply of affordable housing.



Source: Google Maps

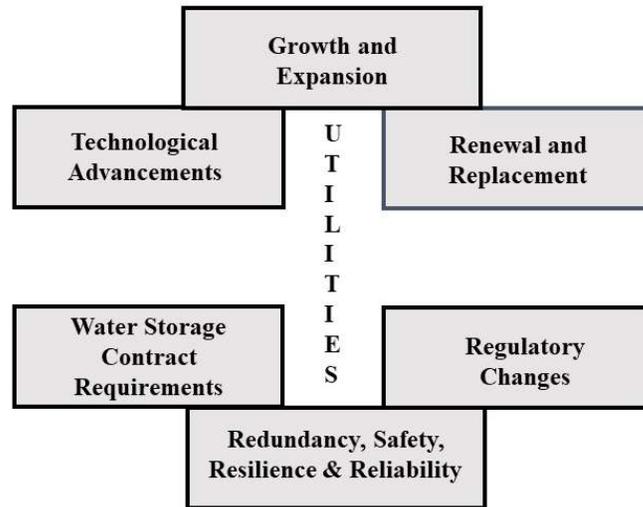
**Existing low- and moderate income  
residential neighborhood**

It should also be noted that most suburban, greenfield mixed-use developments have or will have residential components that are affordable only to upper middle income households. On top of the intense inflationary trends that have raised housing values by a matter of 25% or more in just a few months (as of May 2022), one must seriously consider whether the city will have a diverse and affordable housing stock in the future or whether it will price the current families' sons and daughters out of the opportunity to raise a family in Cumming. The community work program calls for improvement using competitive Community Development Block Grant (CDBG) funding.

**CUMMING UTILITIES: WATER AND SEWER**

If there is any portion of city government that runs like a business, and that would benefit from the business model for SWOT analyses, it is the local utility department. Cumming's Utilities Department is an incredible strength for the city. Cumming's Utilities Department provides water and sewer facilities not only to the land area within the city limits but also a larger unincorporated area surrounding the city limits in all directions. This means that, in addition to anticipating and responding to new growth and development in the city (which includes service to about 2,800 household and many businesses, industries, and institutions), the department must also plan and deliver water and sewer services that meet a much larger land area than the (a total of 20,000 customers including those in the city as of 2022).

## STRATEGIC ISSUES: CUMMING UTILITIES



If one just considers the number of housing units currently under development within the city limits and the city’s water and sewer service area, the residential demand for water and sewer (at 200 gallons per day per residential unit) along with the commercial demand will soon increase by 1 million gallons a day. The department must also address ongoing issues of utility relocation; when state and county roads are widened inside the city’s water and sewer service area, the city is required to move these water and sewer lines at the city’s expense. Two upcoming examples of this issue include the Highway 20 West and the Highway 9 South widening projects which will cost the city \$35 Million and \$8 Million, respectively.



In addition to increasing capacity at each of the city’s treatment facilities, increasing water storage capacity, and adding to the water distribution and wastewater collection systems to serve new growth and development in its service area, Cumming Utilities must also monitor existing systems and systematically plan for the renewal and replacement of existing facilities as they age and deteriorate.

Another set of challenges, which could be considered threats or opportunities depending on one's perspective, is advancements in water and sewer treatment technology. Water and sewer systems face a number of threats (such as contaminants of emerging concern and the promulgation of more stringent regulations) which must be systematically addressed with forward-looking technologies and strategies. As an example, certain disinfection by-products, and PFAS and PFOA have been shown to cause cancer and must be removed from drinking water. As the counties around Lake Lanier have continued to rapidly develop, the quality of the water in the lake has deteriorated and led to taste and odor issues that threaten public contentedness if these compounds are not properly addressed. Regulations for water and sewer systems are almost constantly changing, including those that are responsive to new public health threats, and it is an increasing challenge for the utilities department to keep up with these regulatory changes.

Increasingly, water is considered a precious commodity. The Lake Lanier Water Storage Contract between the United States Army Corps of Engineers (USACE) and the State of Georgia requires that the city and other communities that withdraw water from the lake return a certain amount of treated wastewater back to the lake by 2050. This contractual requirement between the USACE and the state has forced the city to consider either moving its wastewater treatment facility closer to the lake or pumping the treated effluent several miles from the existing wastewater treatment facility back to the lake. In addition to the state's Environmental Protection Division (EPD), the Metropolitan North Georgia Water Planning District is playing an increasingly important role not only in regional water planning but also in the regulation and the imposition of unfunded mandates.

To ensure resiliency and redundancy (opportunities in response to threats), the city has constructed a redundant raw water intake facility on Lake Lanier along with a mile-long intake pipe out into the bed of the lake. Prior drought conditions have led to low lake water levels (shown at right), which in turn have led the city to construct a deeper and redundant raw water facility to ensure reliability.



The Cumming Utilities Department engages in more or less constant planning and facility management in response to these and other issues and challenges. Projects to expand, maintain, and upgrade water and sewer systems are included in the Community Work Program of this comprehensive plan (see Chapter 7).

## SWOT SUMMARY (BY COMMITTEE)

**Strengths:** Health care system, internet infrastructure, schools, geographic location including access to lake, access to GA Hwy 400, college, and job opportunities, city is financially sound, fairgrounds, aquatic center, overall city services, police, and city-controlled water and sewer

**Weaknesses:** Poultry industry in downtown, traffic, Hwy 9 older development, lack of affordable housing, building costs for new development, land costs within city

**Opportunities:** Infill development for older neighborhoods, incentives for financing affordable housing, architectural design review for new developments, sidewalks, annexations, Mary Alice Park, city still has approximately 30% of its land vacant and available for new development

**Threats:** Growth (can we maintain level of service?), possible new city development and funding, loss of historic resources, no property tax (opportunity and threat), how do we balance costs

## CHAPTER 3 LAND USE

The way different land uses are located, arranged, and interact with one another is critically important and is therefore addressed in detail in this chapter (land use element) of the city's comprehensive plan. 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 implement 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 homes continue to be separated from workplaces and institutions, the community's residents will continue to rely on the automobile to get to destinations. 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, healthy, and satisfied residents. For these reasons, the comprehensive plan includes a detailed land use plan and specific 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 objective of a healthy, safe, high-quality, built environment.

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. The city through advance planning seeks 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 land use plan reflects conscious decisions about where to allow intensive development and where more spacious living environments are desired and appropriate.

The state administrative rules for local comprehensive plans require that a local government which implements zoning must adopt either a future development map with character areas or a future land use map. This comprehensive plan utilizes the future land use plan map and does not include a character map.

### LAND USE CATEGORIES

The state’s local planning requirements do not require an existing land use inventory. However, an existing land use inventory helps the community understand how land uses have changed in preceding years and make predictions for development during the 20-year planning horizon.

Table 3-1 provides a description of the land use categories utilized on the existing land use and future land use maps. Existing and future land use maps are also provided in this chapter.

**Table 3-1  
Description of Land Use Categories  
Existing and Future Land Use Maps  
City of Cumming**

Category	Existing Land Use	Future Land Use	Description
Vacant/ Undeveloped	☼		Lots or tracts of land that are served by typical urban public services (water, sewer, etc.) but have not been developed for a specific use or were developed for a specific use that has since been abandoned
Park/ Recreation/ Conservation	☼	☼	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 or similar uses
Residential, single-family	☼		Single-family dwelling units

**Contents**

**City of Cumming, GA, Comprehensive Plan Update 2022-2042**

Residential, multi-family	☼		Duplexes, townhouses, and apartments
Residential - 1		☼	Single-family residential up to 1.5 units per acre
Residential – 1A		☼	Single-family residential, 1.5 to 2.5 units per acre
Residential – 2		☼	Single-family residential, 2.5 to 3.0 units per acre
Residential – 3		☼	Residential (single- or multi-family), 3.0 to 6.0 units per acre
Public-Institutional	☼	☼	State, federal or local government uses, and institutional land uses. Government uses include government buildings, police and fire stations, libraries, prisons, post offices, and schools. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc.
Office-Professional	☼	☼	Offices (usually 1 or 2 stories)
Office-Commercial Multi-story		☼	Offices and commercial, more than 4 stories
Commercial	☼	☼	Retail, service or entertainment facilities
Mixed Use, Suburban		☼	Residential, institutional, office-professional, commercial or combination thereof integrated vertically and/or horizontally.
Industrial	☼	☼	Manufacturing facilities, processing plants, factories, warehouses and wholesale trade facilities
Transportation/ Communication/ Utilities	☼	☼	Electric power substations, utility company installations, and other similar uses

**EXISTING LAND USE AND LAND USE CHANGE**

Table 3-2 provides acreage statistics for existing land use in 2011 and 2016 (from prior land use plans) as well as currently (i.e., the year 2022). The table also shows land use change between 2016 and 2022. Those statistics are summarized here.

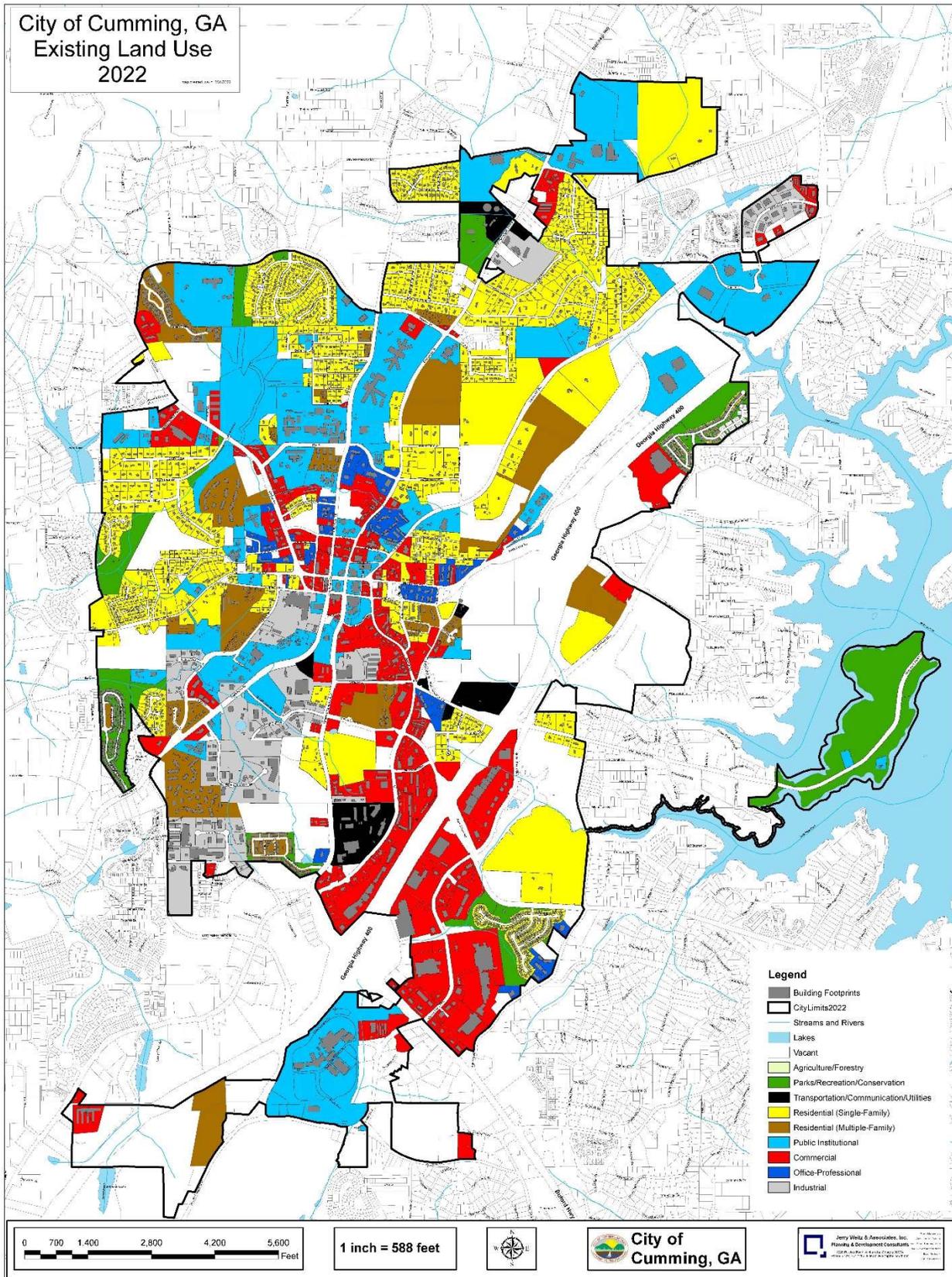
Cumming was somewhat more aggressive during the last five years in terms of annexation. It added 544 acres (about a 12.7% increase) between 2016 and 2022. As a comparison of the 2016 and 2022 existing land use maps would show, annexations have been mostly in the northeast, east, and southwest parts of the city. The current size of the city limits is 4,820 acres, or about 7.5 square miles.

As of 2022 if not earlier, agricultural land use has been phased out. The city increased its single-family residential development from 734 to 991 acres during the period from 2016 to 2022. As a percentage of total city acreage, more than one-fifth (20.6%) consists of single-family subdivisions in 2022. As a result of some stand-alone multi-family development but also as a part of recent suburban mixed-use developments, multi-family residential development acreage effectively doubled during the last five years, from 159 acres to 320 acres. Multi-family residential development currently comprises 6.6% of total city land area.

The city has managed to increase its park, recreation and conservation land during the six-year period from 218 acres in 2016 to 254 acres in the year 2022. Some of this increase could be attributed to differences in classification between those periods, but it is evident that new, suburban mixed use developments have added to the open space and conservation network.

Also, from Table 3-2, industrial and transportation/communications/utilities land uses have remained mostly unchanged during the 2016 to 2022 period. Commercial land use increased from 517 to 569 acres but decreased slightly as a percentage of total city land area because of annexations. Not surprisingly, public-institutional land use has increased remarkably, as Cumming continues to be the institutional center for Forsyth County as a whole with its concentration of schools, county administrative facilities, and city installations. Public-institutional acreage increased from 584 acres in 2016 (13.7% of total city land area) to 776 acres in 2022 (16.1% of total city land area).

The existing land use map for the year 2022 is provided in this land use element, as well as a new (2022) version of the future land use plan map.





**Table 3-2  
 Existing Land Use, 2011, 2016 and 2022  
 and Land Use Change, 2016-2022  
 Cumming City Limits**

Category	Acres (2011)	% Total (2011)	Acres (2016)	% Total (2016)	Acres (2022)	% Total (2022)	Acres Change, (2016-2022)
Vacant	932	24.2%	1,117	26.1%	909	18.9%	-208
Agricultural/Forestry	120	3.1%	54	1.3%	0	--	-54
Parks/Recreation/Conservation	158	4.1%	218	5.1%	254	5.3%	+46
Residential, Single-family	722	18.8%	734	17.2%	991	20.6%	+257
Residential, Multi-family	158	4.1%	159	3.7%	320	6.6%	+161
Public-Institutional	345	9.0%	584	13.7%	776	16.1%	+192
Office-Professional	94	2.5%	82	1.9%	75	1.6%	-7
Commercial	453	11.8%	517	12.1%	569	11.8%	+52
Industrial	219	5.7%	243	5.7%	243	5.0%	0
Transportation/Communications/ Utilities	43	1.1%	70	1.6%	74	1.5%	+4
Right of way/Other	599	15.6%	498	11.6%	609	12.6%	+111
Total, City Limits	3,843	100%	4,276	100%	4,820	100%	+544

Source: Jerry Weitz & Associates, Inc. 2012 and 2017 city comprehensive plans, and March 2022.

## MAJOR RECENT AND ONGOING DEVELOPMENTS

As noted in the chapter on needs and opportunities, the City of Cumming is witnessing a development boom of larger, master planned residential and suburban mixed-use projects. This section summarizes those developments as well as the “City Center” project.

## City Center

The City Center project, sponsored by the City, will in essence be an entertainment district that will compensate for the lack of draw of Cumming's central business district. The boundary of City Center is shown on the future land use plan map and is mostly north of State Route 20 in the northwest part of the city. Much of the project will open in August 2022. The city plans to relocate the Police Department and Municipal Court to this district, which will then free up the city's police building for something else, public or private.



**City Center Development  
(under Construction)**

City Center will contain an amphitheater (with live concerts to be scheduled), pedestrian bridge, parks along the stream, 9.7 miles of walking trails, restaurants, a brewery, and retail stores, and live concerts. City Center will also be the location for art festivals, and farmers markets. A future hotel and conference center is also envisioned for the district.



## CUMMING CITY CENTER PARK AND TRAIL MASTER PLAN



## Westshore

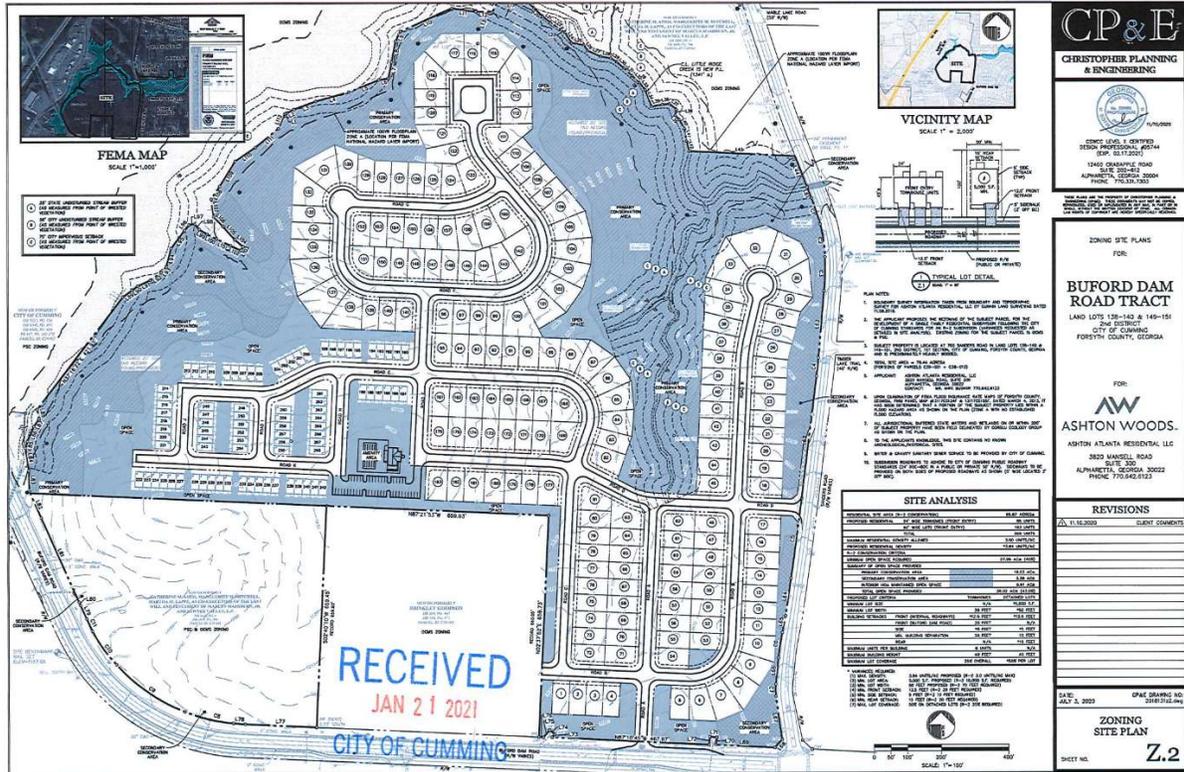
This project is located on Market Place Boulevard and Turner Road and will encompass 57 acres. It is a mixed-use development that will include a town green district, featuring restaurants and a bed and breakfast, medical offices, and civic space. The residential component will consist of 29 single-family detached residential units, 127 townhomes, and 362 apartments. Some of the residential will be located above retail (i.e., vertical mixed use). The project will also include a 120-room hotel. It plans to open in 2023.



**Development within Westshore,  
in Spring 2022**

## Ashton Woods

This project is a conservation subdivision located on 70 acres at the intersection of Buford Dam and Sanders Roads near Lake Lanier. It will feature open space and a walking trail from Buford Dam Road to Market Place Boulevard. Currently under construction, this project will include 183 single-family detached residential units, approximately 85 townhouses, and 30 acres of open space within the development.



**Ashton Woods Conservation Subdivision Concept Plan**



This development, on 44 acres, will feature 191 townhouses and 207 condominiums (some above retail shops). The project will include a parking deck and an inn, as well as a community park. Pedestrian and vehicular access will be provided to the City Center development.

### Sawnee Village

This is a mixed-use development featuring retail shops, restaurants, offices, and indoor recreation amenities. A variety of residential units will be included: 221 single-family detached homes, 334 towhomes, 262 apartments (some vertically mixed-use), and 6 condominium units.

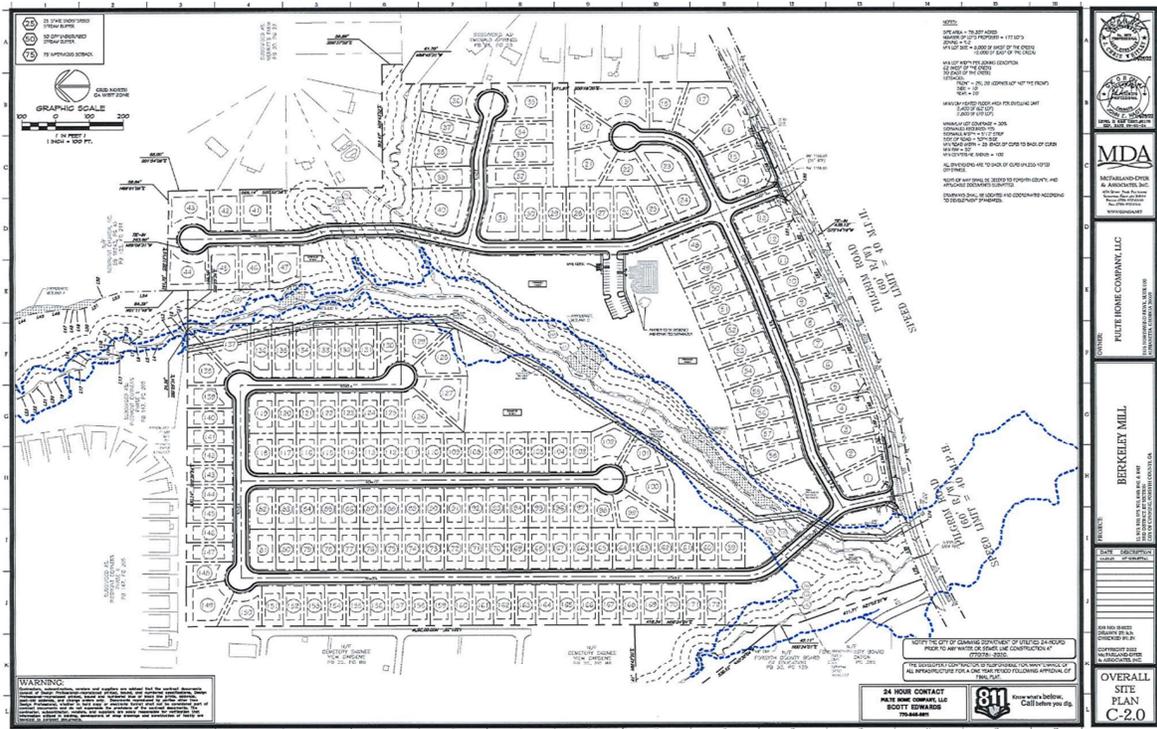


### Sawnee Village Site Plan

The project will also include will include senior living in various phases (independent, assisted living and memory care). Active amenity areas and pocket parks will be located throughout the development. A road extension from SR9/SR306 intersection and terminating at Pilgrim Mill Road, will contribute to connectivity north of downtown (i.e., Sawnee Drive Extension).

### Berkeley Mill

The property to encompass this project is located off of Pilgrim Mill Road and was recently annexed. The development will consists of 176 detached, single-family units with an active amenity area.

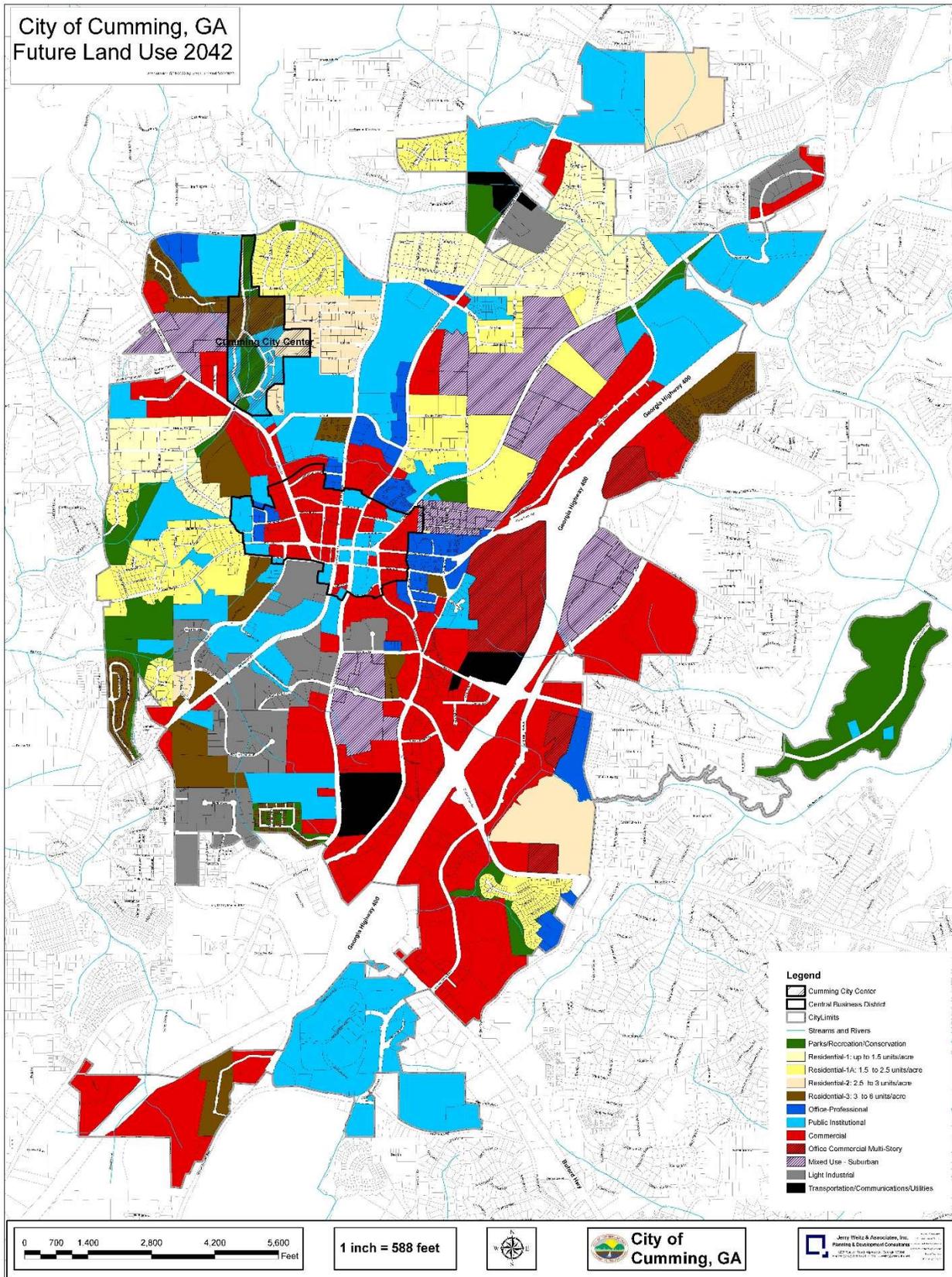


Site Plan for Berkeley Mill

**FUTURE LAND USE (2042) AND FUTURE LAND USE CHANGE (2022-2042)**

Table 3-3 provides acreages by future land use category shown on the future land use plan, as well as land use change from current (year 2022) to end-state (2042-buildout), as if all land in the city will be developed by the end of the 20-year planning horizon. The city may annex additional land over time, but for purposes of this analysis, the land area (city limits) is held constant between 2022 and 2042. Annexations are likely to occur and will affect land use change.

The future land use plan assigns a future land use to all property in the city; therefore, the plan implies that all land in the city will be developed in the long-term (i.e., no remaining vacant land). While full development (i.e., “buildout”) is possible, it is unlikely (due to market cycles) that all of the remaining vacant land in the city will develop during the 20-year planning horizon.



The future land use plan has two categories that do not exist in terms of the existing land use map (2022): office-commercial multi-story (an addition of 140 acres); and mixed use, suburban (an addition of 337 acres). As of 2042, if land develops according to the future land use plan, commercial land use will dominate the mix with over 1,000 acres and more than one-fifth (21.4%) of the total city land area. Both single-family and multi-family residential land use will decrease between 2022 and 2042, but that is mostly due to the reclassification of residential uses as mixed use. Stand-alone office development will increase from 75 to 130 acres. Public-institutional land will continue to increase significantly during the planning horizon and will constitute nearly one-fifth (18.5%) of the city’s land area in 2042 if the city develops out according to the recommendations of the future land use plan map.

**Table 3-3  
 Existing Land Use (2022), Future Land Use (2042) and  
 Future Land Use Change, 2022-2042  
 Cumming City Limits**

<b>Category</b>	<b>Acres 2022</b>	<b>% Total 2022</b>	<b>Acres 2042</b>	<b>% Total 2042</b>	<b>Acres Change, (2022-2042)</b>
Vacant	909	18.9%	0	--	-909
Parks/Recreation/Conservation	254	5.3%	275	5.7%	+21
Residential, Single-family	991	20.6%	838	17.5%	-153
Residential, Multi-family	320	6.6%	245	5.1%	-75
Public-Institutional	776	16.1%	893	18.5%	+117
Office-Professional	75	1.6%	130	2.7%	+55
Office-Commercial Multi-Story	--	--	140	2.9%	+140
Mixed Use, Suburban	--	--	337	7.0%	+337
Commercial	569	11.8%	1,034	21.4%	+465
Industrial	243	5.0%	264	5.5%	+21
Transportation/Communications/Utilities	74	1.5%	69	1.4%	-5
Right of way/Other	609	12.6%	595	12.3%	-14
<b>Total, City Limits</b>	<b>4,820</b>	<b>100%</b>	<b>4,820</b>	<b>100%</b>	<b>--</b>

Source: Jerry Weitz & Associates, Inc. June 2022.

## FUTURE LAND USE PLAN IMPLEMENTATION

Table 3-4 provides a guide to implementing the future land use map. It shows the zoning districts which are appropriately assigned to land designated by future land use category.

**Table 3-4  
 Future Land Use and Zoning District Consistency**

Future Land Use Category	Appropriate Zoning District(s)
Park/ Recreation/ Conservation	As currently zoned
Residential - 1	R-1, Single Family Residential District
Residential – 1A	R-1A, Single-Family Residential District
Residential – 2	R-2, Moderate-Density Residential District
Residential – 3	R-3, Multi-Family Residential District
Public-Institutional	INST, Institutional District
Office-Professional	OP, Office-Professional District
Office-Commercial Multi-story	OCMS, Office-Commercial Multi-Story District
Commercial (consult policies)	NS, Neighborhood Shopping District
	HB, Highway Business District
	PSC, Planned Shopping Center
	CBD, Central Business District
Mixed Use, Suburban	PUD, Planned Unit Development
Industrial	M-1, Restricted Industrial District
Transportation/ Communication/ Utilities	As currently zoned

See also the detailed policies for land use in Chapter 6 of this comprehensive plan, in making determinations as to whether a rezoning application is consistent with the comprehensive plan as a whole (not just the future land use plan map).

## **CHAPTER 4 TRANSPORTATION**

Forsyth County and the City of Cumming lie within the Atlanta region and are therefore within the jurisdiction of a metropolitan planning organization (MPO), the Atlanta Regional Commission. Per the state’s local planning rules (Sec. 110-12-1-.02 Requirements) a transportation element of a comprehensive plan is required for the part of the jurisdiction that lies within a metropolitan planning organization. Since all of Cumming lies within an MPO, a transportation element is required to be a part of the city’s comprehensive plan.

State administrative rules (Sec. 110-12-1-.03 (8), “Plan Elements”) indicate that: “the analysis provided in the Metropolitan Planning Organization’s transportation strategy for the region or a similar local transportation plan may be substituted for this element’s analytical requirements (and should be provided appropriate reference/ citation); however, applicable community goals, needs and opportunities, and work program items, as provided in sections (1) [goals element] through (3) [community work program], above, must be explicitly integrated into the Local Comprehensive Plan” [additional references added]. Accordingly, transportation goals and policies are addressed in Chapter 6 (goals and policies), and the community work program (Chapter 8) specify actions the local government has decided to undertake regarding transportation.

State rules also provide that if a separate transportation element is prepared, it must include strategies for addressing transportation needs as specified in the community work program, and it must be based on analysis of: the road network; alternative modes of transportation; parking; railroads, trucking, port facilities and airports; and transportation and land use connections. Although the regional transportation plan’s analysis are adopted in place of a city transportation element for purposes of compliance with state rules, this chapter provides relevant information (following state rule prescriptions) about transportation that if accessible as part of this comprehensive plan, can help decision makers in future planning efforts.

Chapter 2 of this plan introduced the city’s needs and opportunities, and many of the highest priority needs relate to transportation. Chapter 6 of this comprehensive plan provides detailed policies related to many facets of transportation. Chapter 7 includes transportation-related actions the city intends to undertake or accomplish during the next five years.

### **METROPOLITAN TRANSPORTATION PLANNING**

Road improvements are programmed in the Atlanta Regional Commission’s (ARC) Regional Transportation Plan (RTP). ARC adopts an air-quality-conforming RTP every three years and a conforming three-year Transportation Improvement Program (TIP) annually. These decisions are

made at the regional level with opportunity for local government input. The following three projects are included in the Atlanta Regional Commission’s regional transportation plan:

1. Project FT-001D: SR 9 (Atlanta Highway): Segment 4 – Widening From SR 141 (Peachtree Parkway / Bethelview Road) to SR 20 (Buford Highway) (2.9 miles). Total Cost: \$70,911,889. Network year: 2030.
2. Project FT-001E: SR 9 (Atlanta Road / Pilgrim Mill Road): Segment 5 - Widening From SR 20 (Buford Highway) to SR 306 (Keith Bridge Road) (2.9 miles). Status: Long Range. Total Cost: \$11,757,000. Network year: 2030.
3. Project FT-313: SR 20 Widening From SR 371 to East of North Corners Parkway (5.2 miles). Status: Programmed. Total Cost: \$149,503,620. Network year: 2030.

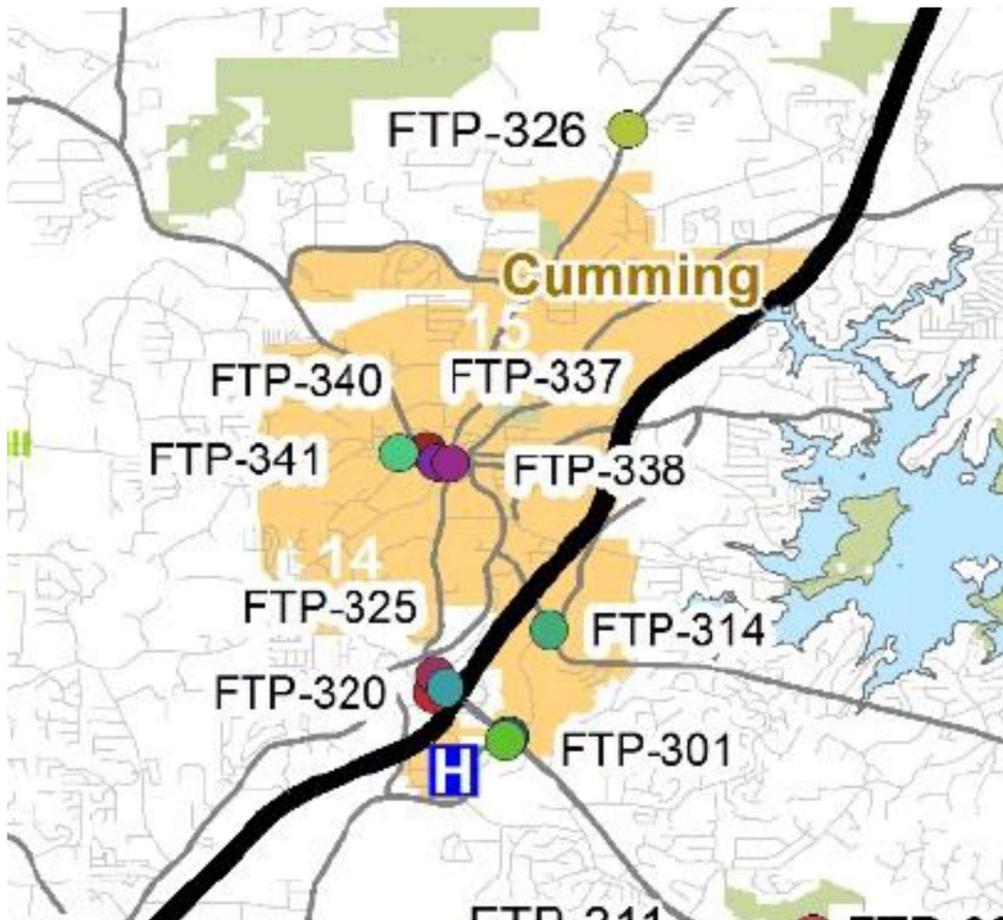
## COUNTY TRANSPORTATION PLANNING

The current county comprehensive transportation plan is dated May 2011. However, a “recommendations report” was prepared and adopted in 2018, and the county is currently (in 2022) updating its transportation plan as part of the overall comprehensive planning effort. The following projects are identified in the 2018 project recommendations report that are within the City of Cumming:

- FTP-3 Buford Dam Road Operations and Safety Little Mill Road SR 9 (Atlanta Road) Improvements
- FTP-78 SR 9 (Dahlonega Highway) Multi-Use Trail From Main Street to Dunn Road
- FTP-202 Sawnee Drive Extension
- FTP-301 SR 20 @ Ronald Reagan Boulevard Add EB (250 ft) and WB (150 ft) Left on Ronald Reagan/Marketplace, NB Left (restripe)
- FTP-314 Buford Dam Road Near Market Place Boulevard Extend median to make driveways at MetroPCS Right in, Right out (RIRO)
- FTP-320 SR 400 Exit Ramp S @ SR 20 Add lighting, Add third SB Left Turn Lane
- FTP-325 SR 20 @ Lakeland Plaza Add NB Left Turn Lane
- FTP-339 Marketplace Blvd. near Buford Hwy. (Milepost 10.45) Add median on Market Place Blvd

Plus, the following signalization timing improvements in the City of Cumming:

- FTP-337 W Maple Street @ W Courthouse Square (Milepost 8.06) Signal timing
- FTP-338 W Maple Street @ Veterans Memorial Blvd. (Milepost 8.13) Signal timing
- FTP-340 West Main St. @ Hudson Street Signal timing
- FTP-341 Main Street @ West Courthouse Square Signal timing



**Proposed Road Projects (excludes signalization upgrades)**

## **ROAD NETWORK**

The overriding objectives of the road system are to prevent injuries and deaths, reduce damage to motor vehicles and other property, and enhance the economic strength and social qualities of community life. Other important objectives to be served by the road system, in addition to safety, are to provide mobility and accessibility to destinations, comfort, convenience, and low air and noise pollution levels. Furthermore, the system should take into account the levels of service needed for persons without access to cars, particularly the elderly and handicapped.

No interstate highway passes through the city. Georgia Highway 400, a freeway, is the most important road in the county and city, carrying the highest traffic volumes, enabling county-wide connectivity, and providing access to regional employment centers. Georgia 400 is both a Federal (U.S. 19) and state route. Arterial roads in Cumming, which are classified as major and minor, include Canton Highway and Buford Highway (SR 20) (which connects with Georgia 400) as well as the one-way pair through the city formed by Main Street/Pirkle Ferry Road and East and West Maple Street, Bald Ridge Marina Road (which connects with Georgia 400), Veterans Memorial Boulevard (SR 9 and SR 20) and Dahlongea Street (SR 9), Atlanta Highway

(old SR 9), Swanee Drive (SR 306), Market Place Boulevard, Tribble Gap Road, Castleberry Road, Kelly Mill Road, and Buford Dam Road. Ronald Reagan Boulevard serves the hospital area. The principal function of arterial roads is to move through-traffic, although they also provide some access to and from cross streets and driveways to private property.

Major collector roads in the city include Pilgrim Mill Road (which connects with Georgia 400), Mary Alice Park Road, Lanier 400 Parkway, and Sanders Road. The primary purpose of collector streets is to collect traffic on adjacent residential, commercial and industrial properties and carry it to the arterial road system. All roads that are not arterials or collectors are classified as local roads. Local roads are those streets that provide direct access to properties, both residential and commercial/ industrial. These are usually two-lane facilities and are characterized by frequent driveway cuts and slow speeds.

Cumming has widened to four lanes arterial and collector roads leading to and within the city, including Veterans Memorial Boulevard, Castleberry Road, and Tribble Gap Road. Others have been widened to three lanes, including Pilgrim Mill Road and Mary Alice Park Road. Most of the major road system under the control of the city has been improved. One exception is Kelly Mill Road, which will need to be improved with more capacity in the future.

While Cumming has anticipated, and been responsive to, future demands on the local road system, the state route system is largely outside the scope of the city's responsibility and must receive financial attention of the Georgia Department of Transportation. Significant improvements by the state over time have occurred to address traffic congestion on states routes in Cumming, such as the installation of a one-way pair of roads between GA 400 and downtown (i.e., Pirkle Ferry Road/Main Street and Maple Street), but it is generally accepted that potential remedies to traffic congestion are limited and that the state is largely unable to improve further the traffic flow on state routes in downtown Cumming (except perhaps through traffic signal synchronization and selected intersection improvements). As a result, congestion is expected to remain; it is worst around the courthouse square, where several major and minor arterials converge in the downtown. However, the city has continued to work with the Georgia Department of Transportation on congestion issues, including possible improvements such as widening of SR 9 north of SR 20 (which is programmed), adding one or more lanes on SR 20 (not programmed), and improving Bethelview Road as a partial bypass. Additionally, a more extensive network of local roads within and outside the downtown central business district, as development and redevelopment occur, will help disperse traffic in the downtown and perhaps reduce congestion levels to a limited extent.

Four traffic signalization timing projects on state routes have been identified in the Forsyth County transportation plan (2018 update) (listed above). The city is responsible for eight traffic signals: two along Market Place Boulevard, two along Tribble Gap Road serving the Post Office (Elm Street) and elementary school (13<sup>th</sup> Street), and four signals along Atlanta Road (formerly SR 9) at Buford Dam Road, Meadow Drive, Maple Street and Main Street. The city has reviewed the needs for signalization on exclusively local streets and has determined that existing traffic control is currently adequate to meet level of service standards. However, through its traffic signal management program, the city will continue to periodically reassess the functioning of the city's traffic signals and adjust timing mechanisms where warranted. Any additional traffic

signals that may be necessary during the planning horizon (which would be determined by a signal warrant) are most likely to be at the intersection of state routes and local roads, thereby becoming GDOT’s responsibility.

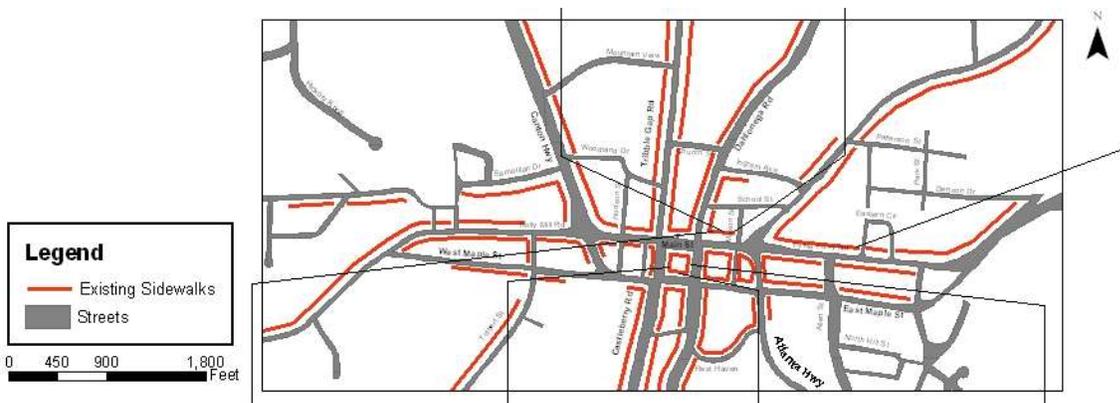
The maintenance of local roads is often ignored or underfunded by many local governments. Maintenance costs of the road system tend to mount, and the problem increases when local officials defer maintenance for “just one more year.” The city needs to know when to carry out road maintenance and rehabilitation projects to upkeep the local road system. If improvements are not completed in a timely manner when needed, the quality of local roads decreases and the costs to repair or rehabilitate them increases. For instance, it costs more to rehabilitate roads if the city delays until a given street is in very poor condition. Also, the cost escalates exponentially the longer maintenance is delayed. For these reasons, a systematic approach to pavement maintenance is desirable.

Most if not all of the major roads (especially state routes) within Cumming are identified in the Forsyth County project recommendations document (2018) as identified corridors which should be a priority for access management regulations based upon an assessment of existing land uses, crash rates, and traffic congestion levels.

## ALTERNATIVE MODES OF TRANSPORTATION

### Sidewalks and Bicycle Transportation

Pedestrian-friendly sidewalks are a key to creating livable communities that offer choices other than automobile use. The pedestrian system is therefore an important component needed to make Cumming the type of community it envisions itself being in the future. This is especially true in the downtown central business district, where many streetscape/sidewalk improvement projects have already been completed (see figure). The city has an extensive sidewalk system. Prior comprehensive plans for the city have provided inventories and assessments of the city’s sidewalk network. In contrast with many small cities, Cumming is very accessible via pedestrians due to its prior commitment to constructing adequate sidewalks along major city streets.



**Sidewalk Network in the Central Business District**

Cumming has ensured the installation of sidewalks in past road improvement projects, such as Mary Alice Park Road (pictured right). This is a good example of the city’s and county’s commitment to improve the sidewalk network in and around the city. The sidewalks along Mary Alice Park Road now provide for safe pedestrian access all the way from SR 9 to Mary Alice Park on Lake Lanier, more than a few miles away.



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



**Pedestrian Bridge connecting the fairgrounds and parking lot facilitates safe passage across Castleberry Road during events**

Cumming’s subdivision and land development regulations specify requirements for the installation of sidewalks. Section 526 of that ordinance provides sidewalk specifications, including standard widths of five feet in residential areas and eight feet in commercial areas.

Section 529 also requires that subdivisions and land developments that abut and access a public street have sidewalks and other road improvements installed along the abutting public streets.

The city has a designated bike route along Buford Dam Road. Bicycling is not a mode of travel for commuters in the city. There is not a significant constituency in the city that would like to see bike lanes added to the city's road system. However, if positioned along certain of the city's major collector and arterial streets, bike lanes could provide the routing and connectivity that is needed for experienced bicyclists to travel places in a timely manner while eliminating sidewalk conflicts with pedestrians. Bicycle routes could also provide routing for longer distance recreational trips, such as a connection to Sawnee Mountain Greenway. Similarly, the development of multi-use paths in appropriate locations, linked to Forsyth County's system, will go a long way to improve prospects for bicycle transportation in the city.

### **Public Transportation**

Historically, Forsyth County has not been served by a public transit system, and as a result, its residents have remained almost totally dependent on automobiles for mobility. That dependence on vehicle travel has led to steady increases in vehicle miles traveled. However, there has been some movement in a positive direction in more recent years with regard to public transportation.

Forsyth County has now adopted its first ever public transportation plan, called "Link Forsyth." The two public transportation services that are provided in Forsyth County are "Dial-A-Ride," which is a demand response transit system, and senior services, which provide transportation services to Forsyth County seniors and active adults. Also, the Georgia Regional Transportation Authority (GRTA) Xpress provides commute-focused ride to Downtown Atlanta and Perimeter from the Cumming Park-and-Ride (Source: Forsyth County web page).

Research has shown that at residential dwelling densities of one to seven units per acre (i.e., much of Forsyth County), transit use is minimal, but at seven dwelling units per acre and above, transit use increases sharply. This means that investment in public transit could be uneconomical and inefficient because the land use pattern in the city and county consists of densities and intensities that currently do not support transit or justify public transportation investment. However, the city's comprehensive plan supports building differently in the future, with mixes of uses and somewhat higher densities that may during the planning horizon begin to provide support for additional transit options. Additional factors that suggest public transit will not be fully developed during the planning horizon are high incomes in the county (which encourages private automobile use), low or moderate gas prices, and strong preference of the citizenry for the automobile. Given the low-density development pattern, government subsidies (local, state, and federal) would be required to develop a transit system in the county and city.

### **PARKING**

The city of Cumming has off-street parking in the downtown area, and it serves to assist with overflow parking for downtown retailers and county public facilities. Forsyth County itself has accommodated needs at county facilities in the downtown with off-street parking. Except as it may relate to the city's own developments such as "City Center," this comprehensive plan does

not anticipate a major role by the city in providing additional public parking for downtown, although policies support inclusion of on-street parking facilities where feasible in new master-planned, mixed-use developments.

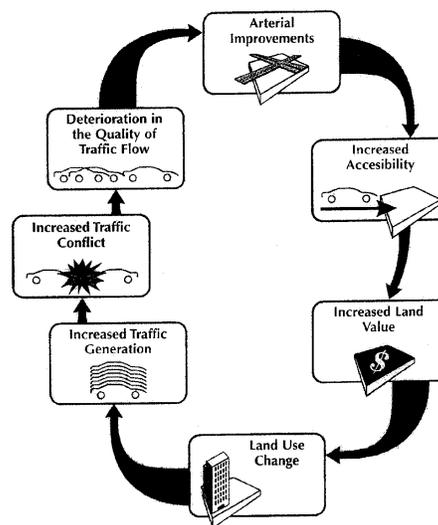
## RAILROADS, TRUCKING, PORT FACILITIES AND AIRPORTS

These modes of transportation are mostly inconsequential in the City of Cumming. There are no railroads at all in Forsyth County. However, assessing the potential future of railroad transportation (both passenger and freight) was suggested during the city’s public participation process. It was decided that pursuing rail facilities even in the long term was not a priority for the city. Trucking establishments exist in the county, but Cumming has no seaports or harbors. Georgia Highway 400 is not a major freight corridor like Interstate 85. There is no public general aviation airport in the City of Cumming or Forsyth County. The county’s plan identifies potential for a future airport, but any future airport if constructed would be outside Cumming’s city limits.

## TRANSPORTATION AND LAND USE CONNECTIONS

Transportation affects land use, and land use affects transportation. Urban form influences transportation systems, but transportation also affects urban form. Accessibility is a key element in land value and use. Land use patterns influence transportation demand, and land use patterns affect travel patterns. For example, new highway projects expand the commuter shed, making sites along that route more attractive for residential, industrial, and other development. The density and intensity of land use has a major bearing on whether transit can be supported. In other words, highways can encourage dispersal and sprawl. However, sprawl cannot be blamed all on highways, as they can be viewed as merely facilitating the choices made by consumers.

The connection between land use and transportation is best summarized by the accompanying graphic, which shows the cyclical nature transportation and development. Infrastructure investment can have important impacts on the magnitude, type, and location of development.



**The Land Use and Transportation Cycle**

Policies for land use and transportation need to reinforce each other. The city’s transportation policies, programs, and projects should be planned in alignment with local land use and development policies. For additional information about land use and transportation policies, see Chapter 6 of this comprehensive plan. For projects, see Chapter 7.

## **CHAPTER 5 UTILITIES: WATER, SEWER AND BROADBAND**

This chapter summarizes existing conditions and future needs of the city’s all-important water and sewer systems. It also provides the “Broadband Element” required by state rules.

### **WATER**

The City of Cumming has been in the water business since the 1940s. In the early years, before Lake Lanier was constructed, the city was permitted to withdraw raw water from both Dobbs Creek and Baldrige Creek. These two raw water sources provided an adequate quantity of surface water to the city for many years. It was not until the late 1970s that the city secured a withdrawal permit from the U.S Army Corps of Engineers to pump up to 8 MGD (million gallons per day) of water from Lake Lanier to the City’s Potable Water Production Facility (PWPF). The Mayor and Council’s decision to secure water from Lake Lanier many years ago was one of the most important decisions ever made by the city for its long-term economy.

The city’s Raw Water Intake Facility (RWIF) is capable of pumping up to 105 MGD out of Lake Lanier. However, permitted withdrawals are somewhat less than that. The city is permitted to withdraw a maximum of 32 MGD of lake water for the city’s PWPF (which is permitted to filter up to 24 MGD maximum per day). The County is permitted to withdraw up to 52 MGD to the county’s PWPF (which is permitted to filter up to 28-MGD maximum per day).



**Cumming’s 105 MGD Raw Water Intake  
Facility on Lake Lanier**

The invert (bottom) of the city's 72-inch intake pipe is positioned in the bed of the lake at elevation 1020 ft MSL. This elevation makes the City's RWIF pipe the deepest intake pipe on Lake Lanier and virtually drought-proof.

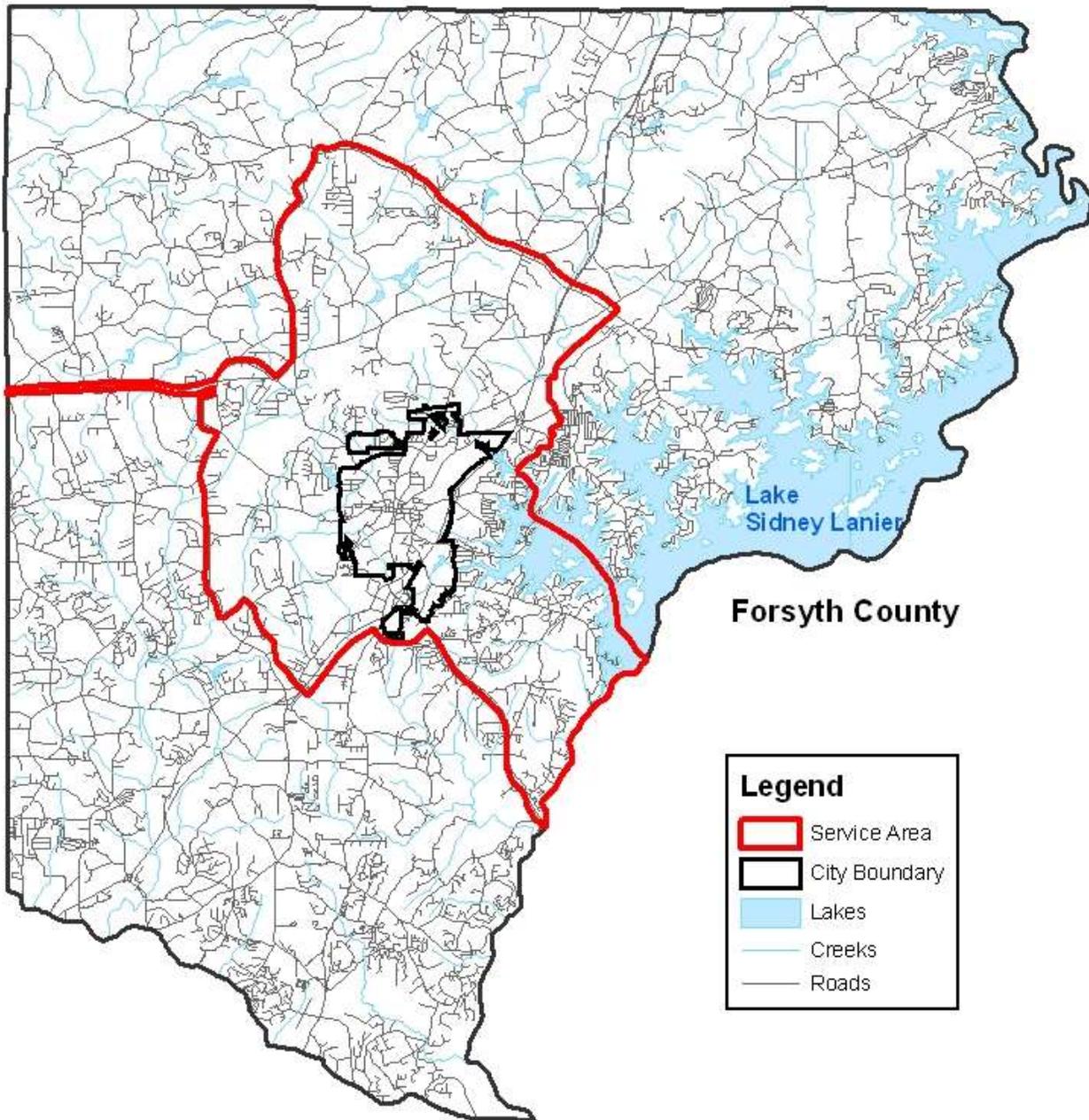
The city's Utilities Director has identified the need to replace and upgrade the city's existing 24 MGD Potable Water Production Facility (PWPF) (which has current capacity of 24 MGD) to a 32 MGD PWPF to meet long range drinking water needs.



**City of Cumming Potable Water  
Production Facility**

The service area for the city public utilities encompasses a large portion outside of the city and in unincorporated Forsyth County (27 percent of the county's land area) (see map). Within the service boundary, the city has almost 24,000 customers served by 350 miles of water lines.

## Water & Sewer Service Area



## SANITARY SEWER

The city's current wastewater treatment facility is located at Bethelview Road and is an 8 MGD Advanced Water Reclamation Facility (AWRF). The effluent is released into Big Creek and the quality of the water returned to the creek is very good (see photo). The city has sold 5.6 MGD of the 8 MGD total capacity at the Bethelview plant. Plus, another 1.4 MGD of development is underway.



**High quality effluent returned to Big Creek**

The Utilities Department notes that a new 15 MGD Advanced Water Reclamation Facility (AWRF) (also known as sewage treatment plant) is needed and is therefore programmed.

Biosolids management is also a rising concern in the Atlanta region as landfills fill to capacity and disposal prices rise to match increasing demand. The city plans to construct a sludge drying facility to reduce the weight of the biosolids generated by the city's existing 8 MGD wastewater treatment facility. By reducing the percent water in the biosolids from 82% to 5%, the weight and cost of sludge being hauled to the local landfill can be cut by almost 77%.

The new 15 MGD AWRF is proposed to be located along Lanier 400 Parkway (see photo below). The city has received from the Georgia Environmental Protection Division a 15 MGD wasteload allocation to Lake Lanier from this location. The plant construction will be phased over a time period from 2025 to 2035. Part of the reason for this new plant and its location is the requirements of the contract between the U.S. Army Corps of Engineers and the State of Georgia to return a portion of the water withdrawn for potable water to the same source of water from which it was withdrawn.



**Location for the City's 15 MGD Advanced Water Reclamation Facility  
along Lanier 400 Parkway**

## **BROADBAND SERVICES**

Broadband has become an essential element of a community's infrastructure and is critical for businesses, education, and residential customers. During the pandemic (2020 – 2022), broadband became even more important, as many residences and businesses had to transition to an internet basis for conducting work and education.



Senate Bill 402, the Achieving Connectivity Everywhere (ACE) Act, passed by the Georgia General Assembly in 2018, required that comprehensive plans of local governments include a broadband services element to promote the deployment of broadband services: “The governing bodies of municipalities and counties shall provide in any comprehensive plan for the promotion of the deployment of broadband services by broadband services providers” (O.C.G.A. 36-70-6). Minimum elements of local comprehensive plans “shall include the promotion of the deployment of reasonable and cost-effective access to broadband services by broadband services providers” (O.C.G.A. 50-8-7.1).

Rules of the Georgia Department of Community Affairs for local planning were revised and readopted (effective October 1, 2018) to incorporate this mandate (Chapter 110-12-1-.03 Plan Elements). The revised rules require “an action plan for the promotion of the deployment of broadband services by broadband service providers into unserved areas within its jurisdiction. The action plan must describe steps for the promotion of reasonable and cost-effective access to broadband to parts of the local government's jurisdiction designated by the Department as unserved areas.”

The Federal Communications Commission (FCC) sets the definition of broadband as download speeds of at least 25 Megabytes per second (Mbps) and upload speeds of at least 3 Mbps. AT&T and Comcast provide broadband service in the City of Cumming. Nearly 99 percent of the City of Cumming’s population has access to at least one broadband provider that is able to provide this level of service according to the FCC 2016 Broadband Progress report. In Forsyth County, 93.8 percent of households have an internet subscription. Providers only track areas with residential population; some areas that may show zero broadband providers may actually be lacking residential population.

The City of Cumming is expected to remain a leader in residential broadband access. It will continue to support the extension and strengthening of broadband infrastructure. A new policy has been included in this comprehensive plan (See Chapter 6) to support broadband access.

## **CHAPTER 6 VISION, GOALS AND POLICIES**

The comprehensive plan 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 must include a goals element, to include any policies to provide ongoing guidance and direction to local government officials for making decisions consistent with addressing the identified needs and opportunities. The state’s local planning requirements also suggest that local governments refer to recommended policies listed in the “state planning recommendations” for guidance in developing goals and policies. The “goals” element of the comprehensive plan is not required to be updated with each 5-year update. However, this chapter has been revised as needed to reflect a new vision statement and revisions to policies as appropriate.

### **VISION**

A vision is a long term, enduring, aspirational view of a community, business or other type of organization. A vision is based on reality describing an outcome that may be a stretch but viewed as achievable. A vision should also be relevant, tangible in people’s minds and providing inspiration, purpose, and direction. A vision is not where the community is today but where the community wants to be in the future.

Cumming has included a citywide vision statement in prior comprehensive plans. The vision serves as a complete picture of what the city of Cumming desires to become. The city’s vision

statement was discussed by the Steering Committee for this comprehensive plan. The 2022 version is as follows:

*The City of Cumming is a safe, clean, friendly and prosperous community that is welcoming to visitors, with a vibrant, small-town atmosphere, great natural beauty and amenities that facilitate a high quality of life for residents of all ages and interests. Cumming strives to be a model of contemporary small-town America, seamlessly touching the past through its historic character, while actively embracing a bright future.*

## **NATURAL RESOURCES AND THE ENVIRONMENT**

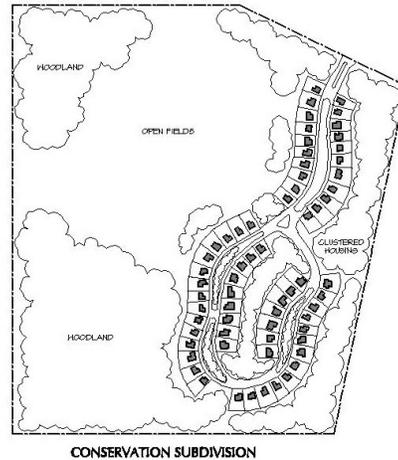
### **Environmental Goal**

Protect and enhance the natural environment, with emphasis on water quality, sustainability, resilience, and tree retention and enhancement.

### **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.
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 may be adopted by the city.
13. Maintain the city’s “Tree City” designation (first established in 2021).



### **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 should 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 required by the Federal Emergency Management Agency.

### **Wetlands**

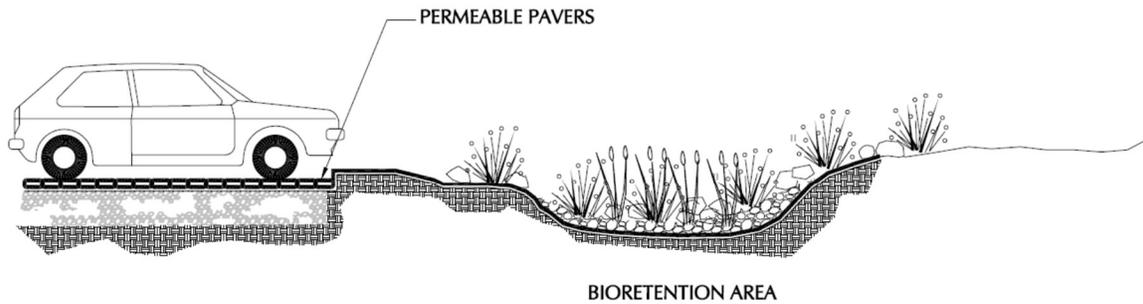
1. Design around significant wetlands.
2. Preservation is preferred over any form of destruction with mitigation. When roads must cross wetlands, they should be designed to cross at the point of minimum impact, ordinarily the narrowest point.
3. Establish upland buffers around retained wetlands and natural 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 erosion best management practices should be required on all sites regardless of size, and soil erosion control plans are required to be submitted and approved for all sites larger than one acre, per applicable state law and local regulatory policy.
2. The effectiveness of storm water BMPs depends on design considerations. All structural BMPs are 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. 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.

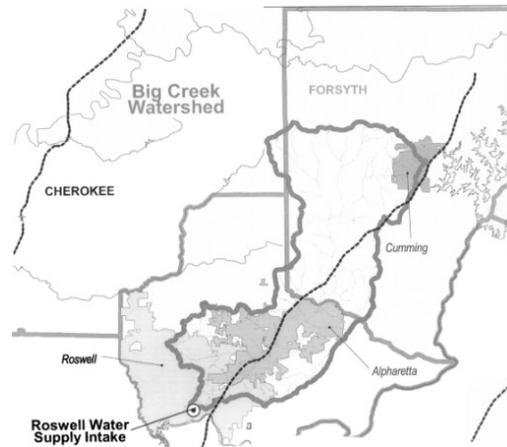
- Consider and permit creative development designs.
- Reduce roadway lengths and widths where possible.
- Reduce building footprints and parking footprints.
- Reduce setbacks and frontages.
- Use fewer or alternative cul-de-sacs.
- Create parking lot stormwater “islands.”
- Maximize pervious surfaces.
- Use natural drainageways instead of storm sewers where appropriate.
- Use vegetative swales instead of curb and gutter where possible.



STORMWATER MANAGEMENT - Stormwater detention areas and permeable paving for commercial development

## 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 Watershed

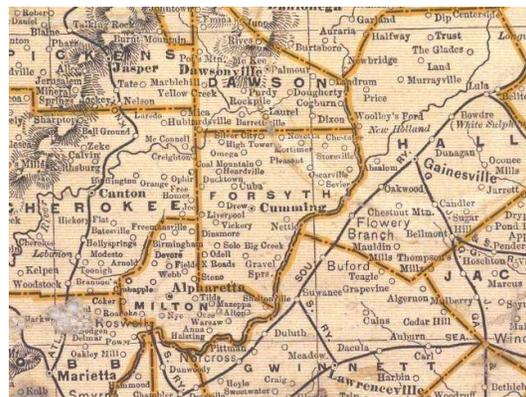
## Big Creek Ecological Greenway

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

### Historic Preservation Goal

Protect historic resources and promote cultural resources in the city.



Cumming in regional context, 1899

## Historic Preservation Policies

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.



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

## HOUSING

### Housing Goal

Protect neighborhoods and promote diverse and affordable housing that meets the needs of existing and future city residents.

### Housing Policies

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

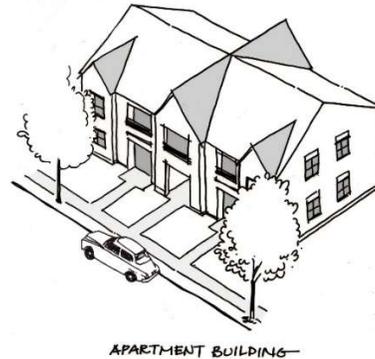


accessory apartments and homes for the developmentally disabled.

**A dwelling unit above a garage is one example of an accessory housing unit, conditionally permitted by Cumming’s zoning ordinance.**

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 single-function multi-family residential properties, with higher densities permitted for vertically mixed use and planned unit developments.



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.

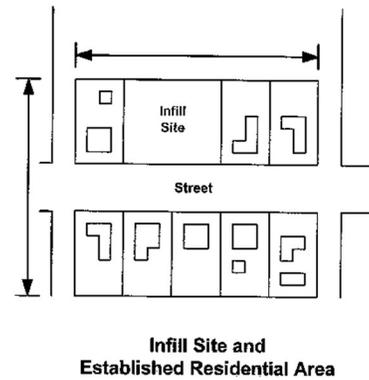
8. Monitor housing conditions in identified transitional neighborhoods, and develop a program to administer community development activities if needed, during the planning horizon.

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, where such opportunities exist, 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. In planning for and redeveloping Cumming’s central business district 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.

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

16. 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.

17. 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.

18. 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.

19. 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**

### **Economic Development Goal**

Grow the economy, increase local employment, increase personal incomes, and reduce poverty.

## **Economic Development Policies**

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 the city 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 too heavily on 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 (old 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.

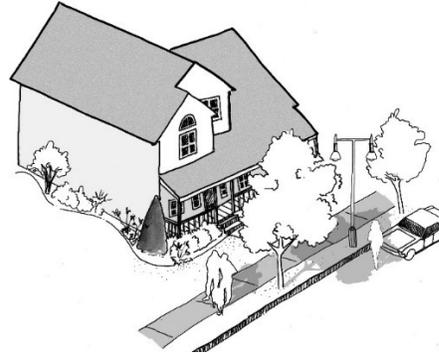
## **LAND USE**

### **Land Use Goal**

Promote and ensure efficient, functional and compatible land use patterns.

### 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 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. Also, multi-family development is a typical component of planned unit developments.



**Illustrative Townhouse Development**

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

2. New residential development should provide for recreational opportunities such as greenspace, swim 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 zoning district because they do not facilitate pedestrian friendly design, and thus, new highway business uses are not permitted in the CBD zoning district.
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. Where an extension of the grid street system is possible and recommended, the development shall incorporate the proposed grid-pattern street extension (with small block patterns).



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

### **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 if any 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. Highway business zoning districts are generally established with recognition 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**

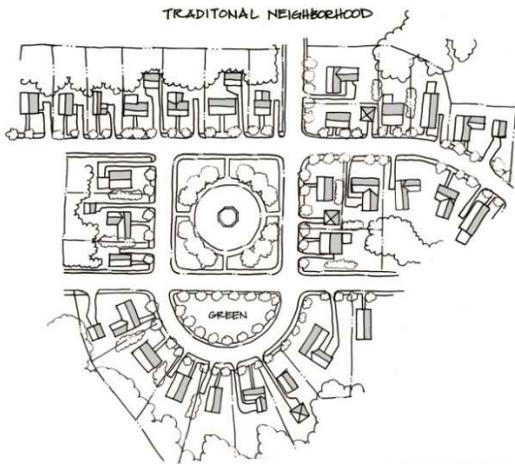
1. Planned shopping centers serve as major regional shopping destinations for retail goods, dining, building supplies, indoor commercial recreation, and personal and lodging services. Uses permitted within planned shopping centers include certain highway business and open-air business uses.
2. Planned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

### Suburban Mixed Use Projects and Planned Unit Developments

For properties designated as mixed use on the future land use plan, the following policies apply:

1. **Specifications.** Desirable characteristics in mixed use developments include consistency with the following graphic concepts:



Jerry Weitz & Associates, Inc.  
Planning & Development Consultants

**Traditional Neighborhood  
Development Patterns**



**Representative Scale**



### Wide Sidewalk for Pedestrians

### Outdoor Seating

2. **Master plan.** A master plan for all land uses will be submitted as part of any rezoning request for planned unit developments (PUD). A PUD may utilize the city’s PUD zoning district. Other zoning districts of the Cumming zoning ordinance may also be utilized as appropriate to accomplish horizontal mixes of land uses.
3. **Elevations and cross sections.** Architectural elevations and street cross sections for streets abutting and internal to the proposed development will be submitted as part of any rezoning request for PUD. Design features of suburban mixed-use development are subject to approval during the rezoning process, and conditions of zoning approval may be imposed.
4. **Phasing.** Planned unit developments may be required to provide for phasing of development, such that freestanding or stand-alone residential can be developed only in conjunction with or after (not before) development of vertical mixed use or nonresidential development.
5. **Jobs-housing balance.** As a general guide, at buildout, PUDs should attain a ratio of 1.5 jobs for every housing unit within the development, or alternatively, nonresidential building floor area should equal or exceed the total residential floor area within the master planned development.
6. **Other policy consistency.** PUDs will be carefully evaluated for consistency with all other goals and policies contained in this chapter, as applicable, especially policies for connectivity and provision of new public streets connecting streets external to the planned unit development. Projects may be conditioned at the time of rezoning to be consistent with one or more adopted policies.

### 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 should connect to existing industrial development, where such connection would facilitate traffic through light industrial parks and individual developments.

### **Transitional Neighborhoods**

If a single-family residential neighborhood will transition to non-single-family use, the transition of land use should occur holistically, to include all lots within the subdivision or neighborhood, as opposed to only a few or one lot at a time. This plan policy discourages piecemeal, or lot-by-lot rezoning from single-family residential use to some nonresidential use, and any such lot-by-lot or piecemeal rezoning will be considered inconsistent with this comprehensive plan policy.

### **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. Maintain the business-friendly posture of city regulations and processes.

## **COMMUNITY FACILITIES AND SERVICES**

### **Community Facilities Goal**

Accommodate existing and anticipated population and employment with public facilities, including public schools, parks, roads, water, sewer, public safety, that meet local level of service standards.

### **General Policy for Siting Community Facilities**

1. The City of Cumming will strive to maintain municipal offices in the downtown central business district of the city and the newly established City Center property north of SR 20.
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 water pipeline system in major roadways as suggested in capital improvement programs.
3. Promote extension of distribution systems and connection with county/regional systems.
4. Maintain and observe 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 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 fighting 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 development in the city.
14. Require developers of residential subdivisions to install the appropriate water mains, fire hydrants, and other appurtenances.
15. Maintain the “Water First Community” designation (first achieved in 2021) and remain in good standing with the Georgia Environmental Finance Authority (GEFA) so as to remain qualified for low interest GEFA loans and grants.

### **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 five years, including generation factors and demand forecasts.
4. 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.
5. 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.
6. Assure that the City has an economical method of sludge and biosolids management and disposal.

### **Stormwater Management**

Maintain satisfactory municipal capability for stormwater management services, consistent with the city needs and those identified by the Metropolitan North Georgia Water Planning District and the City's MS4 Phase II NPDES Permit.

### **Fire Protection/Emergency Medical Services**

1. Maintain the existing formal service agreement with Forsyth County.
2. Enforce appropriate standard fire codes and state building code 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 furthestmost 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 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 capital improvement programs.
8. Prepare plans for the development of Mary Alice Park.
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.

### **Broadband Services**

1. Support improved access to broadband services throughout the city

## **TRANSPORTATION**

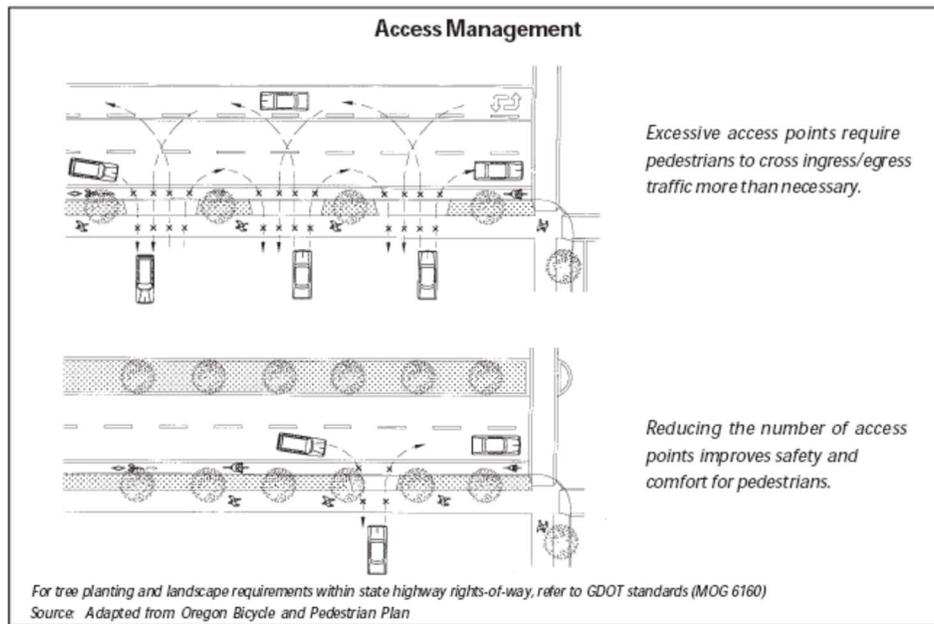
### **Goal**

Provide mobility, safety, and connectivity via a multi-modal transportation system, with emphasis on solving traffic congestion problems and improving the pedestrian network.

### **Highways and Roads**

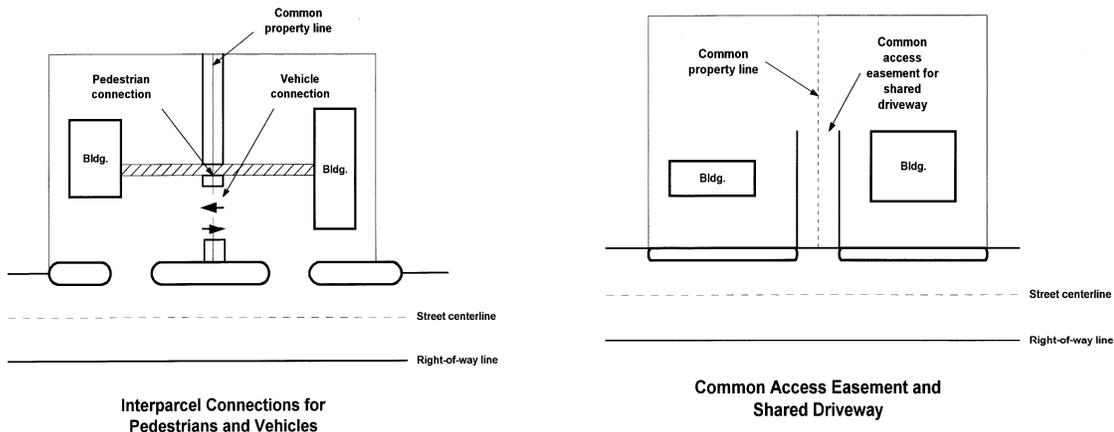
1. **Adequate sight distance.** There must be an unobstructed sight distance in both directions on all approaches at an intersection. Any object within the sight triangle that constitutes a sight obstruction should be removed or lowered, including parking, cut slopes, hedges, trees, and bushes.
2. **Intersection geometry.** Intersecting roadways should cross at, or as close as practical to, a right angle (90 degrees).

3. **Correct problem intersections.** Continue to design and fund improvements that will correct poor intersection geometry.
4. **Connectivity and direct travel.** The city supports the design of its local street network so that there will be multiple connections and relatively direct routes. During site plan and development permit review, measures should be made to connect streets to provide a local street network that serves as an alternative to the arterial and collector street system. This includes consideration of a grid-street pattern in all places where such design is feasible and practical. It also means discouraging, limiting, or prohibiting cul-de-sacs in some cases, and providing for stub connections at property lines to tie into future compatible development on adjoining properties.
5. **Access management.** Apply state and local standards for access management along arterial and collector streets, including but not limited to specifications for curb cut location and separation, traffic signal spacing, and deceleration lanes.



Source: Georgia Department of Transportation. September 2003. Pedestrian and Streetscape Guide.

6. **Inter-parcel access.** Encourage or require inter-parcel vehicle access points between contiguous and compatible commercial, office and mixed-use developments.



7. **Levels of service (LOS) standards.** Seek to maintain an overall LOS “D” for the city’s arterial and collector street system.

	Level of Service	Description
A		Free Flow: Low volumes and no delays.
B		Stable Flow: Speeds restricted by travel conditions, minor delays.
C		Stable Flow: Speed and maneuverability closely controlled due to higher volumes.
D		Stable Flow: Speeds considerably affected by change in opening conditions. High-density traffic restricts maneuverability; volume near capacity.
E		Unstable Flow: Low speeds, considerable delay; volume at slightly over capacity.
F		Forced Flow: Very low speeds; volumes exceed capacity; long delays with stop-and-go traffic.

**LEVEL OF SERVICE**

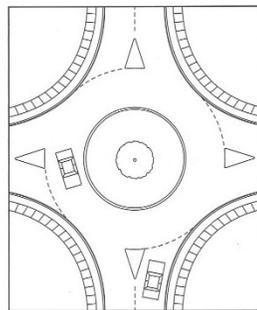
Source: Bucher, Willis & Ratliff Corporation.

Source: Planning and Urban Design Standards. 2006. John Wiley & Sons. p. 523.

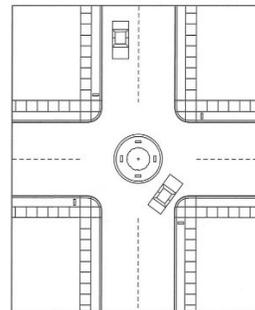
8. **Road maintenance.** Reduce the number and percentage of streets with pavement driving hazards. Hazards are large potholes, sharp bumps, drops, or tilts in the driving right-of-way. Cracks in the road shall be sealed, depressions or bumps will be corrected, water ponding of greater than one inch 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.

9. **Pavement management.** Maintain a pavement management system for repairing, resurfacing, and rehabilitating existing local roads in the city.
10. **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 or continuing an urban block pattern.
11. **Residential neighborhood road extensions.** As properties are developed for residential uses, a grid pattern or modified grid pattern of local public streets should be established, extended, and connected with existing residential streets.
12. **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.



**Roundabouts**

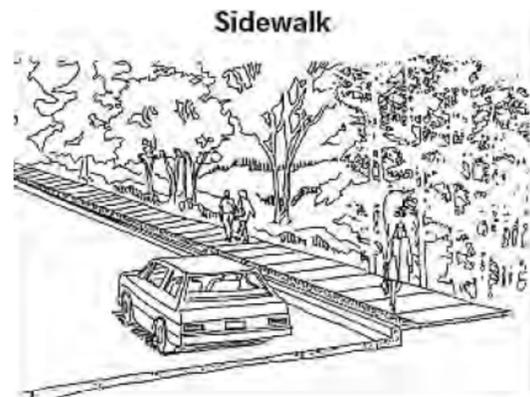


**Traffic Circles**

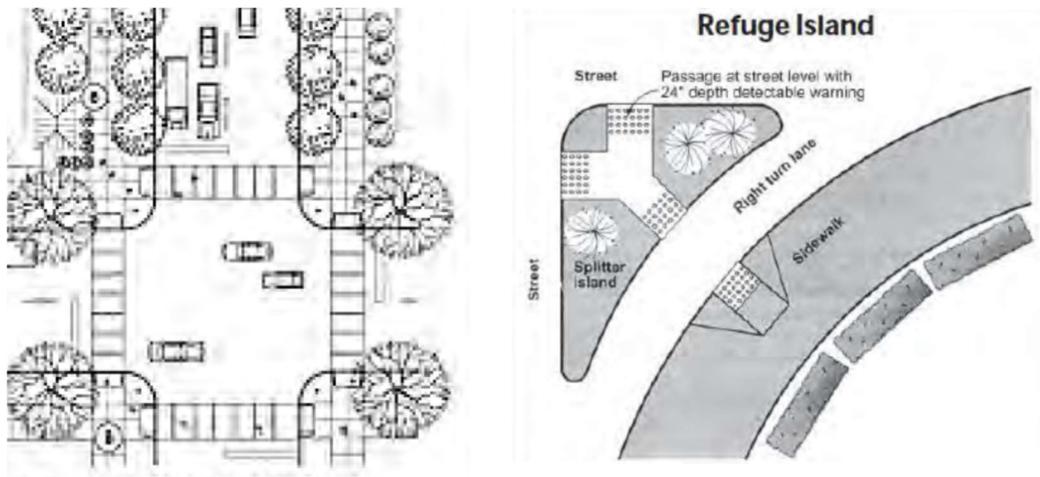
Source: Planning and Urban Design Standards. 2006. John Wiley & Sons. p. 239-240

### 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.

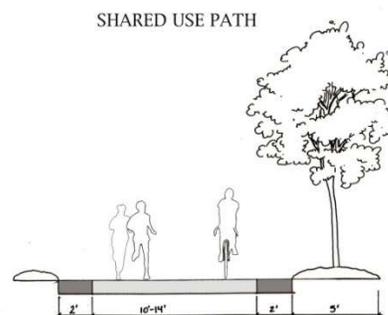
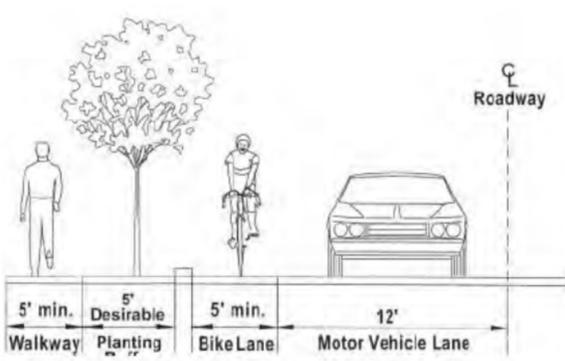


2. **Sidewalk maintenance.** Provide adequate funding for repairs and maintenance on that portion of the sidewalk network that is the city’s responsibility.
3. **Pedestrian safety.** Make existing pedestrian facilities safer with streetlights, refuge islands, signalized pedestrian crossings (mid-block 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.



Source: Georgia Department of Transportation. September 2003. Pedestrian and Streetscape Guide.

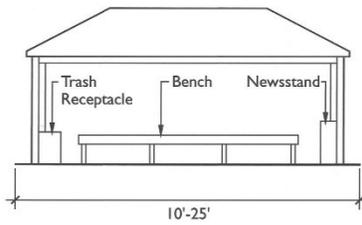
5. **Bicycle facilities and multi-use paths.** Explore opportunities to designate and fund bicycle lanes and bicycle paths in conjunction with other projects and programs. Work with the County School Board to coordinate the provision of bicycle facilities at existing and proposed school facilities. During the planning horizon, pursue improvements that will add bicycle travel to the city’s transportation system.



Jerry Weitz & Associates, Inc.  
Planning & Development Consultants

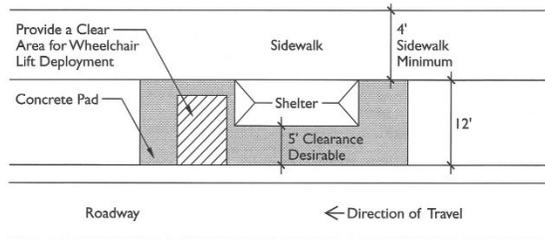
Source: Georgia Department of Transportation. September 2003.  
Pedestrian and Streetscape Guide

- Public transportation.** Anticipate that MARTA will be extended to north Fulton County during the planning horizon (to 2037). The city encourages the Georgia Regional Transportation Authority and the Georgia Department of Transportation to provide park and ride lots and 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.



**BUS SHELTER AMENITIES**

Source: Khaled Shammout.



**BUS SHELTER PLACEMENT**

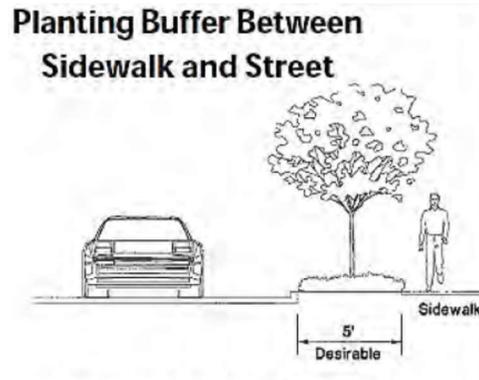
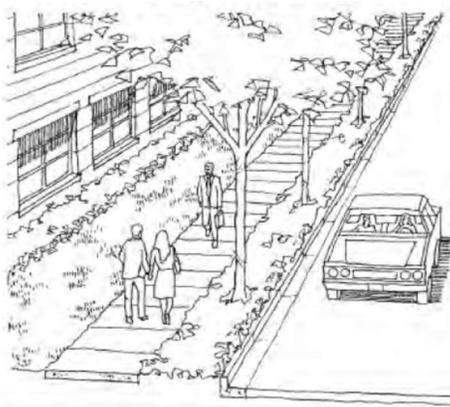
Source: Khaled Shammout.

Source: Planning and Urban Design Standards. 2006. John Wiley & Sons. p. 270.

- 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

- Municipal parking.** Maintain one or more municipal parking lots in the downtown central business district, to help serve development, redevelopment, and the expansion of county government offices. Also, provide on-street parking where safe and appropriate.
- 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.



Source: Georgia Department of Transportation. September 2003. Pedestrian and Streetscape Guide.

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.** Update and/or expand the corridor plan for Atlanta Highway (old SR 9), 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 the comprehensive plan.

## INTERGOVERNMENTAL COOPERATION

### Intergovernmental Cooperation Goal

Cooperate with all other levels of government in the pursuit of shared goals, policies and objectives.

### Intergovernmental Cooperation Policies

1. Consider municipal boundary expansion (annexation) opportunities as appropriate, 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 7 COMMUNITY WORK PROGRAM**

This implementation program identifies specific short-term and long-term initiatives, programs, regulations, and other efforts needed by the City of Cumming to implement its comprehensive plan during the next five years. These action items are organized by their category and are all shown in Table 7-1.

### **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.

### **COMMUNITY WORK PROGRAM**

In presenting the short-term work program (Table 7-1), 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.

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. Future economic conditions may pose significant limits, and may 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 community work program is not guaranteed*. Department heads, the general public, and others must keep these points in mind and cannot cite the suggested work program as a financial commitment by the City of Cumming.

Given the city’s ongoing 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 community 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 updates its comprehensive plan, it will further assess its funding capacity, re-evaluate the programs and initiatives called for in the community work program, and report on its progress toward attaining the important objectives of the comprehensive plan.

**Table 7-1  
Community Work Program 2022 to 2027**

Description	Year to be Implemented	Estimated Cost (\$)	Responsible Agency	Possible Funding Sources
<b>Transportation – Local Street Maintenance</b>				
Vision Drive connection, landscaping, sidewalks to connect City Center with State Hwy 306.	2022-2027	\$3,000,000	Administration	General Fund
Maintain, repair, replace all street maintenance equipment per pre-determined schedule	2022-2027	TBD	Administration	General Fund
Traffic signal management program	2022-2027	TBD	Planning	General Fund
Transportation improvements (e.g., restriping, intersections, signal timing)	2022-2027	TBD	Administration	General Fund
Implement street resurfacing program	2022-2027	TBD	Administration	General Fund & TSPLOST

**Contents**  
**City of Cumming, GA, Comprehensive Plan Update 2022-2042**

<b>Transportation -- Sidewalks</b>				
Update sidewalk inventory (downtown and city-wide components)	2022-2027	\$5,000	Administration	General Fund & TSPLOST
Repair existing sidewalks where needed	2022-2027	TBD	Administration	Capital Budget
<b>Transportation – Street Lighting</b>				
Prepare street lighting improvement plan and capital program	2022-2027	TBD	Administration	Capital Budget; GA Power
<b>Transportation – Local Network Improvements</b>				
Dedicate right turn lane on SR 20 from Kelly Mill to Castleberry Road	2022-2027	TBD	Administration	Capital Budget & TSPLOST
Construct east-west road network additions concurrent with development	2022-2027	TBD	Administration	City-Developer Partnership
Kelly Mill Road: widen to 3 lanes from SR 20 for about 0.8 mile	2022-2027	TBD	Administration	Capital Budget
Atlanta Road (Old SR 9): improve per plan	2022-2027	TBD	Administration	Capital Budget
Maple Street: Widen from Veterans Memorial Boulevard to Atlanta Road (old SR 9)	2022-2027	TBD	Administration	Capital Budget
Maple Street: Widen from Kelly Mill Road to State Route 20	2022-2027	TBD	Administration	Capital Budget
Camille and Ridgecrest Avenue: widen and construct intersection improvements and signalization at State Route 9, including sidewalks	2022-2027	TBD	Administration	Capital Budget
<b>Transportation – Arterial and Regional System</b>				
Conduct State Route 20 (east-west) congestion relief or bypass study	2022-2027	\$125,000	Administration	MPO
<b>Development/ Redevelopment</b>				
Seek funding and undertake a Livable Centers Initiative (LCI) study for the Atlanta Road Corridor	2022-2027	\$85,000	Planning	General Fund
Complete zoning ordinance revisions to implement plan (e.g., design guidelines)	2022-2027	\$10,000	Planning	General Fund
Seek Community Development Block Grant (CDBG) granting funding to upgrade selected low- and moderate income neighborhoods	2022-2027	TBD	Planning	General Fund

**Contents**

**City of Cumming, GA, Comprehensive Plan Update 2022-2042**

Explore establishment of other neighborhood improvement and community development programs (e.g., CBDG)	2022-2027	\$5,000	Planning	Regional Commission
Property maintenance and/or housing code development and enforcement	Ongoing	Staff time	Planning	General Fund
<b>Description</b>	<b>Year to be Implemented</b>	<b>Estimated Cost (\$)</b>	<b>Responsible Agency</b>	<b>Possible Funding Sources</b>
<b>Economic Development</b>				
Compile and maintain web-accessible data base of land development opportunities (city)	2022-2027	Staff time	Public Infor; Chamber of Comm.	General Fund
Prepare and implement a recruitment program with incentives for small businesses	2022-2027	\$30,000	Administration	General Fund
Implement economic development program via Chamber of Commerce	Ongoing	City Personnel	Administration	General Fund
<b>Beautification/ Aesthetics</b>				
Implement streetscape projects (downtown and city-wide components)	2022-2027	TBD	Administration	Capital Budget
<b>Parks and Recreation</b>				
Aquatic Center: add 600 square foot outdoor eating area with picnic tables and shade structure	2022-2027	\$10,000	Parks and Rec.	Capital Budget
Aquatic Center: Add building (13,125 sq. ft.) for pre-school pool with slide and adjacent splash pad; Also include 12 to 15-person hot tub/spa	2022-2027	TBD	Parks and Rec.	Capital Budget
Aquatic Center: Add parking (some lost to building addition, plus additional expansion needed)	2022-2027	TBD	Administration	Cap. Budget; SPLOST
Aquatic Center: Construct two additional cabanas (20' square in a 30' diameter cemented circular area)	2022-2027	TBD	Parks and Rec.	Capital Budget
Prepare/revise park master plan, with emphasis on all segments (youth, senior, disabled)	2022-2027	\$65,000	Parks and Rec.; Fairgrounds	General Fund
Seek approval from U.S. Army Corps of Engineers for Mary Alice Park development	2022-2027	Staff time	Administration	Capital Budget
Initiate additional multi-cultural, civic, recreational programs per master plan	2022-2027	Staff time	Parks and Rec. & Fairgrounds	General Fund

**Contents**  
**City of Cumming, GA, Comprehensive Plan Update 2022-2042**

<b>Fairgrounds</b>				
Continue to resurface roadways within fairgrounds	2022-2027	TBD	Fairgrounds	Capital Budget
Purchase 2 parcels of land adjacent to Fairgrounds	2022-2027	TBD	Fairgrounds	Capital Budget
Add additional audio speakers to arena sound system	2022-2027	TBD	Fairgrounds	Capital Budget
Extend arena roof at rear of building (60-75') for more staging and floor seating area (Priority 3)	2022-2027	TBD	Fairgrounds	Capital Budget
<b>Buildings/Grounds</b>				
Prepare inventory and study of city property use and reuse	2022-2027	Staff time	Administration	General Fund
Establish fund to acquire threatened historic structures	2022-2027	Budget allocation	Administration	General Fund
<b>Utilities – Water</b>				
Update water master plan	2022	\$40,000	Utilities	Utility funds
Construct 6 MG Clearwell, pumps, 36 inch WI, and PWWF upgrades	2022-2024	\$20,000,000	Utilities	Utility funds
Upgrade 16-inch water line, SR 9 South	2022-2024	\$8,500,000	Utilities	Utility funds
Construct Hwy 20 West double 16 inch water lines	2023-2024	\$25,000,000	Utilities	Utility funds
Construct Lanier Parkway, 12 inch water line, Booster Station and EWST	2022-2024	\$3,500,000	Utilities	Utility funds
Construct Smithdale Heights 12 inch water line, booster station, and EWST	2022-2024	\$3,000,000	Utilities	Utility funds
Construct 36 MGD Ceramic Membrane PWWF	2024-2029	\$80,000,000	Utilities	Utility funds
Construct additional PWWF sludge management facility	2024-2029	\$25,000,000	Utilities	Utility funds
Construct Hwy 20 West 2 MG EWST	2023-2025	\$6,000,000	Utilities	Utility funds
Construct Greenwood Acres Drive 8 inch water line replacement	2023-2024	\$3,000,000	Utilities	Utility funds
Construct Hwy 9 North 16 inch water line replacement	2024-2029	\$8,000,000	Utilities	Utility funds
Construct Tribble Gap Road North 36 inch waterline	2025-2029	5,000,000	Utilities	Utility funds
<b>Description</b>	<b>Year to be Implemented</b>	<b>Estimated Cost (\$)</b>	<b>Responsible Agency</b>	<b>Possible Funding Sources</b>

**Contents**  
**City of Cumming, GA, Comprehensive Plan Update 2022-2042**

Construct Sawnee Drive Extension to Pilgrim Mill Water line	2023-2024	\$2,000,000	Utilities	Utility funds
Construct renewal and replacement water lines in multiple areas	2023-2029	\$15,000,000	Utilities	Utility funds
Construction second raw water force main to Cumming	2024-2029	\$8,000,000	Utilities	Utility funds
<b>Utilities – Sanitary Sewer</b>				
Update sanitary sewer master plan	2022	\$40,000	Utilities	Utility funds
Construct sludge drying facility and centrifuges	2022-2024	\$17,000,000	Utilities	Utility funds
Install new 7.5 MGD Lake AWRF	2024-2029	\$100,000,000	Utilities	Utility funds
Install Piedmont Corners gravity sewer extension to Mtn Road	2023-2027	\$2,000,000	Utilities	Utility funds
Install new wastewater pump station and forced main at Settingdown Creek	2022-2023	\$4,000,000	Utilities	Utility funds
Install new wastewater pump station and forced main at Mary Alice Park Road	2023-2028	850,000	Utilities	Utility funds
Install Clay Creek wastewater pumping station	2022-2026	\$4,000,000	Utilities	Utility funds
Install Chattahoochee River wastewater pumping station	2024-2029	\$1,200,000	Utilities	Utility funds
Install Thalley Creek Outfall Sewer Line	2022-2024	\$2,000,000	Utilities	Utility funds
Install Lanier 400 Pkwy 12 inch sewer line	2023-2027	\$1,500,000	Utilities	Utility funds
Install low pressure sewer along multiple streets around Lake Lanier	2023-2027	\$3,000,000	Utilities	Utility funds
Construct AWRF wetland mitigation education site	2023-2028	\$100,000	Utilities	Utility funds
Septic tank harvesting program via sewer line extension to failing areas	2022-2027	\$2,000,000	Utilities	Utility funds
Construct 7.5 MGD AWRF discharge into Lake Lanier	2022-2025	\$75,000,000	Utilities	Utility funds
<b>Utilities – Stormwater</b>				
Update stormwater master plan	2022	\$40,000	Utilities	Utility funds
Construct stormwater maintenance building	2023	\$1,000,000	Utilities	Utility funds
Construct pervious pavement in strategic areas	2023-2027	\$1,000,000	Utilities	<u>Utility funds</u>

**Contents**  
**City of Cumming, GA, Comprehensive Plan Update 2022-2042**

Metropolitan North Georgia Water Planning District compliance	2022-2029	\$200,000	Utilities	Utility funds
Purchase Vac Truc	2023	\$500,000	Utilities	Utility funds
Purchase replacement street sweeper	2025	\$500,000	Utilities	Utility funds
<b>Broadband</b>				
Determine needs and improve Fiber-optic/ Broadband infrastructure	2022-2026	TBD	Utilities	General Fund
<b>Solid Waste Management</b>				
Update solid waste management plan	2022-2027	Staff time or consultant	Administration	General Fund
<b>Public Safety: Municipal Court and Police</b>				
Construct a new police headquarters building and/or public safety complex	2022-2027	TBD	Police, County Fire, EMS	SPLOST, Capital budget
Replace patrol vehicles as needed	2022-2027	\$35,000 ea.	Police	General Fund
Construct a separate municipal court facility; including technology throughout new courtroom	2022-2027	TBD	Administration; Court Administrator	SPLOST; Capital budget
Replace radios in vehicles and dispatch equipment as needed	2022-2027	TBD	Police	General Fund
<b>Public Safety: Fire / Emergency Medical Services</b>				
Improve fire and emergency medical service facilities	2022-2027	TBD	Administration	Capital Budget
Institute innovations in control of crime, drugs, panhandling, other public concerns	2022-2027	TBD	Police	General Fund
<b>Description</b>	<b>Year to be Implemented</b>	<b>Estimated Cost (\$)</b>	<b>Responsible Agency</b>	<b>Possible Funding Sources</b>
<b>Public Safety: Emergency Management</b>				
Update tornado warning system	2023	TBD	Police	General Fund
Update emergency management and disaster preparedness plans	2022-2027	TBD	Administration	Grant from FEMA
<b>Intergovernmental Coordination</b>				
Renegotiate countywide service delivery strategy	2022-2027	Staff time	Administration	General Fund

Revisit and negotiate cooperative agreements with Forsyth County	2022-2027	Staff time	Administration	General Fund
--	-----------	------------	----------------	--------------

TBD = To be determined

## LONG RANGE PLANS

### Atlanta Regional Commission

In 2021, the City of Cumming’s regional jurisdiction changed from the Georgia Mountains Regional Commission in Gainesville to the Atlanta Regional Commission in Atlanta, when Forsyth County moved to join the Atlanta Regional Commission. Forsyth County’s rapid growth and tie with metropolitan Atlanta due to air quality non-attainment plans supported the idea for the change in its regional commission affiliation.

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 since 2003 has adopted and updated comprehensive plans for stormwater, wastewater and water supply and water conservation. 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 continue periodically updating its 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.

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 continue periodically updating its 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.

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. In addition, there are mandates that the City of Cumming continue complying with certain local planning requirements and local management measures for watershed management.

### **MUNICIPAL LONG-RANGE PROJECTS**

Table 7-2 provides a list of long-range capital needs identified by the city. Funding sources for these improvements are not yet determined or secured.

**Table 7-2**  
**Municipal Long-Range Projects**

**Contents**

**City of Cumming, GA, Comprehensive Plan Update 2022-2042**

<b>Description</b>	<b>Estimated Cost (\$)</b>	<b>Responsible Agency</b>	<b>Possible Funding Sources</b>
<b>Transportation</b>			
Prepare city multi-modal transportation plan (roads, bicycle, pedestrian, multi-use, and public transit)	\$50,000	Administration	Capital Budget; GDOT
State Route 20 bypass/ improvement	TBD	Administration	GDOT
Explore and if feasible implement an inner-city, intra-county transit/shuttle system (public or private)	TBD	Administration	General Fund; GDOT
<b>Development/Redevelopment</b>			
Implement improvements to central business district	TBD	Administration	Capital Budget
Implement additions and improvements to City Center	TBD	Administration	Capital Budget
<b>Parks and Recreation</b>			
Build new Gymnastics facility, and convert current space at Dobbs Creek Recreation Center to 2 additional basketball courts	TBD	Recreation	General Fund, SPLOST
Acquire additional land for expansion of Cumming City Park	\$2,000,000	Park and Rec.	SPLOST; Capital Budget
Aquatic center: Additional indoor/outdoor 25-yard, 8-lane swimming pool with diving well and retractable roof	\$3,630,000	Park and Rec.	SPLOST; Capital Budget
Aquatic center: Additional office, storage, additional activity room, and locker room with toilets and showers	TBD	Park and Rec.	SPLOST; Capital Budget
<b>Utilities – Water</b>			
Construct 12.0 MGD addition to city’s 24 MGD Potable Water Production Facility (PWPF)	\$24,000,000	Utilities	Utilities Funds
Construct addition to raw water intake pumping capacity	\$5,000,000	Utilities	Utilities Funds
Construct South Ridge 2 MG elevated water storage tank	\$3,500,000	Utilities	Utilities Funds
Construct Hendrix Road 2 MG elevated water storage tank	\$3,500,000	Utilities	Utilities Funds
Undertake exploratory study on future water supply source(s)	TBD	Utilities	Utilities Funds
<b>Utilities – Sanitary Sewer</b>			
Construct 7.5 MGD AWWF addition to city’s existing 7.5 MGD AWWF	\$75,000,000	Utilities	Utilities Funds
<b>Fairgrounds</b>			
Relocate all Heritage Village buildings to new church property, freeing up more vendor and rides space on lower grounds (Priority 8)	TBD	Fairgrounds	Capital Budget

Develop additional parking facilities at 25-acre site (upon acquisition) (Priority 10)	TBD	Fairgrounds	Capital Budget
<b>Public Safety: Police</b>			
Purchase a modular firing range	TBD	Police	Capital Budget

**APPENDIX  
 DOCUMENTATION OF COMMUNITY  
 PARTICIPATION ACTIVITIES**

This appendix provides selected information that demonstrates the extent to which the community participated in the development of this 5-year plan update. These activities are summarized in Chapter 1 but additional documentation is provided here as required by state administrative rules. Techniques included: Required public hearings at inception and after draft was complete; Steering committee meetings; City web page (informational) Stakeholder interviews; Youth Council participation; and Community Questionnaire.

This appendix provides the names of stakeholders, and the results of the community questionnaire.

**LIST OF STAKEHOLDERS**

**Steering Committee:**

- Susie Carr
- Joey Cochran (City Council)
- Christopher Light (City Council)
- Zack McMillian
- Jason May
- Ricky Noles (Planning Commission)
- Brent Otwell (Planning Commission)
- Ralph Webb (Planning Commission)

**Others:**

- Ricky Bryan
- Troy Brumbalow, Mayor
- Chad Crane , City Council
- Jon Heard, Utilities Director
- Phil Higgins, City Administrator
- Susan Howard
- Lynn Jackson, Northside Hospital
- Steven Kronenberg, Univ. North Ga.
- Linda Ledbetter, City Council
- Mac McConnell, Univ. North Ga.

**Youth Council:**

	Mary Helen McGruder, property owner
Yugeshwar Muralidhar, Mayor	Scott Morgan, Dir. of Planning & Zoning
Josh Chelliah, Mayor Pro-tem	Zack Rice, former city attorney
Jackson Moskowitz, City Administrator	Steve Schimweg, Tysons Foods
Tiana Binoop, Clerk	Rusty Smith
Emma Humphries	Lynn Stotz
Camden Malone	
Allison Oldani	
Shriya Rasale	
Makayla Spriggs	

**Constant Contact Survey Results**

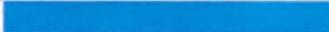
Campaign Name: 2022 Comprehensive Plan Update Survey

Survey Submits: 235

Export Date: 04/26/2022 08:32 AM

MULTIPLE CHOICE

1. Do you live in the City of Cumming (inside the Cumming City Limits)? To view a map of the Cumming City Limits, go to [cityofcumming.net](http://cityofcumming.net) > News.

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Yes			94	40%
No			140	59%
<b>Total Responses</b>			<b>234</b>	<b>100%</b>

OPEN QUESTION

2. If so, how long have you lived in the City of Cumming?

19 years- my input matters

2 years

5 Years

20+ years

Basically entire life

8 years

**115 Response(s)**

MULTIPLE CHOICE

3. Are you employed in the City of Cumming?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Yes			32	13%
No			202	86%
<b>Total Responses</b>			<b>234</b>	<b>100%</b>

MULTIPLE CHOICE

4. Your age:

Answer Choice	0%	100%	Number of Responses	Responses Ratio
18 and under			1	0%
19-40			51	21%
41-65			108	46%
Over 65			74	31%
<b>Total Responses</b>			<b>234</b>	<b>100%</b>

RANK ORDER

5. If you live in the City of Cumming, please rank the below reasons for choosing to live here with #1 being your top reason.

Answer Choice	Average Rank	Ranked 1	Ranked 2	Ranked 3	Ranked 4	Ranked 5	Ranked 6	Ranked 7
Access to Parks	3.83	5 (4%)	16 (13%)	25 (20%)	42 (34%)	21 (17%)	12 (9%)	2 (1%)
Affordable Housing	3.78	19 (15%)	26 (21%)	15 (12%)	11 (8%)	22 (17%)	15 (12%)	15 (12%)
Employment	4.46	10 (8%)	11 (8%)	19 (15%)	18 (14%)	18 (14%)	32 (26%)	15 (12%)
Family Nearby	4.05	18 (14%)	17 (13%)	19 (15%)	7 (5%)	23 (18%)	27 (21%)	12 (9%)
Small Town Feel	2.93	35 (28%)	25 (20%)	16 (13%)	23 (18%)	12 (9%)	8 (6%)	4 (3%)
Schools	3.76	18 (14%)	22 (17%)	16 (13%)	17 (13%)	24 (19%)	18 (14%)	8 (6%)
Other	5.20	18 (14%)	6 (4%)	13 (10%)	5 (4%)	3 (2%)	11 (8%)	67 (54%)
<b>Total Responses</b>	<b>123</b>							

OPEN QUESTION

6. If you selected "other", please list that reason(s) below.

I didn't really have a choice to live here. There is not much attraction unless you have beaucoups of money.

Na

Location to Alpharetta and the surrounding communities via 400 and 20.

The community of a small town without all the big infrastructure.

So close to everything

Safety-low crime

**78 Response(s)**

RANK ORDER

7. What top community amenities would you like to see more of in the City of Cumming? Please rank the below options with #1 being the amenity you would most like to see more of.

Answer Choice	Average Rank	Ranked 1	Ranked 2	Ranked 3	Ranked 4	Ranked 5	Ranked 6	Ranked 7	Ranked 8	Ranked 9
Daycare/Childcare	6.48	3 (1%)	11 (5%)	7 (3%)	15 (8%)	22 (11%)	14 (7%)	34 (18%)	52 (27%)	28 (15%)
Schools	5.14	16 (8%)	16 (8%)	15 (8%)	23 (12%)	26 (13%)	28 (15%)	32 (17%)	21 (11%)	9 (4%)
Libraries	5.03	3 (1%)	14 (7%)	25 (13%)	25 (13%)	34 (18%)	51 (27%)	22 (11%)	9 (4%)	3 (1%)
Performing Arts	3.85	34 (18%)	29 (15%)	30 (16%)	27 (14%)	22 (11%)	12 (6%)	16 (8%)	11 (5%)	5 (2%)
Senior Living/Senior Care Facilities	5.80	11 (5%)	12 (6%)	19 (10%)	8 (4%)	22 (11%)	27 (14%)	31 (16%)	38 (20%)	18 (9%)
High Quality Medical Facilities	4.23	25 (13%)	28 (15%)	25 (13%)	28 (15%)	25 (13%)	19 (10%)	15 (8%)	14 (7%)	7 (3%)
Better Broadband	4.32	29 (15%)	29 (15%)	26 (13%)	25 (13%)	13 (6%)	17 (9%)	17 (9%)	18 (9%)	12 (6%)
Shopping (non-food)	4.08	27 (14%)	35 (18%)	25 (13%)	28 (15%)	18 (9%)	15 (8%)	16 (8%)	15 (8%)	7 (3%)
Other	6.06	38 (20%)	12 (6%)	14 (7%)	7 (3%)	4 (2%)	3 (1%)	3 (1%)	8 (4%)	97 (52%)
<b>Total Responses</b>	<b>186</b>									

OPEN QUESTION

8. If you selected "other", please list that amenity (or amenities) below.

There needs to be places for young adults and adults to hangout. There needs to be places that are cost effective, free, and affordable for all households. As an 19 year filling this survey out, the city of Cumming is relativity boring in those terms. With Forsyth county having a college in it, there's not even student discounts. There is also no places for older people to have a hangout. I do not think there should be any more schools added to the Forsyth county system.

good sport parks.. especially volleyball and tennis parks

Sports facilities, like Volleyball courts. basket ball courts, similar to fowler park or Bogan park

Less apartments and more farmland small community feel.

green space

Outside restaurants -something kind of like what the Cigar shop is like downtown beside Dairy Queen

**111 Response(s)**



MULTIPLE CHOICE

9. What lifestyle amenity would you most like to see more of in the City of Cumming?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Active Parks (sporting facilities, athletic fields, etc.)			7	3%
Passive Parks (green space, nature trails, etc.)			78	34%
Dog Parks			15	6%
Fitness Centers			2	0%
Lake Lanier/Mary Alice Park			18	8%
Dine-In Restaurants			71	31%
Fast Food/Quick Service Restaurants			0	0%
Grocery Stores			6	2%
Health/Specialty Food Stores			9	4%
Other			17	7%
<b>Total Responses</b>			<b>223</b>	<b>100%</b>

OPEN QUESTION

10. From the list provided in question 9, please provide your second and third top choice for lifestyle amenities. If you selected "other", please list that amenity (or amenities) also.

I would like to see more places that are free or donation optional. This would allow for more diversity and everyone is included. Places that have sight seeing attractions, mom and pop shops, active living, and accessible to the handicap and older generations.

passive parks, fitness centers

Passive Parks

Lake Lanier/Mary Alice Park

Less apartments and more farmland small community feel.

Green space is very important for such a growling area.

Make downtown Cumming a destination of choice for average citizen and folks from other counties. Start by getting ride of the eye sore building locations and get the jail out of the city please. Re-route pass through traffic.

172 Response(s)

OPEN QUESTION

11. List the top 3 STAKEHOLDERS, or PEOPLE, who you believe should be contacted for their thoughts and opinions in preparing the City's Comprehensive Plan. (If possible, please include contact information such as email address or phone number.)

New people need to put into office but if you live outside the city limits, apparently things to not affect those that do.

Forsyth County Board of Commissioners.

Na

The mayor, he has ruined the city and everything it once represented.

Tim LeBlanc 404.444.3556

Seniors me Pat Ford pjf02@att.net

Long time residents



86 Response(s)

OPEN QUESTION

12. List the top 3 STRENGTHS, or things that YOU LIKE MOST about the City of Cumming:

There's not much in my opinion.

accessibility (can feel rural while still having access to amenities), access to nature

Love the annual events like 4th of July and Christmas parade fair and rodeo.  
The parks and rec has great options for special needs of all ages

The farmland  
The small town roots  
They community

Steam Engines  
Conservative Leadership-Pro America  
Locals/Friendships

Small town feel  
Sage place to live and raise a family  
Parks and recreation

173 Response(s)

OPEN QUESTION

13. List the 3 WEAKNESSES, or things that YOU LIKE LEAST about the City of Cumming:

Traffic infrastructure, tearing down nature/ wildlife for more corporate entities/ houses for an area that is already at capacity- like do y'all not like to breathe actual air? Stop building for money and give back to the community.

lack of diversity, predominantly chain restaurants and stores, local government blocking access to naturopathic remedies such as delta 8

The jail being a focal point of the town!! It destroyed the small businesses in the square.

Lack of advertising of events (tractor show. The BBQ festival —if we don't know about it we can't go!

The parts and Rex has nothing for other kids

The growth  
The officials in charge  
The apartments (empty) that are hurting our local school system

Recent High Density Zonings  
Too much government spending

Can we handle the growth that is occurring within our roads ?  
Turn signals are needed at many of the red lights in city square such as, at Goodsons drug heading towards the fairgrounds and near the Dairy Queen. Traffic and accidents occur here often.

200 Response(s)

OPEN QUESTION

14. List the top 3 THREATS, or things that MAY THREATEN THE FUTURE of the City of Cumming:

Inviting more people in to houses they cannot afford while simultaneously tearing down natural landscapes, there is constant traffic throughout the county, not supporting the older and younger populations. The younger population cannot afford to live here especially at the wages being offered and housing prices. Younger people will move out to affordable and attractive areas without any support being left for the older generations.

the boom of the housing/construction market while not having road infrastructure to support long-term population growth, regressive thinking from closed-minded politicians (see #13)

Too crowded. Too many apartments Please do NOT cram in a bunch of cheap housing at the new city center

Traffic. The lights need to be synced and traffic flow issues resolved

THE MAYOR!!!!

The growth  
 The apartments

Culture change  
 Democrat Voters  
 Traffic

So many more homes being built, apartments -what will these look like in 10 years? Being real-will they be run down and high crime areas?

188 Response(s)

OPEN QUESTION

15. List the top THREE OPPORTUNITIES, or issues the City of Cumming NEEDS TO CONFRONT in the future:

Traffic, clean living, and support the community in lower income areas.

diversity (age, culture, race), more live/work/play spaces where community can be fostered, local food/retail

Traffic and too many apartments. We need more single family homes.

Less apartments  
 Less growth

More green space... listen to the people of the city who objected growth instead off your own ego.

Add more bars. Change rules for alcohol/food requirements. More places with live music.

Traffic / Urban sprawl /

163 Response(s)

MULTIPLE CHOICE

16. Agree or Disagree: The size/area (square miles) of the Cumming City Limits should increase in the long-term (select one):

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Strongly Agree			36	15%
Agree			42	18%
Neutral/No Opinion			75	32%
Disagree			42	18%
Strongly Disagree			35	15%
<b>Total Responses</b>			<b>230</b>	<b>100%</b>



MULTIPLE CHOICE

17. Agree or Disagree: The overall quality of the environment – water, air, land – in the City of Cumming is excellent (select one):

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Strongly Agree			30	12%
Agree			96	41%
Neutral/No Opinion			48	20%
Disagree			43	18%
Strongly Disagree			14	6%
<b>Total Responses</b>			<b>231</b>	<b>100%</b>

MULTIPLE CHOICE

18. Overall, I am satisfied with the services and facilities that the City of Cumming provides (select one):

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			65	28%
Somewhat Satisfied			91	39%
Neutral/No Opinion			44	19%
Somewhat Dissatisfied			26	11%
Very Dissatisfied			4	1%
<b>Total Responses</b>			<b>230</b>	<b>100%</b>

MULTIPLE CHOICE

19. Please rate your satisfaction with the Cumming Police Department:

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			106	46%
Somewhat Satisfied			50	21%
Neutral/No Opinion			68	29%
Somewhat Dissatisfied			4	1%
Very Dissatisfied			2	0%
<b>Total Responses</b>			<b>230</b>	<b>100%</b>

MULTIPLE CHOICE

20. Please rate your satisfaction with the Cumming Utilities Department (Water, Sewer, Storm Water):

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			99	43%
Somewhat Satisfied			58	25%
Neutral/No Opinion			51	22%
Somewhat Dissatisfied			21	9%
Very Dissatisfied			1	0%



MULTIPLE CHOICE

21. Please rate your satisfaction with the Cumming Streets Department:

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			59	25%
Somewhat Satisfied			68	29%
Neutral/No Opinion			53	23%
Somewhat Dissatisfied			32	13%
Very Dissatisfied			17	7%
<b>Total Responses</b>			<b>229</b>	<b>100%</b>

MULTIPLE CHOICE

22. Please rate your satisfaction with the sidewalks and streetscapes in Cumming:

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			42	18%
Somewhat Satisfied			78	34%
Neutral/No Opinion			31	13%
Somewhat Dissatisfied			55	24%
Very Dissatisfied			22	9%
<b>Total Responses</b>			<b>228</b>	<b>100%</b>

MULTIPLE CHOICE

23. Please rate your satisfaction with City of Cumming buildings and grounds (with the exception of the Cumming Fairgrounds):

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			65	28%
Somewhat Satisfied			75	32%
Neutral/No Opinion			32	13%
Somewhat Dissatisfied			39	16%
Very Dissatisfied			20	8%
<b>Total Responses</b>			<b>231</b>	<b>100%</b>

MULTIPLE CHOICE

24. Please rate your satisfaction with the Cumming Fairgrounds:

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			68	29%
Somewhat Satisfied			80	34%
Neutral/No Opinion			48	20%
Somewhat Dissatisfied			25	10%
Very Dissatisfied			9	3%
<b>Total Responses</b>			<b>230</b>	<b>100%</b>



MULTIPLE CHOICE

25. Please rate your satisfaction with Cumming Parks & Recreation:

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			92	40%
Somewhat Satisfied			85	36%
Neutral/No Opinion			36	15%
Somewhat Dissatisfied			15	6%
Very Dissatisfied			2	0%
<b>Total Responses</b>			<b>230</b>	<b>100%</b>

MULTIPLE CHOICE

26. Please rate your satisfaction with City of Cumming Administration (Leadership):

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			51	22%
Somewhat Satisfied			62	27%
Neutral/No Opinion			68	29%
Somewhat Dissatisfied			29	12%
Very Dissatisfied			18	7%
<b>Total Responses</b>			<b>228</b>	<b>100%</b>

MULTIPLE CHOICE

27. Please rate your satisfaction with the Cumming Planning & Zoning Department (Development Services and Code Enforcement):

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			20	8%
Somewhat Satisfied			33	14%
Neutral/No Opinion			79	34%
Somewhat Dissatisfied			53	23%
Very Dissatisfied			43	18%
<b>Total Responses</b>			<b>228</b>	<b>100%</b>

MULTIPLE CHOICE

28. Please rate your satisfaction with the Cumming Aquatic Center:

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Very Satisfied			75	32%
Somewhat Satisfied			45	19%
Neutral/No Opinion			106	46%
Somewhat Dissatisfied			3	1%
Very Dissatisfied			0	0%
<b>Total Responses</b>			<b>229</b>	<b>100%</b>



OPEN QUESTION

29. On Hwy. 20 West, the Cumming City Center - a new multi-use development - is currently being built. What types of entertainment would you like to see at the Cumming City Center after it opens?

Free/ affordable Carnival type shows, concerts, skilled artists, free movie night, things to do in the winter and summer. Farmers market

live music, yoga studio, community/seasonal festivals, accessibility for food trucks

Live Music

Nothing. It was pushed through under the table and was nothing city residents voted on.

Country Music  
 Classic Rock  
 No Hip Hop or violent themed attractions

Outdoor concerts or festivals

187 Response(s)

OPEN QUESTION

30. In regards to the Cumming City Center, what types of events would you like to see there after its opening?

....

live music, yoga studio, community/seasonal festivals, accessibility for food trucks

Food Truck Night

Nothing. It was pushed through under the table and was nothing city residents voted on.

Festivals & parades on main street  
 family movie nights  
 make it into a destination since it is not on the main thoroughfare like most city downtowns are.

Outdoor concerts and festivals  
 -Like summer concert series that Big Canoe has-just something similar would be fun. Needs shade trees and that southern feel.

173 Response(s)

MULTIPLE CHOICE

31. Would you be interested in a City connection to the Forsyth County Big Creek Greenway system?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Yes			176	79%
No			45	20%
<b>Total Responses</b>			<b>221</b>	<b>100%</b>

MULTIPLE CHOICE

32. If a trolley system operated in the Cumming City Limits, would you ride it?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Yes			96	42%
No			132	57%
<b>Total Responses</b>			<b>228</b>	<b>100%</b>

Contents

City of Cumming, GA, Comprehensive Plan Update 2022-2042

MULTIPLE CHOICE

33. Concerning the Cumming Fairgrounds, do you typically attend the Cumming Country Fair & Festival in October?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Yes			136	58%
No			95	41%
<b>Total Responses</b>			<b>231</b>	<b>100%</b>

OPEN QUESTION

34. Concerning the Cumming Fairgrounds, what other events or venues would you like to see at the Fairgrounds during the rest of the year?

More concerts like josh turner and more accessibility.

art festivals, local vendors

Concerts from stars and rising stars. Food truck events. Car shows. Tractor show Rodeo more than once a year. And please advertise these events!!! So many times I see stuff there and have no idea what it is. Hot air balloon festival.

Nothing

Use as much as possible for city revenue

Bring back the bbq festival that is open to the public  
Car shows like you have  
Music festival

**149 Response(s)**

OPEN QUESTION

35. What, in your opinion, should be the 3 highest priorities for IMPROVEMENTS in the City of Cumming?

Infrastructure regarding traffic outside of the city limits, listen to people who live outside of the city limits, protect wildlife and more farm to table.

Roads! Giant potholes need to be addressed in a timely manor. The traffic through the square needs to be addressed also. There either needs to be a left turn lane from Trimble Gap/Castleberry onto W Maple or that needs to be a no left turn allowed -at a minimum during morning and afternoon rush hours. We can't continue to have traffic backed out for 4-6 light changes just because someone wants to turn left. Perhaps even adjust light fo it just goes one direction at a time.

No more apartments, sewage smell up by Hampton Golf Course

Better leadership  
Preserve green space  
Listen to the voters

No more new apartment/condo/rental zonings.

Focus on single family homes with some acreage per lot.

More green space and festivals on the green space.

Be very careful with the high density-this is concerning and will change the city, will it change lf for the good or the bad. Hwy 20 going thru town-is there a detour that can be created for hwy 20 to go around town ?

**174 Response(s)**

OPEN QUESTION

36. Please submit any additional comments you would like the City of Cumming to consider in planning for the future:

...

We love living in Cumming, but aren't necessarily always proud to live in Cumming due to the lack of diversity and the sometimes closed-minded thinking. It's a beautiful city that has the potential to have a wonderful bustling community and should be a place that welcomes the future (and all its possibilities).

If the jail ever needs a redo please move it out from downtown! That should not be the first image of downtown people see. Our downtown square used to be so cute and that small town feel has been destroyed.

Please consider expanding the fairgrounds it would get used!

The mayor is a snake and profiting from these big deals.

Slow down growth. We have lost too many good locals to northern counties. Don't just have the "small town feel", be the small town.

Have to think long term with who we want to attract to our community so it doesn't get destroyed and have a mass exodus like so many have across our state.

Hwy 20 should be a top priority by the city with the state of Georgia, in rerouting it around the city

114 Response(s)

## CAPITAL IMPROVEMENTS ELEMENT (CIE) CITY OF CUMMING, GEORGIA, COMPREHENSIVE PLAN

### SUMMARY

This document is an element of City of Cumming's comprehensive plan, known formally as the Capital Improvements Element (CIE). It specifies capital improvements for which development impact fees have been and will continue to be charged in the city's land use jurisdiction (i.e., city limits). Those facilities are parks, public safety, and roads.

This CIE is essentially a readoption of the CIE components that the city put in place when it established the development impact fee program, but with updates to the land use assumptions and extensions to the assessments of demands for facilities. Many of these components were included in a primary source document for the city's first CIE, which is the "Impact Fee Study" by Duncan Associates, dated April 2018.

### REQUIREMENTS

To support a development impact fee program, the CIE of the comprehensive plan must meet state administrative rules for Capital Improvements Elements (CIEs).<sup>1</sup> The rules, among other things, require that, for each facility included in the development impact fee program, the following must be included: a service area must be established; a quantifiable level of service (LOS) standard must be specified; long-term needs (demands) shall be assessed; and a schedule of improvements identifying projects to be funded with impact fees during the next five years must be submitted and then annually updated after its adoption.

---

<sup>1</sup> Rules of Georgia Department of Community Affairs, Chapter 110-12-2, Development Impact Fee Compliance Requirements

## PROJECTIONS, FORECASTS, AND LAND USE ASSUMPTIONS

CIEs are required to set forth the land use assumptions, or data that provide the basis for projecting facility needs. Essential data include housing units, occupied housing units, housing vacancy rates, population, and employment. In addition, public safety facilities serve both residential and nonresidential development, thus, the variable representing development impacts is referred to as the “functional population,” or a combination of residential and nonresidential development.<sup>2</sup>

The 2019 Duncan study utilized an average household size of 2.91 persons per unit, with an average of 3.00 for detached single-family units and 2.07 for multi-family dwelling units. Table 1 provides updated estimates for 2022 and projections or forecasts for 2042 of population/ housing, employment, and functional population.

The current number of housing units (2022) was derived by adding to the 2020 decennial census figure for population in the city (7,318) the population at 2.54 persons by unit for the number of new housing starts from April 1, 2020 to the current date, assuming a housing vacancy rate of 6.5%.

Projections are based on a forecast of projected housing units already entitled in (mostly) mixed use developments, along with an assessment of additional housing to be constructed on vacant tracts during the planning horizon. The current entitled but not constructed or under construction residential developments total 2,797 units, plus 220 institutional units. This is basically a doubling of housing units currently in the city, plus housing construction potential on current vacant tracts not otherwise counted in the housing entitlement figure.

Cumming and Forsyth County are in the midst of an extensive building boom, and due to the amount of current and anticipated upcoming activity, the number of housing starts is not going to be spread evenly throughout the planning horizon. Rather, the bulk of these units are expected to be constructed during the next five years. This means the population increase is weighted heavily toward the first five years and declines in terms of rate of growth in subsequent five-year periods.

**Table 1**  
**Projections and Forecasts, 2022-2042**  
**City of Cumming**

<b>PROJECTION/FORECAST</b>	<b>2022</b>	<b>2027</b>	<b>2032</b>	<b>2037</b>	<b>2042</b>
Total Housing Units	2,992	3,957	4,796	5,346	5,846
Housing Units Added During Five-year Period	--	965	839	550	500

---

<sup>2</sup> The functional population is defined differently from that in the Duncan Study (2018).

Occupied Housing Units	2,797	3,700	4,484	4,998	5,466
Vacancy Rate	6.5%	6.5%	6.5%	6.5%	6.5%
Households	2,797	3,700	4,484	4,998	4,998
Persons Per Unit	2.54	2.54	2.54	2.54	2.54
Household Population	7,104	9,398	11,389	12,695	13,883
Group Quarters Population	667	887	1,327	1,547	1,767
Total Population	7,771	10,285	12,716	14,242	15,650
Employment	18,000	20,500	23,000	25,500	28,000
Functional Population (Total Population + Employment)	25,771	30,785	35,716	38,742	43,650

Source: Jerry Weitz & Associates, Inc. May 2022. Note: Data are for July 1<sup>st</sup> of each year.

Employment data for cities and small areas is difficult to come by, and few if any reputable sources exist that estimate or forecast employment at such small levels of geography. The 2016 comprehensive plan forecasted that Cumming would increase employment from 16,000 in 2016 to 36,000 in 2036, or an increase of 20,000 (i.e., an annual increase of 1,000 annually in the city). In retrospect and considering current conditions, those forecasts are considered too high. This CIE utilizes a figure of 500 new jobs annually.

Historically, average household size has declined. However, in recent years and per the most recent decennial census, persons per dwelling unit are holding steady or increasing. This CIE assumes a steady household size of 2.54 persons per dwelling unit. Further, due to increasing challenges of affordability and trends such as a “doubling up” occupancies and the rise of multi-generational households, this CIE assumes the household size will remain steady throughout the planning horizon. This general figure is reasonable and there is not a need to use a lower household size for multi-family units.

## SERVICE AREAS

The service area for all impact fees charged by the City of Cumming is the city limits.

## LEVEL OF SERVICE

### Parks and Recreation

Cumming’s impact fee program utilizes functional population rather than resident population because the city has a substantial share of the county’s nonresidential development and

employees of nonresidential development are expected to utilize the city's park system. The park level of service in the Cumming methods report is a ratio of the replacement value of existing City parks (including land and improvements) to the number of existing service units (in this case, the functional population). The level of service standard for parks adopted in the Cumming impact fee program is \$1,952 per functional resident. After adjusting for SPLOST credits, that figure is \$960 per functional resident. This standard was based on the then-current park level of service provided by existing City parks and recreation facilities. No change is made to this level of service standard.

### **Public Safety**

Like parks and recreation, the public safety level of service is expressed in terms of the replacement value of existing public safety facilities per service unit (functional population). The cost in 2019 was calculated by Duncan & Associates as \$170 per functional population, and that existing level of service was adopted as the level of service standard. This updated CIE proposes no change to the adopted level of service standard of \$170 per functional population for public safety facilities.

### **Roads**

For the road impact fee the City of Cumming uses daily vehicle miles of travel (VMT). As of 2019, the road level of service was a system-wide ratio of vehicle miles of capacity to vehicle miles of travel (VMC/VMT) of 1.66. A VMC/VMT ratio of 1.25 was adopted by Cumming and remains the level of service standard.

## **ASSESSMENT OF DEMANDS**

During the 20-year planning horizon (2022 to 2042), Cumming's functional population will increase to 17,879. For parks and recreation, at the adopted level of service standard of \$960 per functional population, this means the city will need to add \$17,163,840 in park and recreation facility valuation. For public safety, at the adopted level of service standard of \$170 per functional population, the city will need to add \$3,039,430 of public safety valuation.

## **SCHEDULE OF IMPROVEMENTS**

From 2023 to 2027, the city will add 5,014 to its functional population. This translates to a need to add park and recreation value of \$4,813,440 at the adopted level of service standard. A schedule of improvements for park and recreation is provided in Table 2. That figure is in addition to park and recreation impact fee funds already acquired. The schedule is highly generalized and flexible because, to meet the level of service standard, all the city has to do is show expenditures of this amount have gone toward park and recreation capital facilities. The city can choose what projects it desires to fund. Specific projects identified in past CIEs include additions to Dobbs Creek Recreation Center, additions to the Aquatic Center, and various improvements at the fairgrounds.

**Table 2  
 Schedule of Improvements, 2023-2027  
 Parks and Recreation**

Capital Improvement/ Authorized expenditure	Dollars (\$)						Source of Funds	% Eligible for Funding with Impact Fees
	2023	2024	2025	2026	2027	Total 2023-2027		
Any/all park and recreation capital improvement projects						4,813.440	IF	100%
TOTAL		2,406,720		2,406,720		4,813.440	IF	100%

Source: Jerry Weitz & Associates, May 5, 2022. Notes: IF = Impact fees.

From 2023 to 2027, the city will need to add value to the public safety capital facilities of the city of \$170 per functional population. As noted above, the city’s functional population will increase of by 5,014 per functional resident. This translates to a total obligation of \$852,380. A schedule of improvements for public safety is provided in Table 3. Specific projects identified in past CIEs are a new public safety complex and a modular firing range.

**Table 3  
 Schedule of Improvements, 2023-2027  
 Public Safety**

Capital Improvement/ Authorized expenditure	Dollars (\$)						Source of Funds	% Eligible for Funding with Impact Fees
	2023	2024	2025	2026	2027	Total 2023-2027		
Any/all public safety capital improvement projects		426,190		426,190		852,380	IF	100%
TOTAL		426,190		426,190		852,380	IF	100%

Source: Jerry Weitz & Associates, May 5, 2022. Notes: IF = Impact fees.

For roads, the city will continue to be authorized to spend road impact fee funds on projects listed in its adopted schedule of improvements, which is readopted below as Table 4.

**Table 4  
 Road Schedule of Improvements, 2023-2027**

Capital Improvement/ Authorized expenditure	Dollars (\$) Total 2023-2027	Source of Funds	% Eligible for Funding with Impact Fees

**Contents**  
**City of Cumming, GA, Comprehensive Plan Update 2022-2042**

---

Intersection improvements	7,500,000	IF	100%
Industrial Park Drive Extension	1,000,000	IF	100%
Buford Dam Road Extension Atlanta Highway to Veterans Memorial Boulevard	1,000,000	IF	100%
Kelly Mill Road widening to 3 lanes from SR 20 for 0.8 mile	850,000	IF	100%
Maple Street widening from Kelly Mill Road to SR 20	950,000	IF	100%

Source: Jerry Weitz & Associates, May 5, 2022. Notes: IF = Impact fees.