

COMPREHENSIVE PLAN

A PROGRAM FOR THE FUTURE



Source: Middlebrook Farm

CITY OF
CUMMING, IOWA



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24.2%
POPULATION GROWTH
[2010 TO 2020]



PLAN INTRODUCTION

THE COMPREHENSIVE PLAN IS ABOUT DEFINING A SHARED VISION AND PATH FORWARD FOR THE COMMUNITY.

New residential and commercial development opportunities have put the City of Cumming in growth mode and underscored the importance of looking at the long-term like never before. Fortunately, City leadership understands the need for strategic and methodical planning that will ultimately allow for long-term success in the community.

As a result, the City embarked on this comprehensive planning process in late 2021. A steering committee was formed and guided the process as technical experts weighed in and community members shared their visions and hopes for the community. All of this input resulted in the plan laid out in the following pages – a plan that, if implemented, will position the City of Cumming to parlay the success of today well into the future.

The plan explores a multitude of issues that a community faces and works to find solutions at the intersections of those issues. By taking this cross-disciplinary approach, the City will be able to more efficiently reach its goals and embody the vision established during this planning process: **A growing, family-oriented small community rooted in local opportunities and conveniences.** While this vision will undoubtedly evolve as implementation of the comprehensive plan unfolds, it is critical to keep it at the fore; doing so will help ensure the City of Cumming remains the community of choice for its current residents and that it attracts future residents seeking the opportunities and conveniences only the City of Cumming can offer.



THE VISION: A GROWING, FAMILY-ORIENTED SMALL COMMUNITY ROOTED IN LOCAL OPPORTUNITIES AND CONVENIENCES

CITY COUNCIL

STEERING COMMITTEE

**JOHN
BOTTS**

Planning & Zoning
Commission

**KYLE
DOYLE**

Iowa Distilling
Company

**BRENT
HIGHFILL**

City of Cumming
Mayor

**KATHIE
HUNGERFORD**

City Council
Member

**ALICIA
KIRKPATRICK**

Park & Recreation
Board

**CHARLIE
OCHANPAUGH**

City Council
Member

**ANGIE
RITCHIE**

City
Clerk

**SHAMUS
SHELLEY**

Shelley
Farms

**JILL
STANFORD**

Planning & Zoning
Commission

**GARTH
SWISHER**

Community
Member

**DR. RAY
WEBSTER**

Committee
Chairperson

PROJECT LEADERSHIP

The driving force behind the ideation, planning, and implementation process in a community

Established in late 2021, the steering committee for this planning process helped ensure all community voices were represented and heard throughout the planning process. With a variety of perspectives and backgrounds, the committee took on different roles at varying points in the planning process. Sometimes, committee members served as advisors to the consultant team, while at other times they served as educators to convey information to the broader community.

Committee members also were asked to serve as cheerleaders and connectors throughout the planning process, striving to reach more community members and engage them in the process. As a result of this group's efforts, the community now has a plan that will be an effective guide for growth for decades to come.



PLANNING PRINCIPLES

Over time, the City of Cumming will be presented with an array of opportunities to grow, expand, and enhance the community. Not all of these opportunities will fit neatly into the goals, tactics, and strategies outlined in this comprehensive plan, but they may still benefit the City.

Recognizing the potential benefits of new opportunities along with the limitations of any plan such as this, a set of overarching planning principles have been defined to help leadership explore opportunities that may propel the community forward. These principles should be top of mind for both developers working to define and execute projects in the City as well as community leadership as they consider such opportunities.

By working within these planning principles, the City will be better positioned to achieve the future envisioned in this plan while being responsive to changing conditions, whether that is demographically, economically, or something else.

It is no coincidence that Community First is the first principle. A community's residents and their health, safety, and well-being should always, without question, be top of mind. The remaining five principles should be weighed in tandem with all the other principles to ensure all opportunities – in the form of new developments, businesses, attractions, etc. – Benefit the greater, long-term good for the City of Cumming.

1

COMMUNITY FIRST

Local residents know the community best and have helped make the City what it is today. Their input and ideas need to be heavily weighted when considering investments and new developments that will impact residents' daily lives.

2

CONTIGUOUS DEVELOPMENT

To the extent possible, all development should be contiguous to an existing development. This approach minimizes infrastructure expenditures and allows the City to maintain open areas in a meaningful way while also allowing for development.

3

THINK LONG-TERM

It is easy to think any development is good development, especially in a small community. Be selective in approving development deals, applying design standards and keeping the community's long-term success at the fore.

4

CONSIDER CONTEXT

The City is fortunate to be located in close proximity to other Des Moines area communities but also benefits from its small-town feeling. Seek to maintain this balance and leverage both sides of the coin depending on the situation.

5

EMBRACE DIVERSITY

A diversity of land uses, housing options, transportation modes, and economic activities give a community vibrancy and help it weather challenges as they arise over time.

6

ENVIRONMENTAL PROTECTION

Open areas are a special draw in and around the City. Value, protect, and promote these areas proactively to maintain this feature.

DEMOGRAPHICS SNAPSHOT

536 total residents



All data comes from the US Census Bureau.

42.5%

HOUSING UNITS BUILT BETWEEN 2000-2009
Only 21.1% of units in Warren County were built in this timeframe; statewide, that number drops to just 10.9 percent.



EMPLOYMENT BY INDUSTRY *(People per capita in labor force)*

1. Finance & insurance (25.8%)
2. Education & health care (23.6%)
3. Manufacturing (12.1%)
4. Retail trade (9.4%)
5. Scientific & professional (9.4%)



52% OF THE POPULATION HAS A BACHELOR'S DEGREE OR HIGHER

88.6%

OWNER-OCCUPIED HOUSING UNITS
In Warren County, 80.4 percent of housing units are owner-occupied. Statewide, that figure is 71.2 percent

14.0%

HOMEOWNERS WITH EXCESSIVE HOUSING COSTS
Owners with excessive housing costs are those individuals using 30 percent or more of their income for housing.

78%

Labor force participation rate compared to 67.1% statewide

\$99,583

Median household income compared to \$61,836 statewide

3%

People below poverty level compared to 10.8% statewide

0%

Combined vacancy rate compared to 1.3% for owner occupied and 6.5% for rental units statewide

\$382,800

Median home value compared to \$153,900 statewide

\$725

Median monthly rent compared to \$806 statewide

PUBLIC ENGAGEMENT OVERVIEW

MEANINGFUL PUBLIC ENGAGEMENT IS THE BASIS FOR ANY SUCCESSFUL COMMUNITY PLANNING PROCESS. THROUGHOUT THE DEVELOPMENT OF THIS COMPREHENSIVE PLAN, THOSE WHO LIVE, WORK, AND PLAY IN THE CITY OF CUMMING WERE ASKED TO WEIGH IN ON VARIOUS TOPICS AND HELP DEFINE THE FUTURE OF THE COMMUNITY.



A MIX OF HIGH-TECH AND LOW-TECH OUTREACH STRATEGIES ALLOWS THE CITY TO REACH RESIDENTS WHERE THEY ARE.



ONLINE COMMUNITY SURVEYS

February – May 2022 | August 2022

Throughout the planning process, two online surveys were deployed to hear directly from the community. The first survey sought input on all the areas that impact a community, but in a more general way, while the second survey asked community members about specific tactics. About 23 percent of adults in the community participated in the first survey.

COMMUNITY UPDATE & INPUT WORKSHOP

March 2022 | American Legion

In March 2022, community members were invited to a public workshop to provide feedback on the future of the community, including preferred housing types and community growth strategies. Along with the first online survey, the input collected at this session informed the plan vision and goals and laid the foundation for the remainder of the plan.

Throughout the course of the planning process, a multitude of themes began to emerge based on community input. Overall, community members and others who work and play in the area seem to be generally aligned in their vision for the community.

Survey respondents and workshop attendees identified various opportunities for the City of Cumming. These included:

- Attracting more businesses;
- Maintaining and building on the community's unique character as a small rural town with attractions like art, biking, and interesting neighborhoods;
- Growing the community in a planned and quality way;
- Capitalizing on the City's location in a growing metropolitan area;
- Being a destination for visitors, with things to do, entertainment venues, arts, and events;
- Developing the trail and extending more connections to it;
- Growing the number of housing units;
- Building on local agriculture and the agrihood; and,
- Expanding the tax base to support services while keeping taxes low.

Despite these opportunities, community members identified plenty of challenges for the City. In some cases, they overlap with the opportunities, illustrating the importance of deliberate planning and action in the coming years. The challenges identified include:

- Maintaining the City's small town character in the face of growth;
- Ensuring quality and balance in new development and keeping up with city services while growing;
- The lack of restaurants and retail opportunities;
- Aging roads and other infrastructure;
- Traffic flow issues;
- A resistance to change and lack of engagement among residents;
- The size of the tax base and availability of money for new projects; and,
- Communication between the City and residents.

The opportunities and challenges identified through the public engagement process shaped the goals, strategies, and tactics outlined in the following sections and should be kept top of mind as implementation begins.



PLANNING STRATEGIES

A community's comprehensive plan conveys what it hopes to become in the future. While it is perhaps easiest to convey this through various topic areas such as those outlined here, the reality is that each topic area impacts the others; no area or activities occur in isolation.

Recognizing this, strategic overlaps in certain goals and tactics are identified in the following pages. By working across these topic areas, the City will realize efficiencies in implementing the comprehensive plan and fulfilling its vision.

This approach also serves a small community like Cumming well in that its attention is not pulled in as many directions. There is a limited volunteer bench from which to draw, so focusing on efforts that address multiple topic areas helps maximize the volunteers' collective impact.

COMMUNITY LAND USE

THE GOAL: RETAIN THE SMALL TOWN FEELING IN THE FACE OF GROWTH

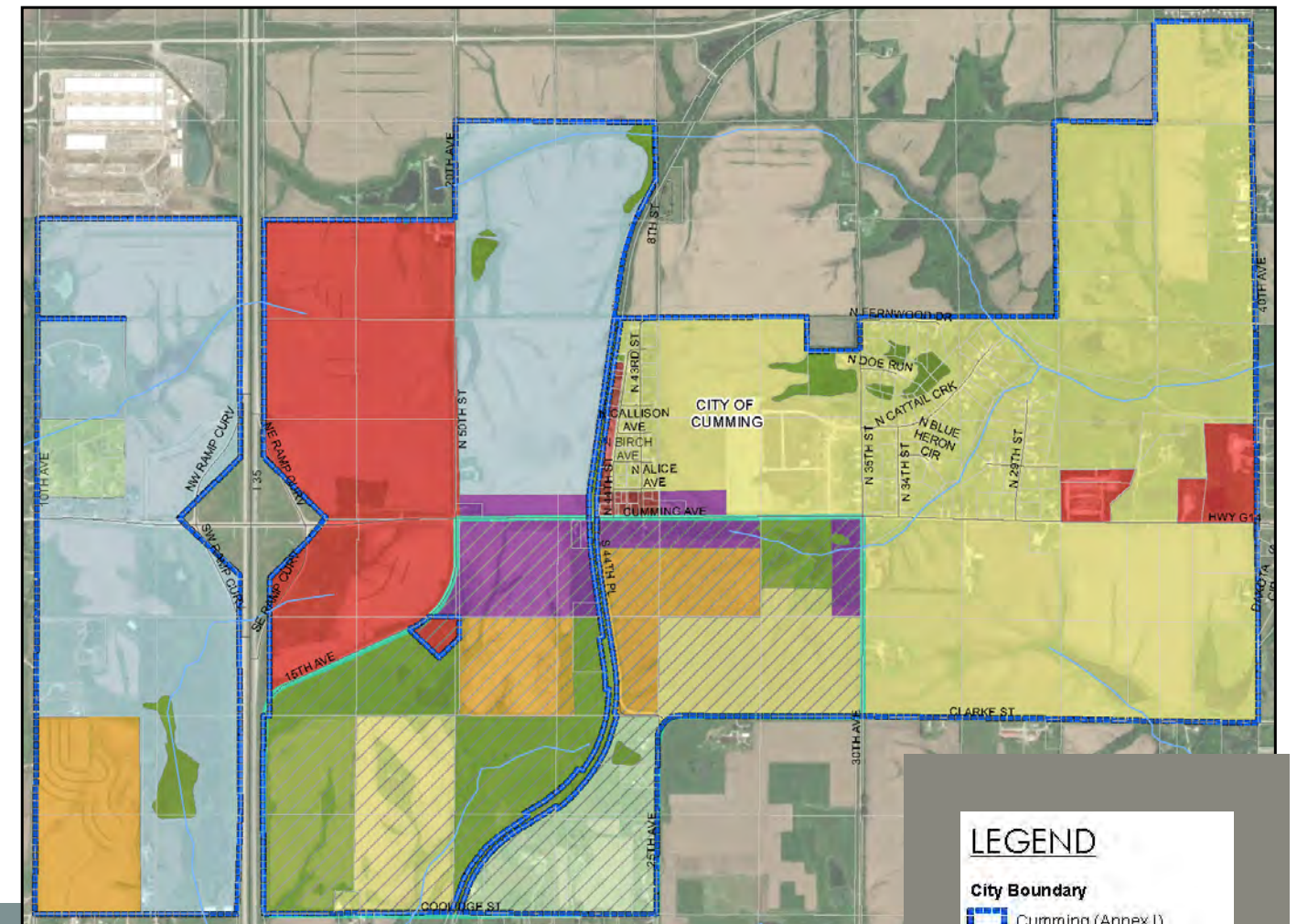
Though often overlooked, a community's character is rooted in its land use decisions and strategy. Land use choices have implications that are felt across a community for decades and can directly impact the health, safety, and well being of residents and those who visit a community.

As with other facets of this comprehensive plan, the City of Cumming finds itself in a fortunate position to proactively and preemptively address its land use while it is on the cusp of significant growth. It is a position that now many communities are fortunate to be in and one that Cumming can leverage for long-term success. By making strategic

decisions now, the community will more easily be able to achieve its goal of retaining its small town feeling in the face of growth. Two tactics should be employed to realize this goal:

- Develop and execute strategic annexations to accommodate future community growth; and,
- Create a development advisory council to proactively guide growth and investments.

Note: A larger map is included in Appendix B.



LEGEND

City Boundary

- Cumming (Annex I)

Future Land Use

- Ag Residential
- Low Density Residential
- Medium Density Residential
- Mixed Use
- Highway Commercial
- Central Business
- Professional Commerce
- Park/Greenspace
- PUD



1 DEVELOP AND EXECUTE STRATEGIC ANNEXATIONS TO ACCOMMODATE FUTURE COMMUNITY GROWTH

Given its position as part of the Des Moines metropolitan area, the City of Cumming is forced to think a bit further into the future than most other communities its size. This is due to two primary factors. First, it has a volume of development opportunities rarely seen in communities its size. Secondly, though, it must compete with adjacent communities for certain areas of land. In Cumming's case, this includes the City of West Des Moines to the north and west and the City of Norwalk to the east and south. Of course, these communities also benefit from being part of the metropolitan area and are experiencing tremendous growth. This makes developing and executing strategic annexations all the more important for the City of Cumming.

Underscoring the importance of these annexations is the desire to maintain a relatively low density throughout the community, which will further the vision of this plan. On average, the annexations and land uses envisioned as part of the future land use map on the preceding page will result in a density of approximately 3.5 people per acre. This is in line with other Des Moines metropolitan communities. For

instance, the City of Clive averages about 3.44 people per acre, while the City of Windsor Heights is a bit more dense at 5.26 people per acre.

The City of Cumming is currently 1,615 acres. With the additional areas annexed into the City limits, Cumming would grow to 2,856 acres, more than enough land to keep densities within the aforementioned range. Specific acreages and approximate densities for the various land uses are highlighted in the accompanying table.

To achieve these target numbers and annex additional areas into the City to accommodate future growth, City leadership needs to proactively discuss growth plans with both the City of West Des Moines and the City of Norwalk. Doing so will help ensure all communities involved are on the same track in terms of growth plans and allow each to more effectively plan its respective growth. These conversations eventually need to lead to annexation agreements that delineate future growth boundaries for each community. Without such agreements in place, it is difficult to plan for a longer time horizon.

COMMUNITY LAND USES

LAND USE	ACRES	PERCENT OF TOTAL ACREAGE	PEOPLE PER ACRE	POPULATION ESTIMATE
Ag residential	121.6	4.20	0.5	61
Central business	12.2	0.40	0.5	6
Highway commercial	395.8	13.70	0.0	0
Low density residential	1,152.7	39.90	2.5	2,882
Medium density residential	192.4	6.70	3.0	577
Mixed use	118.7	4.10	4.0	475
Park/green space	241.6	8.40	0.0	0
Professional commerce	652.0	22.60	0.0	0
TOTAL	2,887.0			4,000



2 CREATE A DEVELOPMENT ADVISORY COUNCIL TO PROACTIVELY GUIDE GROWTH AND INVESTMENTS

Often, the timeframes that cities and developers work under run counter to one another. For cities, there are processes in place to allow for public involvement in various happenings, and particular schedules need to be adhered to with City Council and other commissions. For developers, time is money; the quicker developments can be completed, the quicker they can make their money and move onto the next development.

To help bridge the divide between the City and developers who may be working or wanting to work in the community, a Development Advisory Council needs to be created. This group should provide insights to the City Council and should act in concert with the Planning & Zoning Commission and the Park & Recreation Board. All three – the Development Advisory Council, the Planning & Zoning Commission, and Park & Recreation Board – should help inform City Council decisions.

The Development Advisory Council should include area developers and real estate experts. They do not necessarily need to be working in Cumming at the

time of their service. In fact, the City may consider looking first to those not working in the community to avoid any conflicts of interest, real or perceived.

The Development Advisory Council should use this comprehensive plan and the planning principles on page nine as the basis for its work. Over time, as additional development opportunities arise in the community, the planning principles will become even more important for the Development Advisory Council.

The group should meet on a monthly basis. If there are no new development projects or project updates, the Development Advisory Council should share best practices with City Council and City staff. Learning about these and emerging trends and themes in the development realm will serve to make the City more competitive and ready to welcome new growth while making sure it fits the small town feel that residents want to retain.



98.2%

**OWNER-OCCUPIED HOUSING
UNITS THAT ARE DETACHED
SINGLE-FAMILY HOMES**

The overwhelming majority of housing units (161 of 164) in the City of Cumming are detached single-family homes that are prevalent in so many communities. Rental units in the community are similar: Of the 21 rental units in Cumming, all are detached single-family homes. While this does contribute to the community character, it may stifle opportunities for those looking to move to town.

HOUSING

1

GROW THE VALUE OF EXISTING HOMES

Tactics:

Develop an annual schedule of infrastructure investments to keep streets and other public spaces in good condition

Help connect home owners to government and private programs that give money toward housing improvements

2

BALANCE THE DEVELOPMENT OF NEW HOMES WITH OPEN SPACES

Tactics:

Update the development code to ensure the established level of park service is maintained as the community grows

Establish a conservation plan identifying open spaces, native areas, agricultural areas, etc.

3

SUPPORT ARCHITECTURAL VARIETY IN THE DEVELOPMENT OF NEW HOMES

Tactic:

Develop an architectural guidebook with preferred materials and palettes for use in the community

4

SUPPORT A DIVERSITY OF HOME TYPES WITH A MIX OF OWNER & RENTAL OPTIONS

Tactic:

Enhance awareness of missing middle housing opportunities and review development code to accommodate these units

1 GROW THE VALUE OF EXISTING HOMES

Tactic 1: Develop an annual schedule of infrastructure investments to keep streets and other public spaces in good condition

Public-private partnerships are one of the best ways of bringing significant projects to life, and investing in a community is no different. Private property owners must maintain their properties, and the City needs to do the same. This is generally accomplished through the creation and implementation of a Capital Improvement Plan (CIP), which lays out planned investments in a community for the coming years.

Creating a CIP allows the community to be proactive about making investments on a regular schedule rather than waiting until something becomes an acute problem. It minimizes deferred maintenance and most effectively positions the community to achieve the community that it desires.

Of course, the term ‘good condition’ is subjective. It should ultimately be defined by the City Council, but the community in general along with City boards and commissions also should weigh in on what ‘good condition’ means in the City.

Tactic 2: Help connect home owners to government and private programs that give money toward housing improvements

It is no secret that home ownership and the associated upkeep can be an expensive endeavor. Fortunately, there are a multitude of programs that may be accessed. In some instances, these programs are income restricted, but there are many that are generally available to home owners. These may be in the form of loans, tax credits, or direct payments depending on the program. Some programs are available to the City to apply to, while home owners may individually apply to others.

A resource page with potential resources should be developed to include on the City website. Two programs that may be listed as a starting point include the [Community Development Block Grant Housing Sustainability Program](#) and the [Energy Infrastructure Revolving Loan Program](#). There also may be programs available through Warren County and the US Department of Agriculture (though funding may be challenging due to the high median income in the City). When considering workforce housing, the Central Iowa Housing Trust Fund should be considered as a potential funding resource.

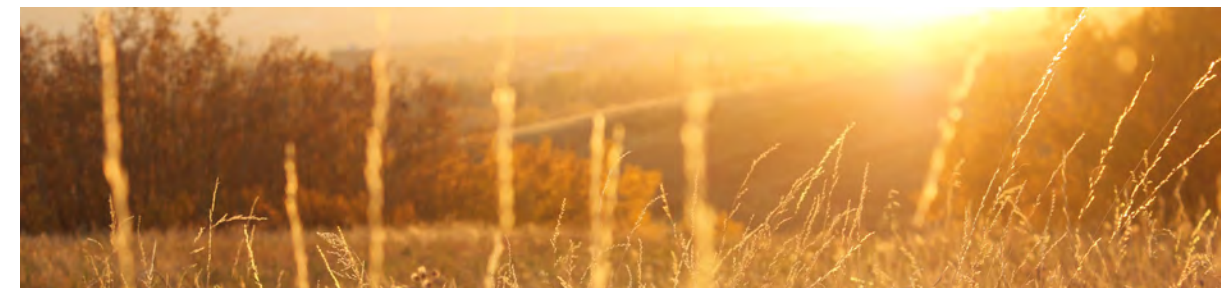
BALANCE THE DEVELOPMENT OF NEW HOMES & OPEN SPACES 2

Tactic 1: Update the development code to ensure the established level of park service is maintained as the community grows

As outlined in the second goal of the parks and recreation section, the City needs to take proactive steps to ensure that it maintains a minimum level of park service, acreage, and accessibility. It is critical to do this in the coming months due to the pace at which the community is currently growing.

New developments in the community should be required to dedicate land for parks and trails. The amount of land to be dedicated will need to be determined; the Park & Recreation Board should take the lead in accomplishing this and should work with the Plan & Zoning Commission and the Development Advisory Council.

Other communities in the Des Moines metropolitan area have parkland dedication ordinances that may be used as models for the City of Cumming. One potential requirement would be dedicating five or ten acres of land per 1,000 people, prorated for the size of development (with a minimum dedication size). City leadership should weigh this dedication requirement as they consider larger park and recreation goals for the community.



Tactic 2: Establish a conservation plan identifying open spaces, native areas, agricultural areas, etc.

A natural complement to the updated development code establishing a minimum level of park service is the creation of a community conservation plan. Again, the sooner the better in terms of developing the community conservation plan given the rapid development that is occurring.

The conservation plan is to be built upon the natural resources inventory. Specifics on the natural resources inventory and the community conservation plan are explained in the natural resources and stormwater management section of this plan.

As with the development code updates in the preceding section, the creation of the community conservation plan should include the Park & Recreation Board, the Plan & Zoning Commission, and the Development Advisory Council. The City Council should be engaged at key points in the process, and external partners, such as Iowa Natural Heritage Foundation, The Nature Conservancy, ICON Water Trails, the Iowa Department of Natural Resources, and the Iowa Department of Agriculture and Land Stewardship, should be engaged in the plan’s creation, too.

3 SUPPORT ARCHITECTURAL VARIETY IN THE DEVELOPMENT OF NEW HOMES

Tactic: Develop an architectural guidebook with preferred materials and palettes for use in the community



Source: Historic Valley Junction

As is further detailed in the community aesthetics section of this plan, developing an architectural guidebook with preferred materials and palettes for use in the community can help contribute to the City’s unique identity. Existing community themes, such as the community’s agricultural heritage, should be celebrated in the guidebook. Additionally, there are a number of communities that may be inspiration as the process is undertaken; they include:

- Valley Junction in West Des Moines;
- Orange City;
- Walnut;
- Oak Park, Illinois; and,
- Franklin, Tennessee.

It will be important for the guidebook to provide a certain level of flexibility. If that flexibility is not built into the guidebook, the City may deter certain developments and investments and also may look dated in a decade or two. Thus, it is critical that the architectural guidebook include more timeless options as possible.

The Planning & Zoning Commission should lead the development of the guidebook in conjunction with the development advisory council described in the land use section of this plan. Architects and developers should be involved in the creation of the guidebook as should community residents.

4 SUPPORT A DIVERSITY OF HOME TYPES WITH A MIX OF OWNER & RENTAL OPTIONS

Tactic: Enhance awareness of missing middle housing opportunities and review development code to accommodate these units

As noted on page 20, 98.2 percent of owner-occupied housing units in Cumming are detached single-family homes, and 100 percent of the rental units are detached single-family homes. This furthers the small town feeling but may stifle certain opportunities. While higher density opportunities do not necessarily fit the character of the community, missing middle housing opportunities can help bridge this gap.

Opticos Design coined the phrase ‘missing middle housing’ and defines it as “a range of house-scale buildings with multiple units – compatible in scale and form with detached single-family homes – located in a walkable neighborhood.” As illustrated in the diagram below, missing middle housing includes a range of options, such as duplexes, fourplexes, and townhouses, that expand a community’s housing choices while maintaining the feel of a smaller community.

Providing this range of options in the community will help ensure that Cumming is a community for all ages. As people age, they often do not want the upkeep associated with a traditional single-family home. This trend also is being seen more and more with younger generations that have priorities other than maintaining a home. Further, the options shown in the diagram below may open up more rental opportunities in the community. Offering rentals rather than only homes for sale allows people to move to the community without a long-term commitment but can position people for a future home purchase in Cumming.

Some of these options are being explored as part of the Middlebrook development, but community leaders should work to educate the community in general about missing middle housing. The development advisory council can be a forum for this education and also a means of engaging and encouraging developers to pursue missing middle housing in the community.



TRANSPORTATION

A CONNECTED COMMUNITY IS IMPERATIVE FOR ECONOMIC SUCCESS. JUST AS IMPORTANT, HOWEVER, IS HOW SAFE THAT TRANSPORTATION NETWORK IS AND HOW IT FACILITATES MOVEMENT FOR ALL IN A COMMUNITY.

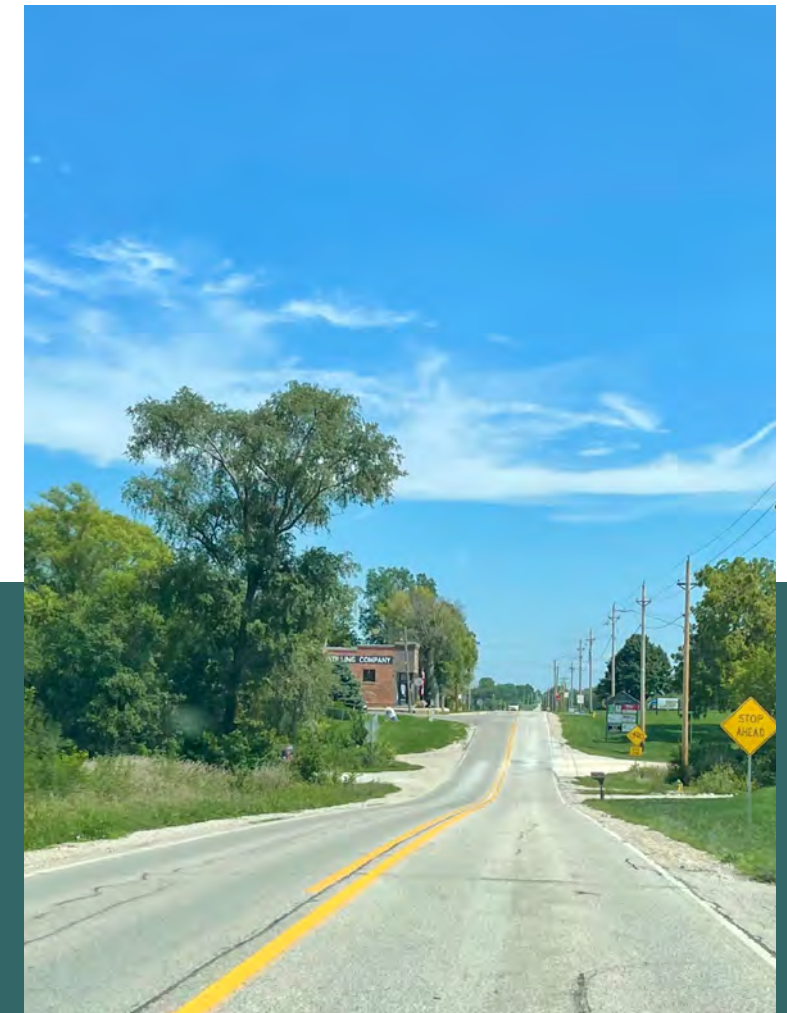
With its proximity to Interstate 35 and easy access to nearby communities and amenities that they offer, the City of Cumming is well-positioned from a transportation perspective. However, the transportation system continues to evolve. Transportation is not always about the automobile, and it is not always about how quickly people can move from Point A to Point B. In fact, in some instances, moving people too quickly through a community can come at the expense of area businesses; people are not forced to slow down and perhaps notice the new shop along a corridor, for example.

The goals and tactics described in this section aim to make the City's transportation network even more interconnected and complementary regardless of mode. The goals and tactics also work together to support multiple modes of transportation, to prepare the City for long-term growth, and to proactively identify transportation opportunities to support that growth. Further, the goals and tactics seek to further the City's unique identity in the Des Moines metropolitan area.

Planning the transportation system may sound like a daunting task, so it is helpful to begin with a straightforward task that can be led at the local level: Inventorying the current sidewalk network.

While it is not the most exciting task, creating this inventory is imperative to furthering walkability in a community. A team of volunteers should be trained to identify both sidewalk locations and conditions. Further, the team should look at sidewalk widths and curb cuts and determine whether or not various segments are ADA accessible. Information about the sidewalks should be entered into a Geographic Information System (GIS) where information can be conveyed at a glance.

As this team of volunteers is completing its work and creating the sidewalk inventory, City Council and other City boards and commissions should be collaborating to define specific



GOAL 1:

ENHANCE ACCESSIBILITY AND TRANSPORTATION SAFETY THROUGHOUT TOWN



Source: Polk County

TACTIC 1: COMPLETE A CITYWIDE SIDEWALK INVENTORY TO IDENTIFY AND PRIORITIZE GAPS IN THE NETWORK

For the past decade, there has been a major focus on walkability and connectivity in communities: How connected is a community for those not in automobiles? How well are those who do not drive able to reach critical services? Are communities being built in a manner that supports positive health outcomes?

With all the facets that transportation impacts and its potential effects throughout a community, it can be overwhelming to craft a strategy that finely balances all of these considerations. However, it is imperative for growing communities like Cumming to proactively plan their transportation systems to maximize the impact of investments and ensure the transportation system supports the desired community character.

walkability targets as they relate to the sidewalk network. For instance, City leadership may consider a 'complete system' as one where there is a sidewalk that is at least four feet wide on at least one side of each street in town. Timelines for filling in gaps in the sidewalk network should be defined by this group. Additionally, the City leadership team should prioritize gaps in the network, which will provide a roadmap for investments.

TACTIC 2: DEVELOP A G-14 CORRIDOR STUDY THAT FOCUSES ON IMPROVED EAST-WEST MULTIMODAL CONNECTIVITY ALONG WITH BEAUTIFICATION AND GATEWAY OPPORTUNITIES

As the east-west connector from Interstate 35 through Cumming and onto Norwalk, County Road G-14 facilitates 2,500 to nearly 3,000 automobile trips on a daily basis, according to 2016 Iowa Department of Transportation data. While this indicates many people are moving and in through town, this volume of traffic could be disruptive to City efforts to create a more walkable area that encourages people to linger.

To remedy this, the City needs to engage a designer to complete a corridor study. The study should include the identification of potential conflict points, an assessment and recommendation regarding safe bicycle and pedestrian movements, and a strategy for placing beautification elements, such as public art and landscaping, along the corridor to naturally slow traffic down. Further, the corridor study should build on the wayfinding efforts outlined in this plan and further the community brand deployed in that endeavor. The study also should provide concepts for gateway features that announce one's arrival in the City. At present, when someone exits Interstate 35 and travels east on G-14, the experience is underwhelming and does not spark the cozy small town feeling that is seen as a differentiator for Cumming. Finally, the corridor study should include potential funding sources to support the work. One potential resource to develop the corridor study is Iowa's Living Roadways program, which "help[s] small Iowa communities bridge the gap between the demand and availability of design resources needed to improve transportation systems."

GOAL 2:

ENSURE CONNECTIVITY THROUGHOUT THE COMMUNITY AND WITH NEIGHBORING COMMUNITIES

TACTIC 1: COMPLETE A TRAFFIC STUDY ON AREA COLLECTORS TO ENSURE SUFFICIENT CAPACITY, CONNECTIVITY, AND SAFETY

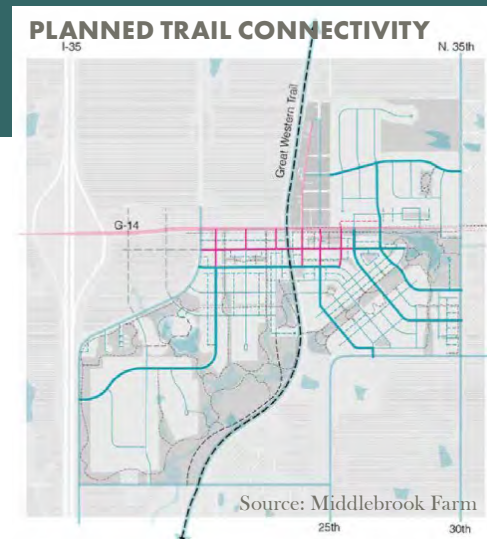
As the City of Cumming prepares for continued growth in the coming years, it will be imperative to assess the traffic system throughout the community. Assessing the system in its entirety will achieve three primary purposes:

- Ensure sufficient system capacity in the network, today and into the future;
- Support connectivity within the City itself and to other metropolitan area communities; and,
- Continue facilitating safe and smooth movements in and around the community.

Another benefit of assessing the traffic system sooner than later is this forward-thinking will help the City maintain its small town character of the town.

Specific attention should be given to G-14, also known as Cumming Road and North 35th Street. The traffic study should explore whether North 35th Street is a sufficient north-south connector for the community's future or if there is another route that should be used.

The study should look at five, ten, and twenty year time horizons. Taking this approach will allow the community to plan its investments ahead of growth such that it can be supported appropriately and help the private sector expedite the development process.

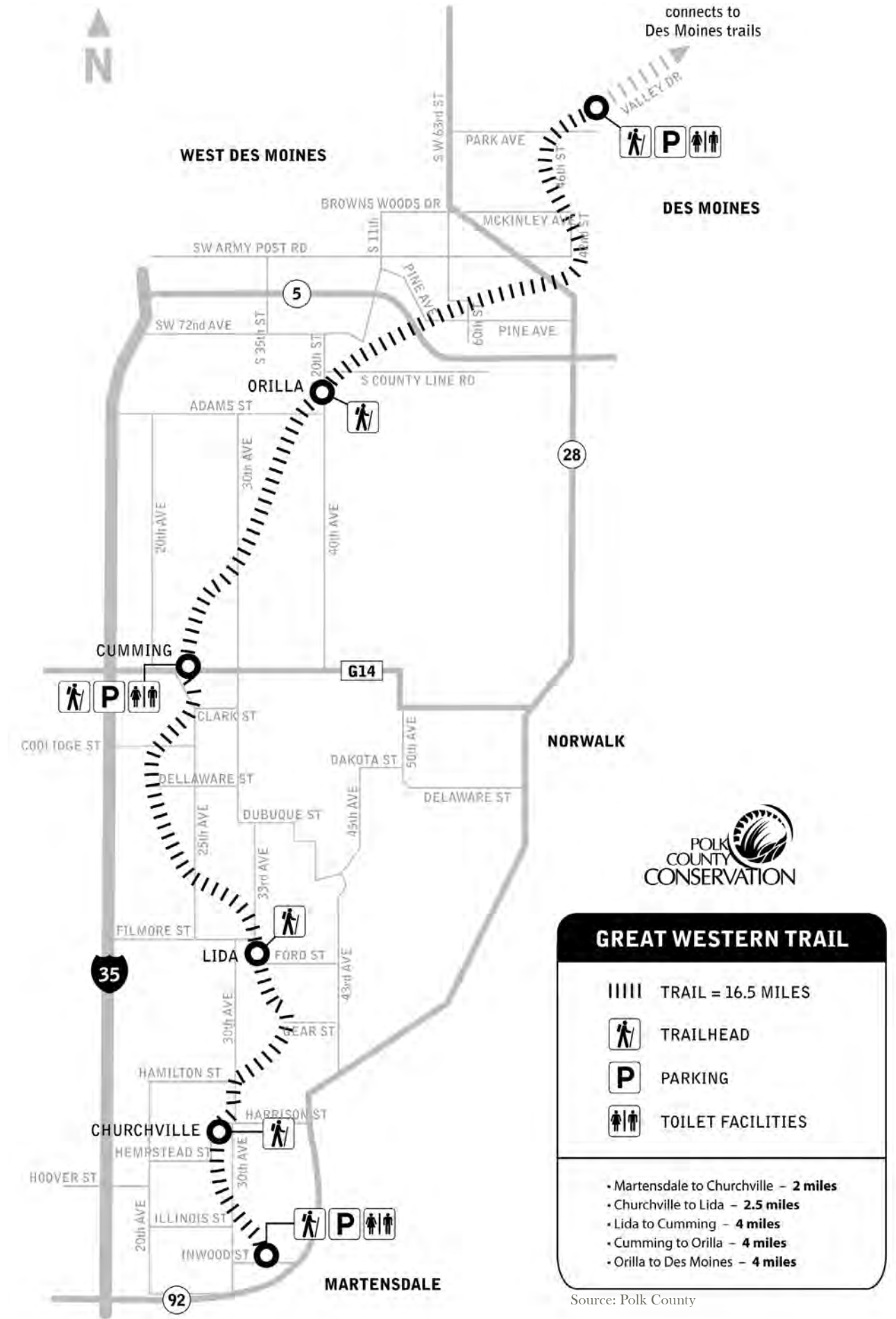


TACTIC 2: AUGMENT THE GREAT WESTERN TRAIL WITH LOCAL TRAILS AND USE THIS LOCAL NETWORK AS AN ECONOMIC ENGINE AND MEANS OF ENHANCING HEALTH OUTCOMES

The Great Western Trail stretches 16.5 miles from Des Moines through Cumming and beyond. The trail is heavily used throughout the year, and existing Cumming businesses are attractions for trail users. These businesses have undoubtedly benefited from the trail's presence and serve as local examples of how the trail can function as an economic engine. Additionally, the Great Western Trail provides a natural recreation outlet for residents, helping enhance health outcomes with this easy access.

With these two significant benefits associated with the trail, it is no surprise that area residents want to augment the Great Western Trail. An obvious starting point is along G-14. This should be tied into the beautification and wayfinding work outlined on the preceding page.

Additional local trails should help connect community parks, including the Cumming City Park in Old Town and Mayor Tom Becker Park in the Great Western Crossing development. As additional elements of the agrihood are developed, trail connections – both on- and off-street – should be prioritized.



Source: Polk County

PARKS & RECREATION

PARKS AND RECREATION OPPORTUNITIES PROVIDE THE FOUNDATION FOR THE HEALTH AND WELL-BEING OF A COMMUNITY'S RESIDENTS AND VISITORS.

To ensure appropriate park and recreation facilities in the community as it grows, the City of Cumming needs to work to fulfill three overarching goals:

- Ensure connectivity throughout the community and with neighboring communities;
- Establish and maintain a minimum level of park and open space availability as the community grows; and,
- Provide amenities to support community vibrancy.

While all three are focused on park and recreation, it is key to understand their impact on other areas outlined in this plan. As such, there is intentional overlap between this section, the transportation section, and the employment and economy section. Some tactics are so strongly tied together that they are duplicated across topics; these areas are noted.

GOAL 1: ENSURE CONNECTIVITY THROUGHOUT THE COMMUNITY AND WITH NEIGHBORING COMMUNITIES

TACTIC 1: DEVELOP A G-14 CORRIDOR STUDY THAT FOCUSES ON IMPROVED EAST-WEST MULTIMODAL CONNECTIVITY ALONG WITH BEAUTIFICATION AND GATEWAY OPPORTUNITIES

As outlined in the transportation section, County Road G-14 is the east-west connector from Interstate 35 through Cumming and onto Norwalk. Various segments of the roadway see 2,500 to nearly 3,000 daily trips.

A corridor study for this area should identify potential conflict points, assess and recommend opportunities for safe bicycle and pedestrian movements, and create a strategy for beautification elements, such as landscaping, wayfinding, and public art, along the corridor.

It is critical that the corridor study include a summary of funding opportunities that may be available to support implementation of the ideas outlined in the study. These may include state and federal programs. Key opportunities to look for include those focused on multi-modal connectivity, accessibility, and walkability. The corridor study also may be positioned as an economic development tool in terms of seeking funding assistance. Funding resources for this transformative project should be sought from both the public sector and private sector.

TACTIC 2: BUILD ON THE CITY SIDEWALK INVENTORY AND COMPLETE A WALKABILITY STUDY THAT IDENTIFIES OPPORTUNITIES AND CONFLICT POINTS TO MAXIMIZE SAFETY AND ACCESSIBILITY

The City sidewalk inventory and walkability targets outlined in the transportation section should be used as a starting point for a more comprehensive walkability study. This study should include:

- The identification of priority users along various corridors. For instance, some corridors may need to prioritize pedestrians, while others may need to prioritize personal automobiles. Still others may need to prioritize freight. Completing this process will allow the appropriate environments to be created along all corridors in the community.
- A more in-depth look at speeds along various corridors and the impact those speeds have on the pedestrian realm.

Like the G-14 corridor study, completing the walkability study will position the City to more effectively compete for funding to support implementing the recommendations of the study.



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THE AVERAGE NUMBER OF ANNUAL VISITS BY AMERICANS TO THEIR LOCAL PARK & RECREATION FACILITIES

Source: National Recreation and Park Association

GOAL 2: ESTABLISH AND MAINTAIN A MINIMUM LEVEL OF PARK AND OPEN SPACE AVAILABILITY AS THE COMMUNITY GROWS

TACTIC 1: CREATE A PARK AND RECREATION STRATEGY THAT IDENTIFIES FUTURE PARK NEEDS, PRIORITY AREAS, DESIRED AMENITIES, ETC., TO SUPPORT POSITIVE HEALTH OUTCOMES

For a growing community like Cumming, it is imperative to understand future park and open space needs sooner than later. If not, those areas already may be developed, and, with that, opportunities for recreation lost.

In general, creating such a strategy should general involve:

- Inventorying current park and recreation resources, including trails, parks, and amenities at those parks, and classifying them based on acreage and amenities;
- Understanding plans for future parks;
- Articulating desired park and recreation amenities that are missing in the community;
- Assessing maintenance needs for the various parks and recreation facilities; and,
- Identifying a minimum level of service for parks within Cumming. This may be modeled after ParkScore, a national rating system that scores parks around the country based on acreage, investment, amenities, access, and equity.

The access component of a localized tool inspired by ParkScore should determine how close community leadership wants its residents to be to recreation opportunities; perhaps the aim is to have all residents in a five or ten minute walk of a park.

As with other activities explained in this section, developing a park and recreation strategy proactively will better position the City of Cumming to seek external grant funding to support implementation of the strategy.

TACTIC 2: UPDATE THE DEVELOPMENT CODE TO ENSURE THE ESTABLISHED LEVEL OF PARK SERVICE IS MAINTAINED AS THE COMMUNITY GROWS

It is simple to state that the community desires to maintain a certain level of service, acreage, and accessibility when it comes to its parks and open spaces. However, City leadership and priorities likely will change over time, and the commitment to parks and open spaces may wane.

Recognizing this along with just how important parks and open space are to the community, the City should take the appropriate steps to update the development code to ensure the established level of service is maintained in the years to come. Specifically, new developments should be required to dedicate land for parks and trails. The community will need to determine how many acres will be required for dedication. For example, other communities may require five or ten acres of land per 1,000 people, prorated for the size of the development (with a set minimum dedication size). Cumming may look to other Des Moines metropolitan communities for examples of parkland dedication ordinances.

Updating the development code does take some time, but it is a process that is critically important to maintaining the City of Cumming’s small town character.

If the City needs further assistance in working through this process, it may consider engaging with the Iowa League of Cities. The League “provides guidance and serves as the resource for member cities.”

GOAL 3: PROVIDE AMENITIES TO SUPPORT COMMUNITY VIBRANCY

TACTIC: WORK WITH LOCAL PARTNERS IN HOSTING EVENTS THAT CELEBRATE THE FABRIC OF THE COMMUNITY



Source: Middlebrook Farm

Any community, regardless of size, needs a certain level of community vibrancy to support its residents and their quality of life. This vibrancy also helps draw in visitors that spur the local economy; it is challenging, especially in small towns, for businesses to thrive when supported only by those who live in the immediate community.

The City of Cumming is fortunate that it already has a multitude of events that its community partners facilitate. These include outdoor movie nights, porch night, bike rides, and Friday at the Farm events at Middlebrook, which involve live music, food trucks, farmers market vendors, and more.

The City can and should continue supporting these and other existing events to nurture the aforementioned vibrancy. However, there are additional strategies to explore.

Community members are especially interested in a stronger park and recreation department. The programming that a park and recreation department

can provide — community recreation leagues being at the top of the list — facilitate connections throughout a community and further the neighborliness that is associated with a small town. Naturally, building a stronger park and recreation department will take time and resources, but an awareness of this desire can help the City plan and budget accordingly in the coming years.

Given the popularity of the Great Western Trail, there also is an opportunity to work with partners across the Des Moines metropolitan area to celebrate and leverage this community treasure. Doing so would amplify the work already happening in the community and allow it to be highlighted to a broader audience.

It also should be noted there are opportunities to further celebrate the City’s agricultural roots that may be pursued as a differentiator for the community.

EMPLOYMENT & ECONOMY

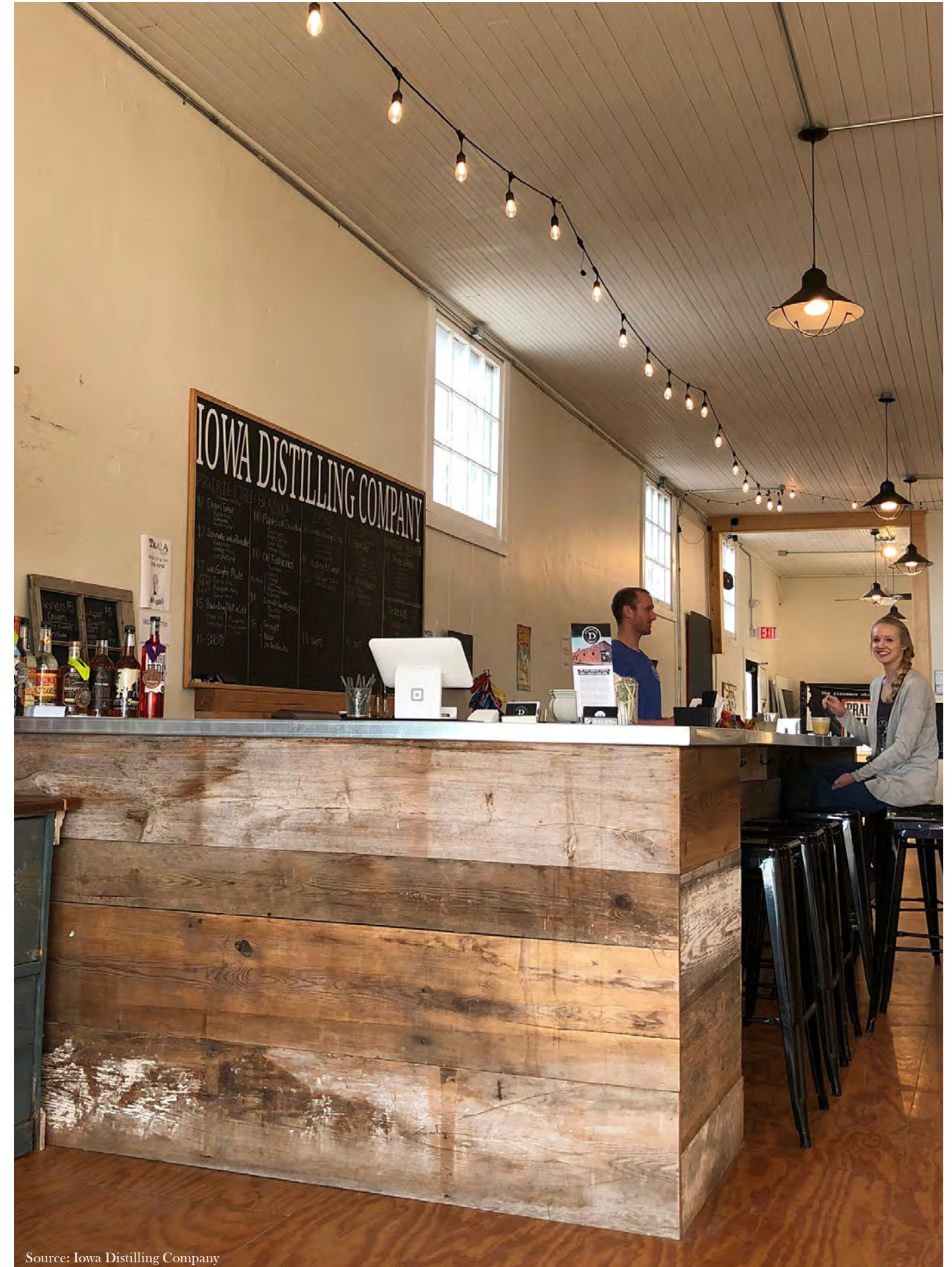
THROUGHOUT MOST OF ITS HISTORY, THE CITY OF CUMMING HAS BEEN A BEDROOM COMMUNITY — A PLACE WHERE PEOPLE LIVE AND PLAY BUT WORK ELSEWHERE. DOES THE NEXT DECADE OFFER THE CHANCE TO SHIFT THE PARADIGM?

The latest Longitudinal Employer-Household Dynamics (LEHD) LEHD Origin-Destination Employment Statistics (LODES) data from the US Census Bureau estimates there are approximately 150 jobs in Cumming. These jobs are spread across a number of sectors, with the top five being:

- Finance and insurance (25.8 percent)
- Education and healthcare (23.6 percent)
- Manufacturing (12.1 percent)
- Retail trade (9.4 percent)
- Scientific & professional (9.4 percent)

With the finance and insurance and education and healthcare sectors accounting for nearly half of the jobs in the City, there is certainly an opportunity for diversification in the local economy. Doing so may help support the transformation of Cumming from a bedroom community to a place where people can live, play, and work. Fostering an environment where people can do all three in the community will only serve to strengthen the sense of community that already is instilled throughout town. This can best be accomplished through three primary goals:

1. NURTURE THE DEVELOPMENT OF ADDITIONAL LOCAL BUSINESSES
2. ENHANCE INTERNET ACCESSIBILITY AND SPEED THROUGHOUT TOWN
3. PROVIDE AMENITIES TO SUPPORT COMMUNITY VIBRANCY



Source: Iowa Distilling Company

1. NURTURE THE DEVELOPMENT OF ADDITIONAL LOCAL BUSINESSES



Support area residents in developing commercial endeavors in Old Town

Downtown is the heart of any community. Downtown is where friendly waves and nods are exchanged, where family and friends gather, and where people launch their dreams.

The City of Cumming and its residents already have proven downtown businesses will be supported. However, there is likely more that can be done to help launch and sustain businesses that choose to locate in Old Town Cumming.

This support may come in the form of a set of incentives. These may include:

- Waived permitting fees throughout the development process
- Micro loans to help launch or advertise the entity
- Support in developing external funding applications

These incentives should be standardized for all small, independently-owned businesses seeking to locate or grow their presence in Old Town. The City may consider including a residency requirement (whether in the City itself or more broadly to include all of Warren County or some other geography). It is recommended that City leadership work in collaboration with the local business advisory group to finalize the incentives. Regardless of the final incentive package, they should be revisited on a regular basis to ensure they are working for both the City and private businesses.



Work with local business owners to streamline the permitting process for commercial opportunities

In any development and any community, the permitting process can be an impediment. It can be a lengthy, back and forth process that often is unclear, especially to those new to the development world. It also can be an intimidating and overwhelming process that can deter would-be developers and business owners.

To help overcome these challenges and minimize the time it takes to move through the permitting process, the City should develop an online permitting system. Doing so will make it readily apparent what needs to be submitted with assorted applications and demonstrate that the City is open for business.

Such systems are not common in small communities like Cumming and may be cost prohibitive to purchase from external vendors. Recognizing this and the relatively small volume of permits that are processed in the City on an annual basis, City leadership should seek to partner with technical experts involved in the dsmHack program.

dsmHack “envision[s] a community where technology is never a barrier to doing good.” Each year, the nonprofit hosts a hackathon where local technologists work with area nonprofits to address technical challenges over forty-eight hours. While the program is limited to nonprofits, the City should engage dsmHack leadership to tap into their network of developers and other technical experts who may be able to support the City. This approach will help the City get what it needs to help both existing and prospective business owners and also introduce the community to more people who may have not given it much thought in the past.



Support the development and launch of a local business advisory group

Despite the broad general enthusiasm about public-private partnerships, the two sectors typically have very different goals and, as a result, operate in disparate fashions. To bridge this gap and ensure a climate that is supportive of local businesses, a local business advisory group should be developed in Cumming.

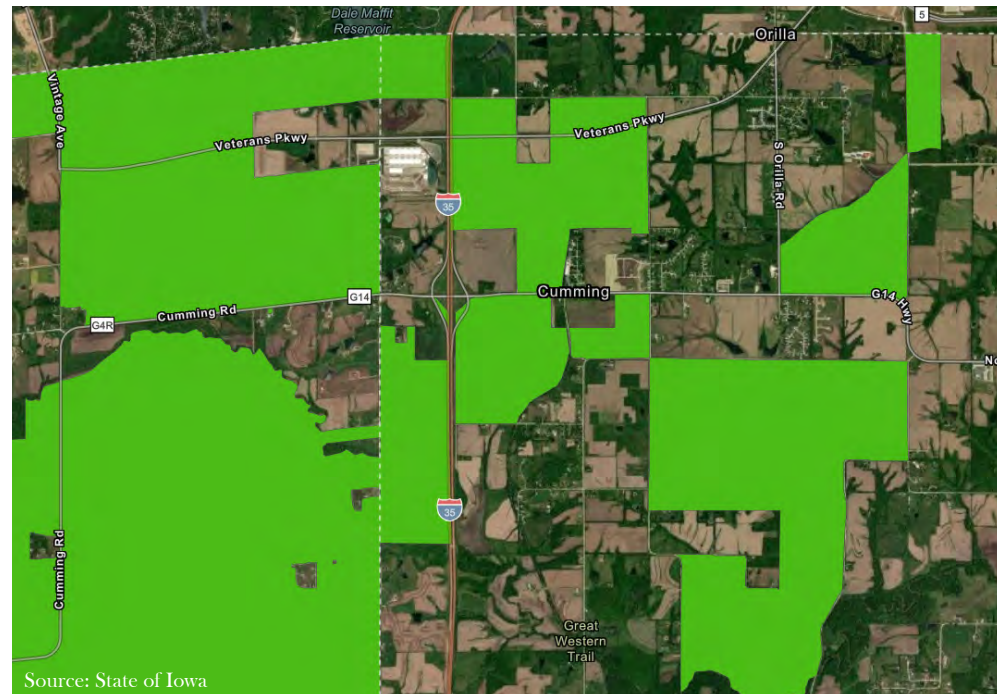
The business advisory group should serve two primary purposes:

- Provide small business support and education. The nuances of operating a business vary from town to town, and a hyper-localized peer networking group can help business owners, or those looking to start a business, navigate some of those topics more efficiently, thereby saving time and money.
- Advise the city council on issues that may impact local businesses. The people running businesses on a daily basis have the best understanding of how particular policy decisions may impact their operations. The business advisory group can weigh in on the implications of particular votes from a unique vantage point that will position the City of Cumming to be more business development friendly and eventually help grow its tax base.

The business advisory group should be an inclusive group that is open to all Cumming business owners. It is recommended that a mission statement — perhaps along the lines of “elevating City of Cumming businesses through advocacy, education, and networking” — be crafted for the business advisory group as it is launched. The group should meet on a regular basis, and it is recommended that a City Council member or City staff member serve as a liaison to the group.

2. ENHANCE INTERNET ACCESSIBILITY AND SPEED THROUGHOUT TOWN

PLANNED OMNITEL INTERNET SERVICE AREAS



FROM THE STATE OF IOWA OFFICE OF THE CHIEF INFORMATION OFFICER:

The Office of the Chief Information Officer administers the Empower Rural Iowa Broadband Grant Program designed to reduce or eliminate areas of the State of Iowa that are unserved or underserved by broadband service, leveraging federal funds and public and private partnerships where possible, by awarding grants to communications service providers that reduce or eliminate targeted service areas by installing broadband infrastructure that facilitates broadband service in Targeted Service Areas.

The State of Iowa launched the Empower Rural Iowa Broadband Grant Program in 2018. Since then, seven rounds of funding have been announced. The Cumming area will be impacted by funding from the seventh round of funding, with a \$5.1 million grant to support a \$10.0 million Interstate Cablevision, LLC (d/b/a Omnitel Communications) project that will expand fiber connectivity. The project is estimated to be completed by September 30, 2026 and is expected to bring upload and download speeds of 1,000 megabits per second (Mbps).

While service from other providers should continue to be

pursued, this announcement and the work that it will support represent the most immediate internet connectivity opportunity for the community, driving the development of the following tactic.

TACTIC: WORK WITH OMNITEL COMMUNICATIONS TO IMPLEMENT EMPOWER RURAL IOWA BROADBAND GRANT PROGRAM

As a result of the State of Iowa grant, Omnitel Communications already is well on its way to furthering internet connectivity in and around the City of Cumming. Omnitel focuses on rural communities like Cumming and deploys state of the art systems across its service area. The company has launched a website at <https://connect.omnitel.biz/> to facilitate sign-ups for local residents and businesses.

Omnitel and the City should begin discussions in the coming months to work through specific needs to support installation of the system, such as right of way and cabinet locations.

It should be noted that, according to the company, final design is not completed for the areas beyond those in the grant; demand will dictate the next areas to be served.

3. PROVIDE AMENITIES TO SUPPORT COMMUNITY VIBRANCY

TACTIC: WORK WITH LOCAL PARTNERS IN HOSTING EVENTS THAT CELEBRATE THE FABRIC OF THE COMMUNITY

As noted in the park and recreation section, there is intentional overlap between various areas of this plan. It is not surprising that one of those areas is related to community vibrancy; after all, to create a vibrant area, many facets must come together and seamlessly interact for the greater good.

Of particular interest in terms of community vibrancy as it relates to employment and the economy are the opportunities for small businesses. Getting people to the community undoubtedly helps both existing as well as prospective small businesses.

Community events also allow those with business ideas to test the ideas and begin to build followings without the high start-up costs associated with opening a brick and mortar business. The opportunity to build this

following and grow the business to a certain extent is the only thing that spurs some business owners to take that next step and further invest in both themselves and the community.

Food trucks especially should be welcomed to the community with open arms. Again, the opportunity to build a local following may spur a food truck owner to make the jump and open a restaurant. In turn, this could draw more people to the City, helping both the new restaurant as well as other nearby businesses. Other strategies and tactics outlined in this section may help streamline the development of restaurants, which may be yet another selling point for those interested in launching a restaurant.



NATURAL RESOURCES & STORMWATER MANAGEMENT



THE GOAL: BALANCE NEW GROWTH WITH THE PROTECTION AND ENHANCEMENT OF NATURAL RESOURCES

HOUSING DEVELOPMENT, NATURAL RESOURCES, AND STORMWATER MANAGEMENT ARE INEXTRICABLY LINKED.

For a community that is experiencing significant growth, it can be easy to overlook the protection of natural resources. After all, in terms of city growth and development, it is a challenge to quantify the financial value of natural resources. However, the value of the natural resources in a community cannot be overstated. These areas, often unexpected and known primarily by locals, allow people to unplug and reset while also providing critical habitat for area fauna.

Natural areas, especially those located adjacent to or near the trail system, also may function as a tourism draw while providing that critical habitat. While maintaining the small town feeling is important to Cumming residents, tourism can be strategically furthered and can simultaneously support area businesses as the community is showcased.



TACTIC 1: COMPLETE A NATURAL RESOURCE INVENTORY AS THE BASIS FOR COMMUNITY CONSERVATION PLANNING

Throughout the public engagement process, a recurring theme was how much residents value open spaces. It became apparent that residents want to maintain and enhance these spaces as the community grows. Many shared that access to these areas is a driving factor in their choosing to call the City of Cumming home.

If overlooked, the community's current growth patterns could threaten these areas. As such, now is an optimal time to develop a natural resource inventory such that it can be used as the basis for community conservation planning.

As its name implies, a natural resource inventory (NRI) documents those resources that occur naturally within a specified geography. Specific items that may be inventoried through an NRI include:

- Climate information, including current and projected climate conditions
- Geology and soils, including bedrock information, soil characteristics, slopes, etc.
- Historic resources, such as those listed on the National Register of Historic Places or other similar registries
- Habitats and wildlife, including rare species of flora and fauna, significant natural communities (undisturbed, large, and/or rare habitats, ecological areas, and ecosystems, including the species that live there), etc.

- Land use information, such as zoning maps, land use data, farmland, public lands, and conservation areas (including easements)
- Recreational resources, such as any parks, land and water trails and access points, fishing areas, etc.
- Scenic resources, such as designated byways or areas
- Water resources, including watersheds, water bodies, aquifers, wetlands, etc.

An NRI can be a simple inventory or something more involved with detailed analyses and targeted data collection. At a minimum, the NRI should be comprised of maps, data and information sources, and a descriptive report, as outlined below. For the City of Cumming, a more streamlined NRI is suggested, at least to begin. This will help begin to paint a picture of natural and cultural resources and help guide decision-making processes through additional data. It also will help the community strategically balance community growth with natural resources protection.

The NRI should be revisited on a regular basis to ensure changing community conditions are reflected in the inventory. This is even more important for the City of Cumming at this time, given its rapid growth.

Maps that illustrate where natural resources are located. Maps can readily showcase trends and patterns in these resources as they relate to the community.

Data and information sources provide additional information beyond maps. Including this information also sets the city up for efficient updates to the inventory.

A descriptive report that summarizes the inventoried resources and findings and makes recommendations.

TACTIC 2: ESTABLISH A CONSERVATION PLAN IDENTIFYING OPEN SPACES, NATIVE AREAS, AGRICULTURAL AREAS, ETC.



The preceding section truly is the first step in a series of undertakings to effectively balance new growth with the protection and/or enhancement of natural resources. To build on the NRI, the community needs to establish a conservation plan.

This conservation plan will use the information compiled in the NRI as a starting point. The insights gleaned from the NRI will help guide strategic discussions and, eventually, decisions that shape Cumming for decades to come. The conservation plan should assess opportunities presented through gaps in existing natural resources and identify priorities for the community. Those may be specific topic areas or perhaps geographic areas; these should be uncovered through the conservation planning process.

Specific goals should be created to best support the identified conservation priorities. For instance, does City leadership want to have open spaces available within a five minute walk or a fifteen minute walk for all residents? The answer to that and similar questions will mold the conservation plan and, in time, the city as a whole.

In addition to these goals and specific strategies to support them, the conservation plan should identify timelines for the various elements of the plan along with champions to move the work forward. Ideally, these will be community members with a passion for the various goals in the plan who can generate a certain buzz throughout town and work with other

local leaders to bring in the necessary funding resources. Engagement with the conservation plan also represents an opportunity to continue building the community leadership bench, which is critical for the City's long-term success.

Implementation of the conservation plan also will occur through policy decisions at the council level. Such policy decisions may include the development code, which guides the community's growth. This plan should serve as a guide as various development opportunities come before council. Prioritizing and implementing conservation measures at the beginning of a project is much easier and more cost effective than attempting to retrofit a development at a later date.

Of course, it is important to recognize that conservation does not happen in a vacuum. Consequently, the local team developing the conservation plan should engage with regional conservation experts and stakeholders. These may include the Iowa Natural Heritage Foundation, The Nature Conservancy, ICON Water Trails, the Iowa Department of Natural Resources, and the Iowa Department of Agriculture and Land Stewardship, to name a handful. These groups should be engaged during the creation of the planning process and should be looked to as advisors as conservation efforts unfold in the City of Cumming.

COMMUNITY AESTHETICS

THE GOAL

PRESERVE THE COMMUNITY'S SMALL TOWN CHARACTER AND CELEBRATE ITS HISTORY THROUGH A CONSISTENT AESTHETIC

One of the defining factors for the City of Cumming is its true small town feeling. It is a feeling that is found in perhaps only one or two other communities in the Des Moines metropolitan area. As a result, residents want to ensure this feeling is maintained, even as the community grows in the coming years. To make this happen, it is critical to consider

the specific elements that work together to create this feeling and understand how they can be maintained and built upon to ensure this unique feeling is maintained in the face of growth. Three primary tactics have been identified to help accomplish this and are detailed in this section.

1 DEVELOP AN ARCHITECTURAL GUIDEBOOK WITH PREFERRED MATERIALS AND PALETTES FOR USE IN THE COMMUNITY

Communities on the brink of development have the rare opportunity to establish or preserve a unique sense of place in a more proactive manner. In some ways, these communities can more readily create a cohesive visual feeling across town.

One of the best ways to accomplish this is through the creation of an architectural guidebook. Such a guide can be just that — a guide for consideration — or something more prescriptive that is required in new development work. Some of the most successful guidebooks, though, fall somewhere between the two, offering flexibility but resulting a certain level of

cohesion.

For the City of Cumming, the architectural guidebook should be based on emerging themes from the Middlebrook agrihood community and its “rural agricultural vernacular.” This theme furthers the vision laid out in this plan and, if articulated and executed faithfully, will set the City of Cumming apart from its cohort communities.

The development of the guidebook should be led by the Planning & Zoning Commission in collaboration with the development advisory council described in the land use section of this plan. Key partners will include

architects and Middlebrook representatives. As the guidebook is formulated, it is important to keep in mind that it should preserve and celebrate community character without limiting growth. This can be a delicate balance but one worth pursuing.

CASE STUDY: PELLA, IOWA

The City of Pella in south central Iowa continues to celebrate its Dutch history through its architecture, colors, and other building elements. This theme has been applied to both new and existing projects, ensuring a cohesive feeling throughout the community of approximately 10,000 people.

Pella has a design review district overlay as well as residential

and central business district outdoor seating guidelines. The City further picks up on the nostalgic theme thanks to color palettes from Benjamin Moore, Sherwin-Williams, and Diamond Vogel. Each palette and guideline offers flexibility but, taken as a whole, results in a continuity across the community that provides a unique sense of place that puts Pella on the map for Iowans and more.

Specific information about Pella’s design guidelines is available on the City’s website at <https://www.cityofpella.com/199/Development>.



Source: City of Pella

2

DESIGN AND DEFINE LOCATIONS FOR WAYFINDING SIGNAGE AND GATEWAY ELEMENTS



Wayfinding signage helps residents and visitors efficiently navigate a community and its amenities and also can support community branding. Limited wayfinding signage currently exists in the City in the Great Western Crossing neighborhood of the Middlebrook agrihood. This simple black and white design and text could be used as the starting point for community-wide wayfinding. This simple branding often is more timeless and can be easier to decipher for those who are color blind. However, it is important for the City to distinguish itself from the Middlebrook development with its own unique brand.

The branding and wayfinding signage may include storytelling opportunities to share and celebrate the history of the City. Further, creating this content may provide the opportunity to further engage the community and perhaps uncover new histories.

While specific locations will need to be defined as a next step, special attention should be given to the G-14 corridor. This stretch of roadway is highly traveled given the Interstate 35 interchange. Gateway elements announcing one's arrival to the community also should be developed at the east and west ends of the corridor. Again, these should tie into the guidebook to ensure continuity and a true sense of place.

3

PROMOTE URBAN AGRICULTURE AND AGRICULTURE-RELATED ACTIVITIES

The aforementioned Middlebrook community is rooted in agriculture and, like the other tactics in this section, provides a basis for clarifying the City's overall identity. Building on what already is in place and planned for the community is a rare opportunity to further separate the City of Cumming from neighboring communities.

The Middlebrook plan identifies a multitude of agricultural opportunities that the community can build upon elsewhere within city limits. Specifically, these include:

- Fruit and nut orchards
- Community gardens
- Residential gardens
- Edible landscaping

Areas for these undertakings should be identified through the creation of the community conservation plan outlined elsewhere in this plan. It is imperative that space be set aside for these endeavors, or there is a high likelihood they will be overlooked and therefore left out of development and redevelopment efforts.

Beyond these targeted installations, architectural elements and event offerings throughout town can serve to further the local agricultural focus and further the City's unique identity.





PUBLIC SERVICES

THE GOAL: PLAN STAFFING AND FACILITIES ACCORDINGLY TO SUPPORT COMMUNITY GROWTH



ENHANCE COMMUNICATION EFFORTS TO ENSURE RESIDENTS ARE AWARE OF COMMUNITY HAPPENINGS AND DEVELOPMENTS

The City of Cumming already is proactive in its communication efforts, offering updates through a variety of channels. The City sends out weekly email updates with community events, keeps a community calendar that is available on the City website, and mails and emails monthly newsletters highlighting new and upcoming events.

Still, residents want more information from city hall. This may include enhanced Facebook postings along with tapping into other social media platforms. The City may consider making it a standard procedure to post all City communications via social media given its established Facebook following.

To foster additional engagement in City affairs, the current hybrid meeting model for City affairs should be continued; offering both in-person and online options allows interested parties to participate in meetings and more readily share their perspectives and ideas.

Though it could be costly, the City may consider the installation of an electronic sign prominently located in the community to provide community-focused announcements. This could tie into the aforementioned wayfinding and corridor work. If community leadership opts to move forward with this, it will be imperative for it to fit in with the aesthetic outlined in preceding portions of the plan.

PLAN FOR FUTURE EXPANSION OF CITY HALL TO ACCOMMODATE AN EXPANDED STAFF

As the City grows in the coming years, additional staff members will need to be hired to support the community. These roles might be related to public works, finance, emergency services, parks and recreation, or economic and community development, among other areas. Should any of these roles come to fruition, there would be no room for them at the current city hall; the current City staff already fills the 864 square feet of the existing city hall.

In the coming months and years, City leadership must identify its specific space needs and identify how it will either expand the current space to accommodate an expanded staff or where it will locate a new city hall. Ideally, the space will include dedicated council chambers along with other meeting spaces that are available for community use as well.

As the visioning for a new or updated city hall occurs, it will be critical to think in terms of decades to ensure the space is a good investment for the City. The space may initially seem too large for staff, but allowing for growth will ensure that taxpayer dollars are used as effectively as possible.

In-house police, fire, and emergency services were considered through this process. However, it is recommended the City maintain its relationships with the Warren County Sheriff and Norwalk Fire Department to deliver these services for the foreseeable future.



COMMUNITY CHARGE

THE PLAN HAS BEEN SET FORTH. NOW IS THE TIME FOR COMMUNITY LEADERSHIP TO ENGAGE ALL WHO LIVE, WORK, AND PLAY IN THE CITY TO BRING THE PLAN TO FRUITION.

Community development is a marathon, not a sprint. The creation of the City's comprehensive plan is only the beginning of that long journey and should be viewed as such. The vision and goals laid out within this plan may take years to realize, but beginning work on them today will jump start that process and begin to move the needle.

Beginning this important work and achieving early implementation successes also will help inspire the community and demonstrate that this is not just another plan that sits on a shelf. Rather, this plan is the true playbook for the community's growth and development in the coming years.

Early implementation successes also will generate interest and excitement from those who have been watching the planning process from the sidelines or even from those who have not been involved. It is an innate human characteristic to want to be part of a successful endeavor. By showing the community early successes, the City can capitalize on the opportunity to build its volunteer bench and nurture a more engaged citizenry. This naturally will propel the community to additional successes in the future.

A great starting point for this broader community involvement is by continuing to tap into the comprehensive plan steering committee. This dedicated group of individuals guided this process and is more familiar with the plan's various pieces than any group in town. Steering committee members should be engaged and looked to as leaders in implementing the plan, whether that is in the form of continued project leadership, policy work, or drawing in the necessary financial and other resources to develop projects. Hopefully, it will be a mix of all three elements.

Pairing this leadership with an ongoing dedication to the community and the strategies laid out in this plan, the City of Cumming will be well on its way to achieving its vision of being a growing, family-oriented small community rooted in local opportunities and conveniences.



PLAN APPENDICES

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APPENDIX A: PUBLIC INPUT

The comprehensive plan is rooted in the vision that residents of Cumming have for the community's future. As noted in the plan, throughout the planning process, two online surveys were deployed to hear directly from the community. The first survey sought input on all the areas that impact a community, but in a more general way, while the second survey asked community members about specific tactics. About 23 percent of adults in the community participated in the first survey.

In March 2022, community members were invited to a public workshop to provide feedback on the future of the community, including preferred housing types and community growth strategies. Along with the first online survey, the input collected at this session informed the plan vision and goals and laid the foundation for the remainder of the plan.

Specific input from these activities is included in the following pages.

COMMUNITY SURVEY NO. 1

Note: All survey responses have been copied directly with no editing.

Q1: What are the biggest opportunities for the City of Cumming?

- Access to bike trail from all parts of town, convenience/gas station, widening G14
- Expand city limits to the south to support future growth. Create a downtown business district for shops, restaurants. Build on Cumming's uniqueness as a rural community to stand out from surrounding communities.
- You need a gas station. You need a convenient store. Paved roads.
- Control residential high density development. Develop bike trail and business in city. Add retail services to support Cumming and neighboring area. Add a City planner that understands the goals so businesses like Iowa Distillery do not get destroyed by a Des Moines planner who does not understand what we need.
- Minimize/not allow multi-family housing. Business growth. Adding fiber
- Growth
- Need a convenience store, need to keep taxes low, and provide affordable housing.
- 1. Growth that is well thought out and planned, unique to the metro. We have the opportunity to be the "gotta live there" place with cool, eclectic neighborhoods that don't exist in the surrounding suburbs which were built out rapidly with cookie cutter plans. Btw selective with your developers and please be forward thinking. 2. People are starving for things to do that are hip and interesting. We've got the distillery, middlebrook farm, and the potential to expand on those type of destination shops. My goodness, capitalize on the bike path. The Cumming Tap has so missed the boat on what that trail brings to them. Cumming needs to grab that opportunity so The Chicken doesn't end up being the last stop on the ride. 3. We have the opportunity to remain small. Fill our city limits with quality, let the quantity come to us and visit!
- Planned growth, continued community development and increased tax base
- Growth. Capital improvements. Attracting families and businesses.
- Growth, employment, & housing
- 1 - It seems like developers are interested in bringing new businesses; 2 - We have a good property tax base; 3 - Our location close to the metro
- The farm and fresh veggies
- Maintaining a family oriented community. Being a destination for visitors with agrifood, small businesses, small town feel etc.
- Being the "small town" next door to the metro,
- Maintain small town vibe/daily life; Opportunities for small business owners to open in old town; Continue to build with larger lot sizes, space
- Growth with quality not quantity. Keeping the friendly small town atmosphere. And not becoming a slave to HyVee.
- Growth of residents, growth of businesses, proximity to a larger city
- Tax base from businesses; A community where people can work and live in the same area (For example I live and have grown up only 3 miles from our offices in cumming); Recreation
- Small town feel, the bike path, it's beauty
- 1. Future proof as you build. Get the highest speed internet - WFH and streaming services demand it; 2. Stay bike friendly - bike paths or lanes as well as space for bike parking at big events. But make it blend in; 3. All the traffic driving through from Norwalk. Need to give them more space and reason to stop
- Business growth. Housing growth. Entertainment venues.
- Retail
- Expansion, school, and business
- Business development off the interstate; Develop trails to the west and eventually connecting with Norwalk; Gas station with convenient store
- 1. Create a "destination" community for the entire metro area and beyond; 2. Create a cohesive community that links the past with the present.; 3. Create a unique community that encourages neighbor interaction through pedestrian walkways, green spaces, and indoor gathering spots (restaurants, coffee shops, bars, etc.)
- 1. Continued growth in the metro area (and the ongoing migration from rural to urban areas in the state) is

bringing population growth to the Des Moines region, but places like Ankeny and Waukee are growing so big so fast that they both lack personality and are losing the advantages of proximity. It can take 30 minutes or more to get to downtown from parts of Waukee. People are on the cusp of discovering Cumming and the whole southwest metro, which is going to bring lots of growth -- but there's just enough time to lay out some thoughtful plans before it explodes.; 2. The new Hy-Vee distribution center is going to bring a nice base of tax revenues without putting a large burden on city resources. That ought to be very helpful for keeping tax rates low.; 3. The Veterans Parkway connector loop is going to be a fantastic resource for Cumming -- as long as we build some good paved roads to connect with it.

- 1, Continued metro DSM population growth; 2, Shaping how we want growth to impact Cumming
- Keeping a small rural feel of the town.
- The farm. The Mercantile.
- Develop Main Street. Better communication. This does not have to be a drinking town.
- Being welcoming, yet exclusive. Keeping Cumming unique and desirable. Bringing businesses to Cumming that will increase our desirability.
- Change Cumming's image from more than a bicycle stop town!
- A clean slate! Desirable. Ideally located.
- Balanced commercial growth. Hence expanded tax base. Agrifood introduction and then continuing growth while keeping focus on original goals.
- 1. Park / pickle ball space; 2. Walking / bike trail along Cumming road; 3. Casual Dining spot
- I don't see opportunity but rather urban sprawl and losing our rural community feel.
- Retail. Restaurants. Housing.
- Growth and development while maintaining a "small town feel"
- to be an example for the Des Moines Metro : to incorporate farms and rural elements, arts, brewery, biking into the community; to expand the principles of the Agrifood; to remain its rural character
- Gas station which will lead to other commercial.
- Gas stations and restaurants
- Develop residential housing
- 1. We are an untapped area and therefore we have the opportunity to create exactly the name recognition and kind of community we want to be. I see us being a destination area because of cute shops, mom and pop restaurants, things you can only find local...things only found in Cumming. 2. The continuation of the Agrifood/ Middlebrook. 3. Because we are not already built up, we can plan our infrastructure to start from the ground up. We have the opportunity to plan our growth intentionally and thoughtfully.
- land use because we are in a great location, commercial growth, improvement in utilities
- Commercial growth and fixing issues with old town water sewer and streets and drainage issues
- Housing and retail growth, while maintaining a small town feel.
- Retail development. Fiber optic high speed internet. Additional tax dollars to fund community projects.
- More community events, more bike trail happenings, more community farming
- Setting foundation for growth in resident base.
- Local family own restaurant. Unique shops like Valley Junction. Library.
- Bike trail connecting great western trail toward Norwalk on G14. More artwork/things to draw more tourism. Legitimate restaurant/brewery to compliment distillery
- Communication of the process as you grow. Location. Excellent business placement to enhance community.
- Keeping it a small farm town. Not letting it become an industrial area because the whole appeal of cumming is a quiet farm town. Keeping the large yards and minimal neighborhoods to keep the appeal of a small farm town.
- housing growth, business growth, how to handle the grow (city employees, money etc)
- Ability to design future growth. Create a healthy and affordable place to call home. Provide places, services and resources that people want and need.

Q2: What are the three biggest challenges for the City of Cumming?

- Access to bike trails
- Connecting separate neighborhoods into a community. Managing city services as town grows with new developments. I.e sewer system available to all residents, connecting bike paths/walking trails. Staying unique. Not being annexed by norwalk or WDM.
- Remain a small community. Hi
- Cumming road is too small for traffic.. Providing Services for Residential growth. Not getting annexed to neighboring city
- Adding the right commercial business. Current relationship with Hy Vee and their warehouse build. WDSM growth
- Unknown— just moved here
- Keep the small town feeling even as it grows. Making sure that traffic flow is good as the town grows. Bringing more businesses to the area.
- 1. Keeping the rural feel we live here for. 2. Balancing growth between residential and commercial. 3. Avoiding becoming taken over by WDM
- Keeping the small town feel, turning this beautiful countryside into a industrial area with no curb appeal, too fast of growth for the city government to keep up.
- Loosing the small town charm. Fear of change. Being overtaken by other municipalities
- 1 - Residents seem resistant to change; 2 - Not much current commercial tax base; 3 - Preserving small town feel while adding more amenities
- Business growth with maintaining a small town feeling
- The Great Western Crossing was supposed to be a neighborhood associated with the farm, an agrihood. Now the play ground, that we thought was only for the families living in the Great Western Crossing, is now city property and everyone and their brother comes. This is disturbing for people living here, working from home, etc. we were misinformed. Second, it is now my understanding that there will be Movies in the Park, meaning the park within the Great Western Crossing. This is not acceptable. This is where people live.
- Becoming home to the right fit businesses so that our town contains the convenience items (bank, gas station, etc) while distinguishing us from other small towns.
- Traffic flow through town. Keep taxes proportionate to other surrounding communities
- Growing too fast. Keeping traffic down and not becoming a slave to HyVee corp.
- Lack of money to get projects started, lack of people to get projects started, lack of motivation to have community
- Lack of money with growing population.
- 1)Other than the Fridays at the farm, the only opportunity I have to spend money is to buy alcohol. 2) this seems to be changing but it has been very hard to work with the city on improvements or any type of growth. 3) infrastructure, the roads, and there are many dilapidated / abandoned houses in town that are run down. I know that a few have been torn down.
- Affordable housing, sidewalks in town, restaurants
- 1. Safety as community grows. 2. Coordinating with surrounding school systems. 3.
- Land for business development. Highway and roads. Water and waste water infrastructure
- Getting people involved
- Keeping people to participate and connected with in community without being pulled into west Des Moines
- Keep up with cost - construction. Keeping taxes level. Too much growth and not maintaining the older streets
- 1. Controlling traffic on Cumming Hwy. with continued growth. 2. Preserving the “old town” history. 3. Preserving its “small town” feel.
- 1. There’s a real disconnect between the imaginary world of being a rural small town and the real world of being an exurb that’s on the verge of becoming a contiguous suburb. Time’s running out to jettison the old mentality. This isn’t a rural small town anymore, and there is zero chance it will be one 25 years from now. 2. Basic infrastructure: The old part of town needs paved roads and the whole community is going to need a real fire department and a real police department sooner rather than later. 3. Name recognition: People don’t realize that Cumming is already adjacent to West Des Moines. A lot of people think we’re halfway to Osceola. (And there’s always snickering when people first hear the name, too.) Cumming needs a real identity, and it would be nice if we could think about changing the name of the town to something a little less R-rated.
- 1, Continued metro DSM population growth. 2, Shaping how we want growth to impact Cumming

- Keeping a small rural feel of the town.
- Being heard
- Not allow apartment buildings
- Keeping existing residents happy, while welcoming new residents. Growing in a controlled sustainable manner. Balancing growth, with keeping rural small town feel
- Old thinking, long term vision
- No fire department. No police department. No restaurants
- Maintaining the rural-very small town atmosphere while continuing to grow both commercial and residential.
- 1. Losing small town identity. 2. Increases traffic on Cumming road. 3. HyVee distribution center
- Growing pain, traffic and crime!
- Keep small town feel. High density housing. Emergency services
- Development into community based off tax revenue, lack of input from citizens, inability to support infrastructure
- -grow slow
- Streets and trying to stay on top of zoning. Making sure we have the capital for projects
- Local community resistance and \$\$\$\$
- Attract businesses
- 1. Making sure that the wants of the people are represented on city council and amongst the people who ultimately make the decisions. 2. I personally think the Kum and Go idea and now the Hy-Vee distribution center was the wrong way to go in growing our community. That area is the welcoming point, the first impression of our town and because of (in my opinion) misguided interests, solely focused on money, we gave a great opportunity to a company that in the end, doesn’t share the vision of the people who live here. 3. during our growth, making sure we bring in business that fits how we want to be represented.
- roads, image, tax base
- Taxation
- Infrastructure, lack of tax in come from business, lack of restaurants
- Roads and traffic. Deciding what new development we let in. Keeping a country feel with all the new development
- Remaining a small-town feel
- Aging infrastructure. Lack of amenities
- Not enough of a draw for tourism. No real place to eat (even if bar with food). No way to get to bike trail that is safe for children.
- Location. Being pushed around from Corporations. Proper business placements to enhance environment
- Becoming industrial. Not listening to people who live here. Trying to become more like a city rather than a small, quaint town
- same
- Technology. Opposition to growth. Infrastructure

Q3: When you think about the community's future, what are the top three words or phrases that come to mind?

Small town	52.94%	Vibrant	4.41%
Local business-oriented	39.71%	Infrastructure-oriented	4.41%
Rural	32.35%	Development-focused	2.94%
Unique	29.41%	Energetic	2.94%
Growing	27.94%	Progressive	2.94%
Sustainable	17.65%	Art-focused	2.94%
Accessible	14.71%	Other (please specify)	2.94%
Walkable	14.71%	Tech	
Aesthetically pleasing	10.29%	A facility for small group gatherings. Some uses would be family reunions, birthday parties, art/ sewing group meetings, etc.	
Full of neighborhoods	8.82%		
Opportunity	8.82%		
Visually interesting	7.35%		
Connected	5.88%		

Q4: In the coming years, what do you want Cumming to look like?

- Small town feel but a place that all people can congregate and have items accessible to them
- Development done in a way makes the town have a small town, connected feel and look with some amenities. Don't want it to look like WDM. Housing mix for young families, middle age, and seniors who want to stay in town but not own a house.
- Small town with a lot of gathering places, not bars, but other gathering places.
- Progressive rural community
- Small town with a good selection of local and unique places to visit.
- I would like to keep the small town feel with bigger lots and lose the industrial park
- Well kept, bustling, small town charm
- Like a hometown community
- I'd like to see us add new local businesses and re-vitalize more of our historic downtown area. I'm very excited about the Agrihood and diverse housing options that will bring to Cumming.
- Very aesthetically pleasing, only upscale farmhouse style homes. Farm-based living. Quiet, rural.
- Family oriented community. Mixture of unique local businesses and every day conveniences.
- Family oriented small town feel with businesses/conveniences that have those values in mind.
- a variety of small, family owned businesses located along main street but having access from the walking/bike trail
- Fully connected to bike trail, few more downtown businesses - ie coffee shop, yoga studio, pet groomer?
- A quality, upscale, friendly, unique, and agricultural influenced small town.
- Smaller, local community outside of the larger city that meets the basic needs of a people group including activities that connect us together
- A busy 44th st. Keeping most businesses there.
- Would be nice if there were some attention given to the old town. It's exciting to see the new homes and developments go up but at the same time, there has not been much done to improve what is already here.
- More roof tops in all sizes
- Need to put money into refreshing old streets and sidewalks by businesses so it doesn't look old and run down
- Like the western development in the city of Ankeny, IA
- Nice place to call home
- Small enough feel but yet small business thrive. Gas station, convenient store, cafe
- Some additional business development across from the hyvee warehouse or closer to interstate. More connectivity

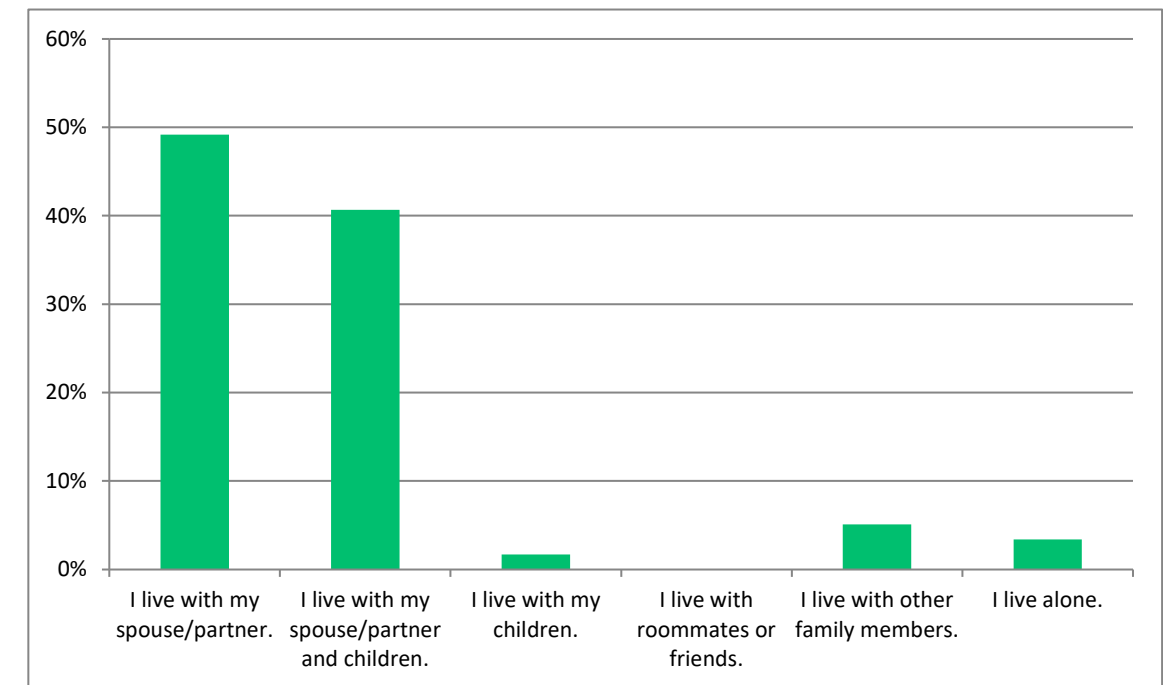
- to the west - trails. Maintaining and updating the old
- Unique visually pleasing community with walkable neighborhoods and a small town feel that include locally owned businesses.
- West Des Moines. No, seriously. No town in the entire metro planned ahead better than West Des Moines. It has a huge commercial property tax base, great aesthetics, and enviable schools. Cumming right now is West Des Moines 75 years ago, but if Waukee and Ankeny are any indication, Cumming is going to blow up overnight. Better plan ahead to become WDM #2 instead of becoming a bland suburb full of houses but no real amenities (like Clive).
- Maintain small town rural feel while also being vibrant. Visually this require maintaining agriculture while providing for limited growth of housing and commercial buildings. Small rural town focus looks include walkability, small business, and social 'focus' spaces and access to country side.
- A small town
- A few more high end homes and a restaurant on Main Street. Keep main street as is. Keep this a bedroom community. No apartment complexes!
- A future small town feel. Keeping the rural small town feeling, but supplying modern conveniences. We are a bedroom community, no reason to compete with the large city nearby. Keep us unique and desirable.
- A unique family friendly community, with charming retail that balances the community.
- Full of commercial stores
- Compact, unique and friendly.
- The same small town
- The small community it is and not another Grimes. The HyVee Dist Ctr is devastating
- Maintain the small town feeling, but somehow bring in businesses to generate tax revenue.
- Rural, community focused. Local ownership.
- Local business with a small town feel
- A vibrant, energetic community
- I want to still look like it does now just with a few more business
- A growing community
- The same it does today
- A small but growing community with local businesses
- I would love to see a small place by the post office that served breakfast in the morning and ice cream in the afternoon. Or a little coffee shop. I would like to go into town and see people walking around with a cup of coffee and fresh flowers they purchased from the Agrihood and live music happening.
- Small town and unique
- Agricultural, quaint, diverse
- Open community for all new and older areas become stronger and better
- A community that respects the past, while allowing growth, and ensures it is fiscally responsible and maintains infrastructure.
- Mix of retail, restaurants, and new housing while keeping a small town feel.
- Still a small town but with more community events and connective-ness. A larger Main Street with more local businesses.
- Keep small town feel
- The charming small town. Don't want it to be like Ankeny, Waukee or Norwalk
- Small Town with some draw from Des Moines, but makes life for residents even better.
- Similar to now!
- Small neighborhood with character not rows of houses that look the same.
- How it's always been. Stop bringing in stores and large industrial buildings and neighborhoods. There was nothing wrong with Cumming and should stay the way it's always been.
- Similar to now just bigger

Q5: In the coming years, what do you hope is drawing people to live in and visit Cumming?

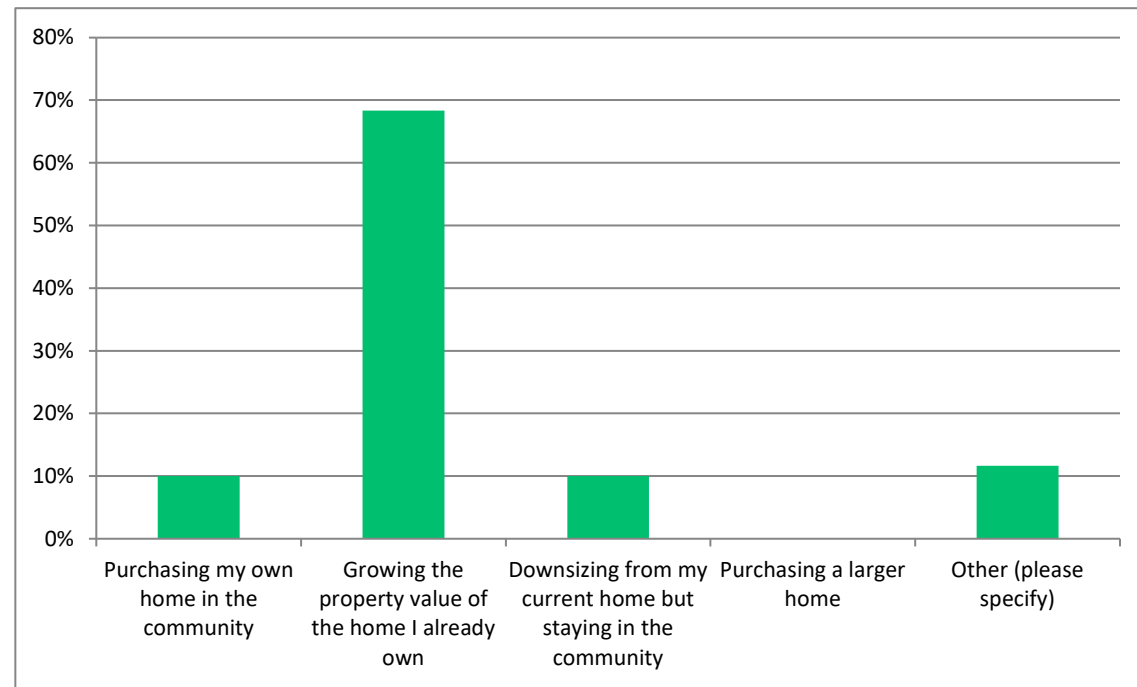
- The small town feel but still up on times
- Unique shops and restaurants. City connected supporting outdoor lifestyle (bike and walking paths). Unique, attractive developments. Small town feel. Modern services (internet) available. Sense of community, being part of something special.
- Safe community with rural feel and Good retail, improved bike trail. Bike bridge over Cumming Road.
- Schools and higher end homes
- The small town feel with a few good options for food and drinks
- Small town feel
- Unique shops and friendly neighbors
- Businesses, community friendliness
- Our location is amazing - we're close to cultural amenities but far enough away to feel like we're not "just another suburb." More local events like Fridays on the Farm will definitely bring people in. Businesses like Ted Lare and Iowa Distilling Company are definite attractions.
- The farm atmosphere. Small local specialty shops or restaurants.
- A family oriented community with access to a healthy lifestyle
- To be known as a great place/community to live that's growth/development was well thought through.
- Low traffic, access to trail, planned property lines with larger lots,
- Quality housing and good schools. Safe neighborhoods.
- A feeling of a rural lifestyle
- Getting bigger business down this way.
- With energy prices going up and with the push towards sustainability would be nice if there were more jobs in the local community.
- Bike path and events
- Good Internet, some kind of restaurant
- Well designed business and restaurant district with much improved infrastructure and roads. Gas and grocery local access
- Agrihood
- Small town rural life
- Tax rates being level; Nice parks and trails; A vision (schools, trail, parks)
- Sense of civic pride, unique locally owned businesses, and interesting community events/activities.
- Proximity to Des Moines and local character
- Being a unique mix of carefully developed small town and agriculture - not just another suburb.
- Small town with the real feel.
- Keep it a bedroom community.
- The unique feeling of a small town community, with modern conveniences. Unique small businesses that cater to the local community, making Cumming a destination to visit.
- Quality of life, unique and charming retail establishments.
- Unique businesses
- Decent tax base, uniqueness and uncomplicated.
- Local establishments, no food chains, and low taxes
- I don't want it to lose its small town feel, it's so sad.
- Arts and entertainment
- Bike trail, rural feel
- Raising my children in a safe community, supportive neighbors
- The rural aspects. Safe. Lots of trees. Music and art
- Small town feel.
- Jobs in nearby communities
- Local community 10 minutes from the city
- Small town feel, but close to Des Moines. Bike trails
- I would love it if people were to say "Oh Cumming....they have the cutest shops" or "you have to go there, they have the best outdoor activities for families and little places to eat"
- Bike path, unique small restaurants and business

- large lots, reduced traffic, interstate access
- commercial growth and the things that they need to stay in the community keeping the money in Cumming
- A unique, family friendly, business friendly community, with development standards.
- Unique stores and shops and the desire to live in a small community close to the metro.
- Small, rural community but "big city" amenities 10 minutes away. But for people visiting, live music, cute local shops, small diner, etc.
- Small town feel, safe neighborhood, local businesses
- Not to be too big like what has happen to other cities
- The amenities. I don't want anything big, but I don't want to have to go to norwalk or west Des Moines for everything
- Rural living with convenience
- Standard of living
- Large yards, farm land, and quietness without light or sound pollution.
- Its uniqueness, a safe, friendly community with amenities for all ages

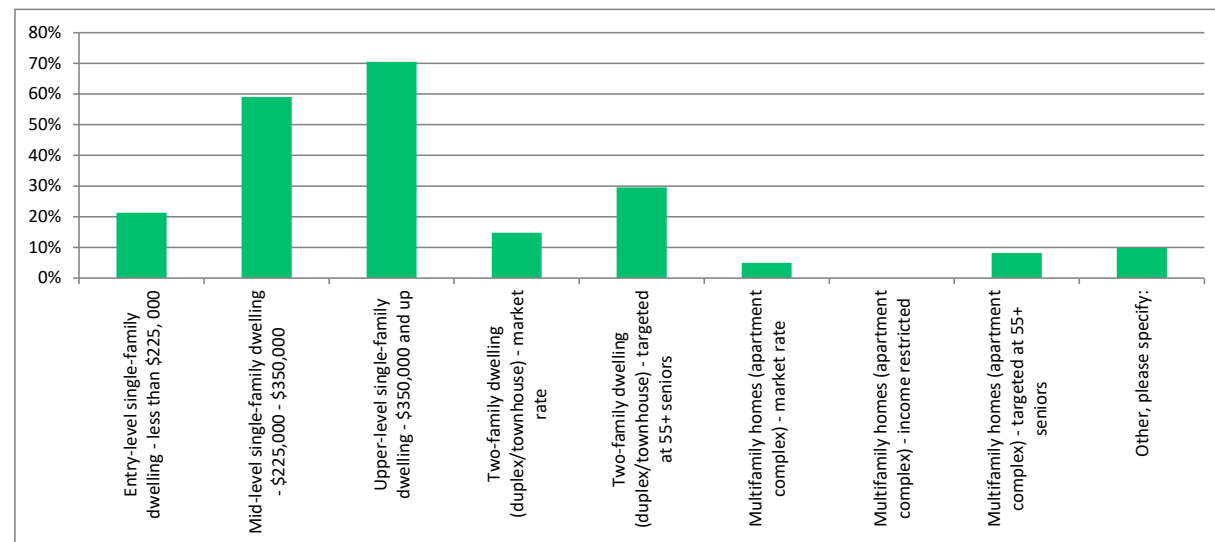
Q6: How would you best describe your living situation?



Q7: In terms of housing, what is most important to you?



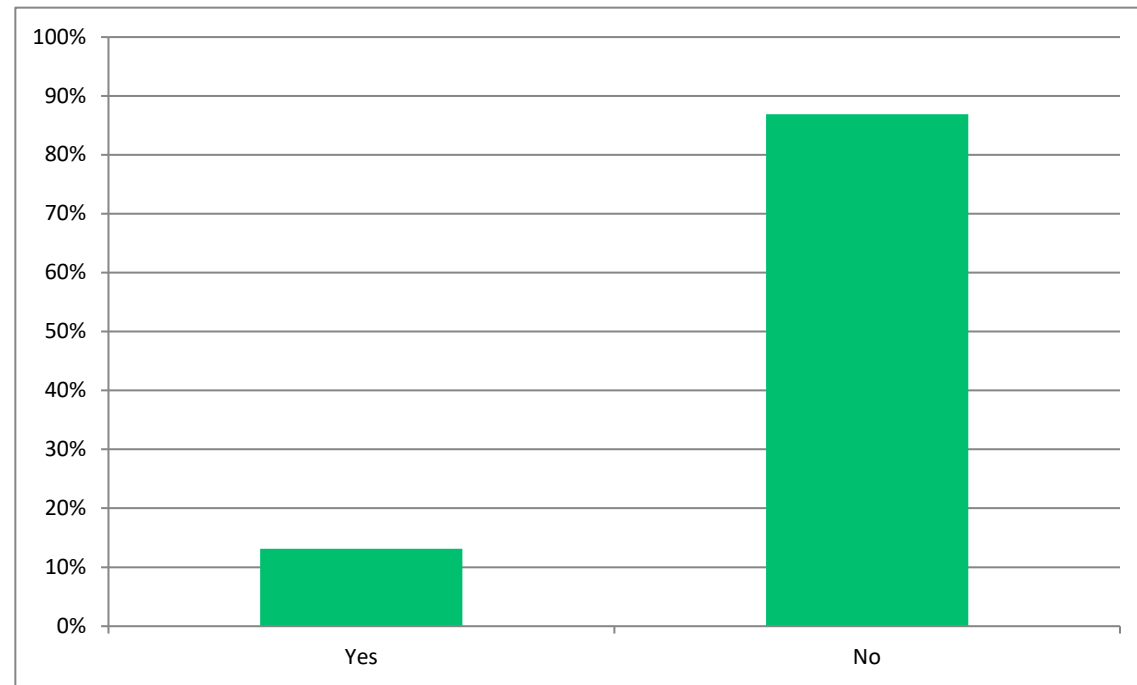
Q8: What type of new housing should be built in Cumming? Select your top 3 choices.



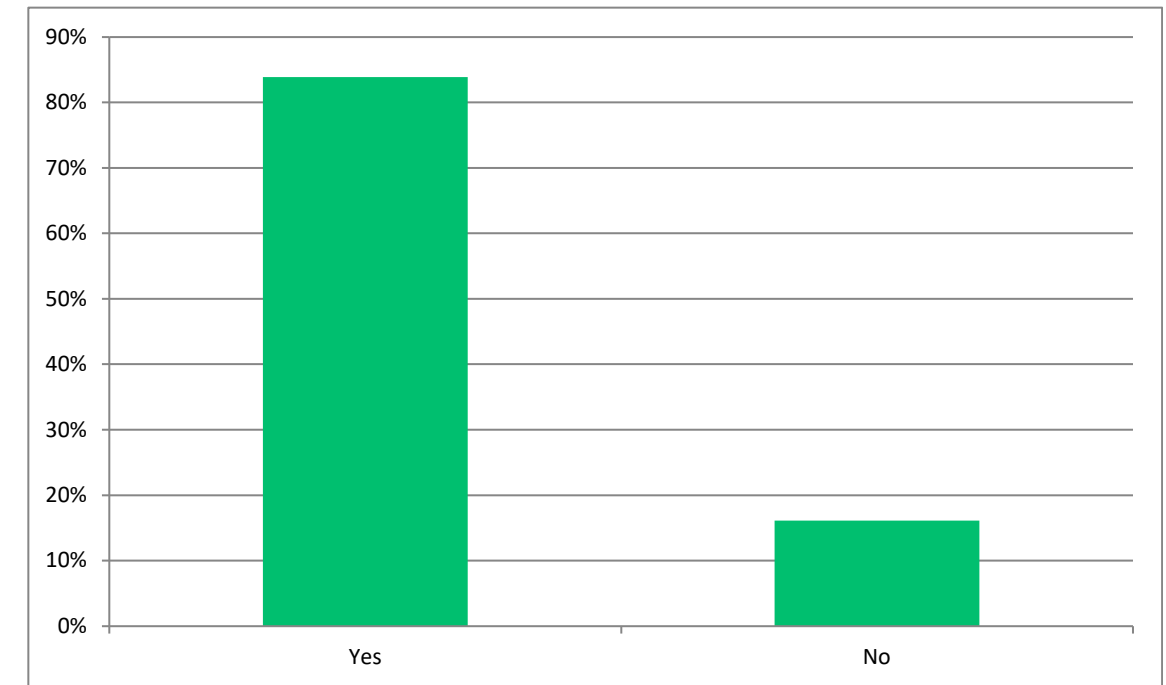
Q9: Please share any other housing-related thoughts or ideas.

- None
- No multi
- I think the lots in the new developments are going to be too small the closer you get to old town. It is beautiful land, we shouldn't pack it with houses
- Plenty of green space
- We already have a lot of expensive houses. I'd love to see some housing that would attract more economically diverse residents.
- Would like to avoid neighborhoods with a single builder or a cookie cutter look. More architectural variety and quality homes.
- The current building costs and pricing in the prior selections aren't realistic for single family homes in the current market (unfortunately).
- Keep property value high. But less overbearing hoa's
- Building codes need to be in place
- Waiting to witness how the agrihood develops
- Keep out apartments
- Prefer the larger lot and single homes - great selling point and they are selling. No apartments. I'm ok with nice condos or duplexes.
- I'm a YIMBY -- bring on the "missing middle" housing! See <https://missingmiddlehousing.com> if you don't know what I'm talking about.
- Community defined but City led controls of what housing is built is the only way to shape the future of Cumming. Don't secede too much control to developers/individuals. Big opportunity, big challenge.
- Do not build any apartments or multi family housing. I've been in neighborhoods that had apartments and it just ruins the neighborhood.
- Lower income apartments & townhomes are available within 15 minutes of Cumming. We are a bedroom community, with little available jobs in town, so there is no reason to have apartments/townhomes that are catering to lower incomes. The vast majority of people moved to Cumming for the rural, spacious, feeling, and that required a certain level of income to purchase a home. By adding lower income housing, the higher level housing will be devalued. Cumming is not a small community in the middle of nowhere, again there are many available housing options nearby. Cumming should stay unique and exclusive in it's housing.
- No subsidized housing.
- No big-scale apartment buildings!
- The market will dictate.
- I would like to see less housing developments with 1000's of houses crammed and more rural feel not to go away!
- Large lots
- Build nursing home, daycare center, breweries, community center
- Part of what makes Cumming unique is that we are unique. Please no cookie cutter neighborhoods where everyone has a boxy house that looks exactly alike. I personally would not like to see apartments unless they were high end.
- Unique non cookie cutter
- Make sure drainage and roads are adequate
- Nothing
- Reject tightly built, cookie cutter housing development. One of the best things of Cumming is seeing the land and rolling hills
- STOP BUILDING HOUSES! There are plenty! We moved out here for the quietness, the large yards, the seclusion from town. If we wanted to live in a neighborhood we would've move to WDM.

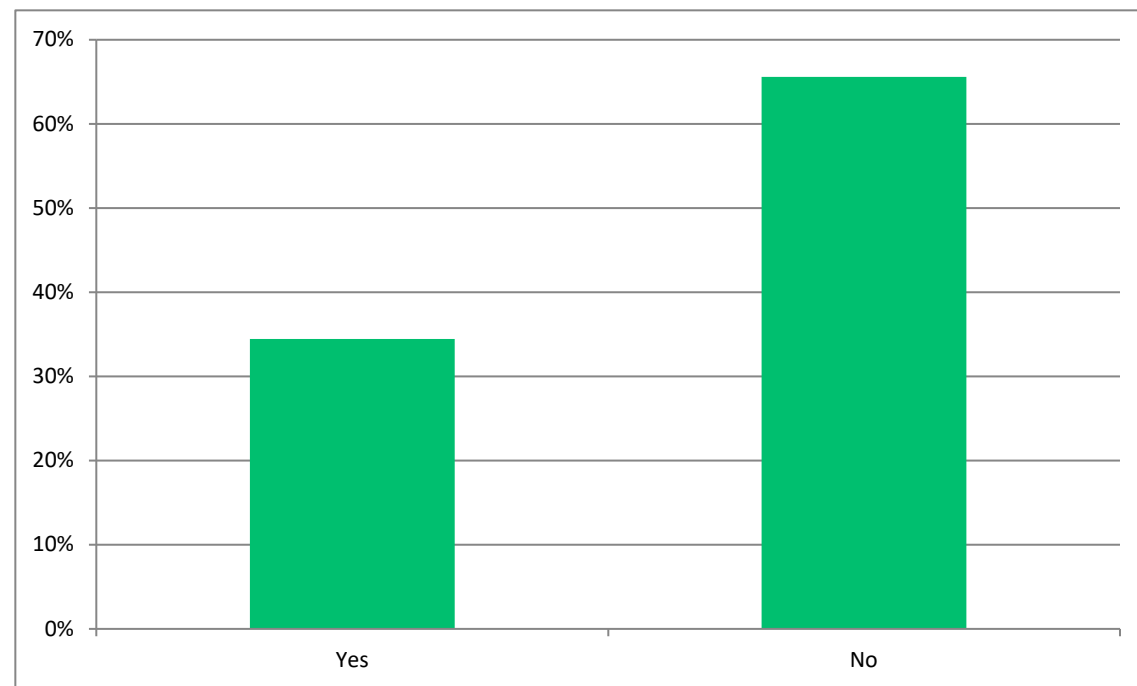
Q10: Do you use other modes of transportation besides a personal automobile regularly?



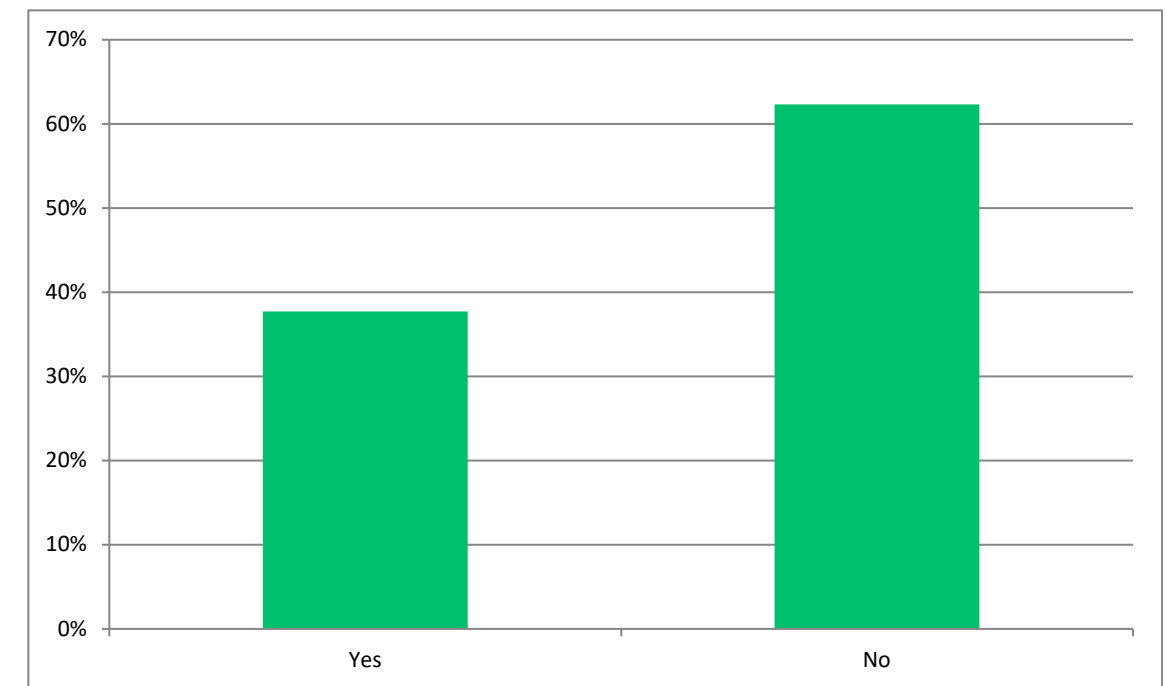
Q12: Would you like the City to invest in making the community more walkable and bikeable?



Q11: If it were practical from a scheduling and financial perspective, would you use other modes of transportation besides a personal automobile?



Q13: Should the City invest in electric vehicle charging infrastructure?



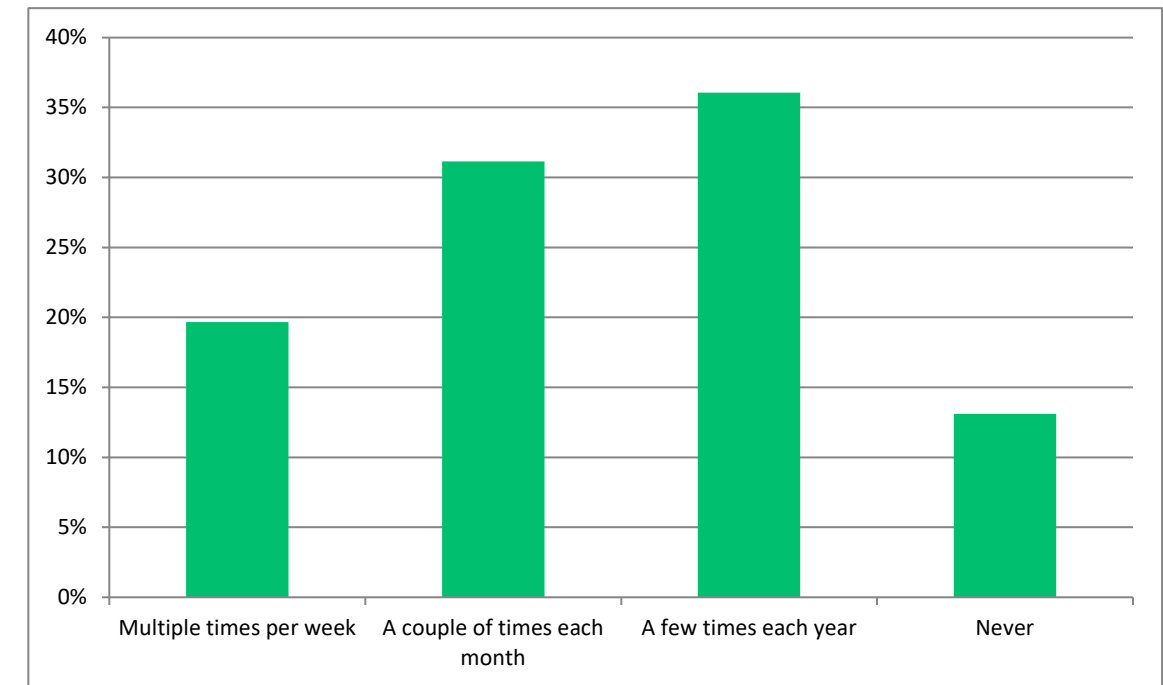
Q14: Please share any other transportation-related thoughts or ideas.

- None
- Parking in old town is too limited. Should be able to safely ride bike anywhere in core city.
- Na
- I am shocked the city is considering developing and EV infrastructure. Totally crazy for a small town
- Gas station
- Don't have any
- I have an electric car, and even just one charging station would be amazing. I also support making the city more bike friendly outside of the trails--when they ride on Cumming Road it's very precarious with no shoulder.
- No city buses or public transportation.
- None
- There is a huge opportunity for road improvements for current residents and connecting newer developments to old town and the bike trail. It would be great to see Norwalk and Cumming partner to make Cumming Hwy 4 lanes sooner than later.
- I am not sure if it is allowed currently, but able to drive side-by-side in the city limits.
- Limited traffic through town for safety of bike, walking traffic
- Make bicycles available for rental
- Not sure
- It would be nice if we had side walks before we invest in Electric charging
- None
- Research self driving vehicles. If there are ways to be "friendly" to them we could attract a lot of business off the interstate as a stop
- Widen Cumming highway
- None
- Golf carts and utv trails and on road access
- Trail connections to neighborhoods to connect with the great western trail and downtown
- Collaborate with WDM on getting another bridge crossing the Raccoon River (around 35th Street), please!
- Side walks, cycling and traffic controlled/free areas are what help make small towns attractive. Huge roads and parking, strip malls is what makes standard suburbs - lets do the former. Access to bus services (school and non-school) can significantly impact # of car journey's but are costly.
- None
- Plan/build bike trail on the South side of G14 from Norwalk to existing trail in downtown Cumming. This would link up with Norwalk's future plans for a bike trail on the South side of North Ave/G14. Check with highway planners on suggested speed limits for G14 as more homes have been and are being added.
- Park and Ride lot
- DART access!
- Emphasis on bike and walk.
- Sidewalk down Cumming road is a must.
- I feel love me we already have lovely bike trails for biking. Please don't let urban sprawl happen for greed and more tax base why we've live in our area for years otherwise we'd live in the congested city!
- 0
- Availability of services such as Urber
- Invest in bikes, rental bikes. Connect a biker friendly lane from i 35 to downtown
- Link the new neighborhoods to the old town and bike trail
- I love that so many people from Des Moines bike to Cumming. I think this is a great place to build from and while the Cumming Tap is wonderful, it is not a place people go to bring families and children and stick around to spend money other than to drink. We have untapped potential to expand bike related business.
- Sidewalk from old Town to New Park is vital to connect all of Cumming
- Gas station and With diesel fuel
- N
- I'm worried about roads and additional traffic.
- Bike path to connect to Norwalk.
- Within all city limits should be sidewalks. And they should be wide enough for 2 wheelchairs to clearly pass one

another safely.

- None
- I want to be able to leave my home in Prairie Shores and bike/walk to the bike trail. It's not safe now.
- Making the bike trail a little nicer but other than that it is fine the way it is. We all have cars because we know we have to drive to Norwalk or WDM for things. We do not need busing. We love the bike trail.

Q15: How often do you currently use recreational amenities in the City?



Q16: What additional recreational amenities would you like to use in the City?

- Parks and bike trails
- To attractive young families kids will need a place to play soccer, baseball, football, etc. some type of fitness stations along. walking path.
- Big park, with large pond and walking paths
- Expand bike trail along Cumming Avenue to East, all the way to Norwalk, partner with Norwalk to connect to their downtown.
- None
- Walking trails/ sidewalks, a path that connects prairie shores with the bike trail
- Athletic field
- More small child swings
- If we had a climbing wall, I would likely use that occasionally. I do love the trail. I would use a local pool, but I know those are a lot of maintenance and expense.
- Bike trails, hiking trails, green space
- Green spaces/activities for kids
- Splash pad, small wading pool area
- Bike trail
- Skateboard
- Movies at the park during the summer.
- Connect trail head to the fuel station Hy-Vee
- Tennis/basketball court.
- Add a water feature
- Golf course

- Gas station and cafe
- Trails
- Add more bike trails -- route them everywhere in town. Cross I-35. Go all the way east down Cumming Avenue and go north along Orilla. It's good for the cyclists *and* safer than having them hit the highways.
- Personally none.
- It's just about right for the side of the town.
- Library
- Green spaces within the communities
- Connecting walk paths to Great Western Trail an around community
- Bandshell
- Sidewalks, bike trails.
- Pickle Ball
- We don't need anything as their are many within a 5 mile radius. Good lord we don't want taxes to death when there are existing places already
- Picnic tables at the new playground area
- I don't have enough knowledge on what amenities are currently available to offer suggestions.
- Would like access to the bike trail.
- Public restrooms
- A community garden
- Water park or dog park
- Splash pad
- Swimming pool
- Farmers market,
- tennis courts
- Real ParkAdvisor and for young kids and family
- Continued maintenance and expansion of bike/walking paths
- Additional access to bike trail from east Cumming.
- Love the new park!! Would like to see a small music venue/outdoor stage.
- Tennis court, updated grills at park/shelter
- Park that us friendly for people with special needs, more/better playground equipment
- None.

Q17: Are there amenities you have seen elsewhere you would like to see in Cumming? Please be specific.

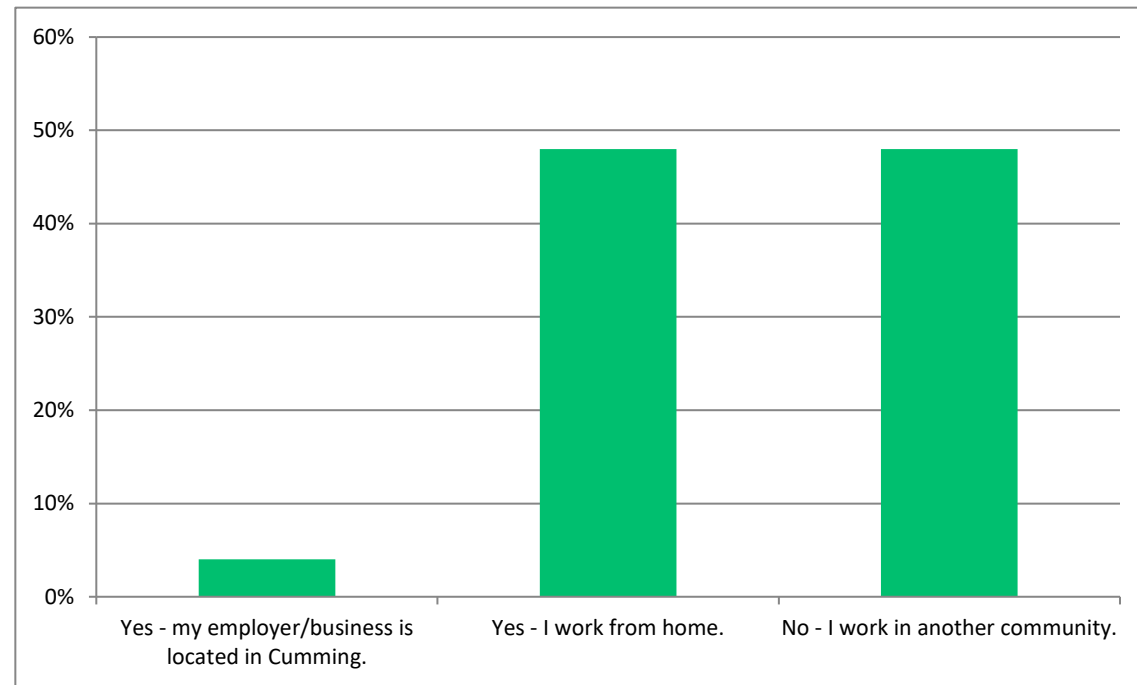
- Big open area for kids to gather for youth activities. Baseball backstop or football fields, basketball hoops
- None
- None
- No
- Entertainment venue.
- No
- A small community library would be amazing. Maybe Parks and Rec could do some classes? Outdoor yoga or Tai Chi would be awesome. Maybe they're already doing something like this.
- Golf cart parking
- Gas station/convenience store, small business (restaurants/coffee shops), fitness center, community pool
- Music stage, outdoor amphitheater.
- Splash pad or community pool.
- sidewalks so my kids don't have to walk down the street
- No
- Food festival, art festival,
- No
- Hy vee fresh with cafe
- Trails and eventually add public art. Maybe a rentalable shelter that could be used for a stage for events
- Public sports facilities - baseball diamonds. Community garden space.
- No

- Library
- Walking Trail's
- Town green with bandshell
- An electronic billboard on G14. Curb and gutter.
- No
- No
- Restrooms
- Sculptures throughout town. Artistic benches throughout town. Tons of planters w flowers
- Outdoor seating restaurant. Basketball court at the park,
- Better streets in oldest part of Cumming
- No
- Nature areas...walking trails around ponds.
- More hiking trails.
- community gardens
- Park like the one in Ankeny for those with special needs
- Nope.

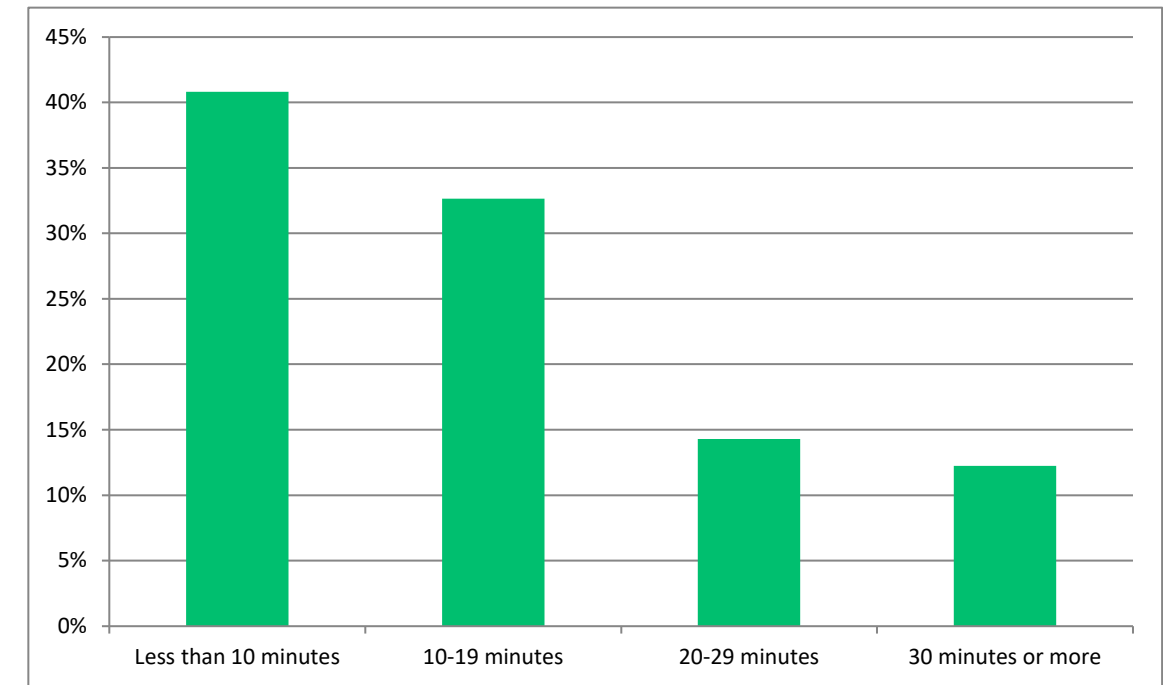
Q18: Please share any other parks and recreation-related thoughts or ideas.

- Same
- Bicycle repair stations. Make part of bike trail quiet zone, ban playing music at a 100 decibels
- Access sidewalk to the bike trail
- A dog park might be welcomed - all of my neighbors have dogs and walk them around the neighborhood.
- We do NOT want movies at the park within Great Western Crossing. The park is extremely busy and we are very disappointed that the public can come.
- Would like to be able to reserve park shelters
- The new park needs functioning bathrooms, more tables and benches, reservable for events, access from newer developments to the bike trail without having to bike on Cumming highway (sidewalk)
- Maybe more natural flower meadows or garden landscapes.
- None
- Unique prairie feature with an periodic entertainment festival
- Obstacles course,
- Keep updating parks and have hyvee / developers pay for them
- Plan ahead now if you ever want your own soccer fields and baseball diamonds. An obvious place would be along the bike trail somewhere.
- Lets safeguard open spaces within future development plans. Open spaces should include wild/prairie areas and more formal sitting/play areas. Side walks and bike paths are a part of recreation - lets include them in development plans.
- Nothing else
- Connect the city with trails
- 0
- none
- 0
- Concerts, Music events, Art events
- Basketball courts, park benches
- I think they are on the right track more business investors might be interested
- None
- Park sidewalk should really be cleared of snow in the winter, as that's the connection to the trail, and discourages use
- Like the park and how it is accessible from the trail.

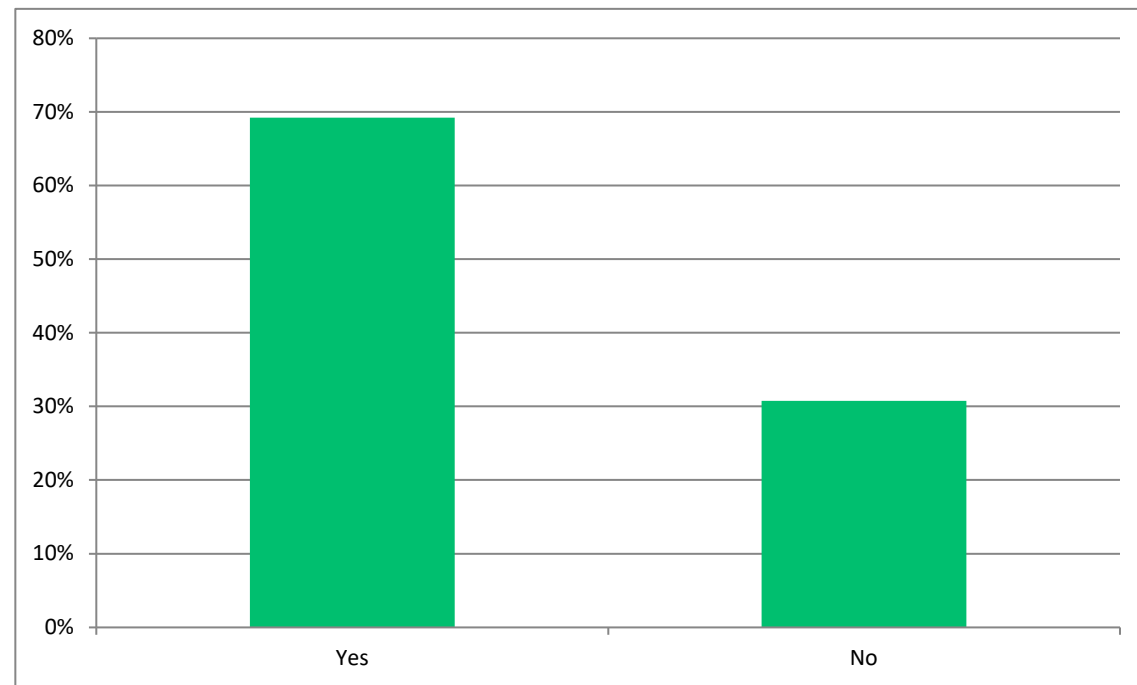
Q19: Do you currently work in Cumming?



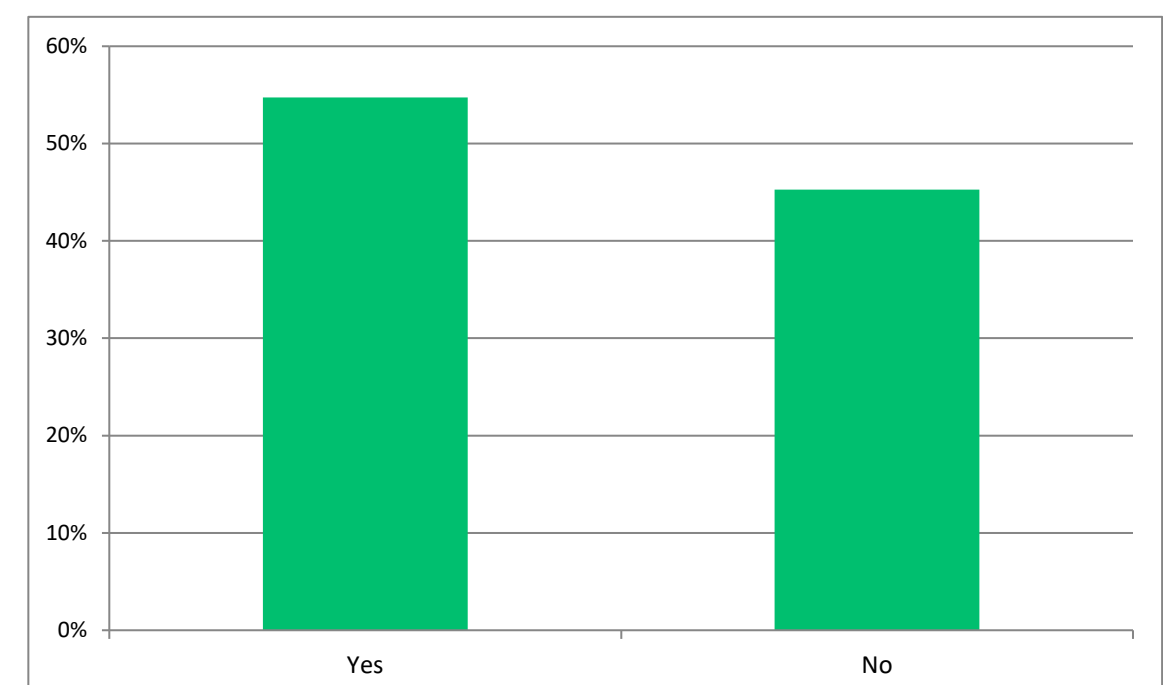
Q21: How long is your commute?



Q20: If possible, would you work in Cumming?



Q22: Is your internet connection sufficient to allow you to work in Cumming?



Q23: What businesses in town do you visit most often?

- Middlebrook
- Distillery
- Bar/restaurants
- Ted Lare
- Post office
- Don't visit any businesses in Cumming
- Bars
- The post office, Iowa Distilling Company, food trucks when they are here. I'm looking forward to visiting the Mercantile.
- I have not visited any businesses in Cumming.
- Middlebrook, the chicken, Ted lare
- Middlebrook Farm (Fridays at the Farm and buying produce), The Chicken (in Orilla), Cumming Tap and Distillery a few times a year.
- The Distillary
- Cumming Tap, Ted Lare
- Iowa distillery and the post office.
- None
- There are only 2 that are open to the public. Bar and distillery.
- The tap
- Ted Lare, Browns
- Grocery store, gas station, restaurant
- Post office
- Post office, middle room farms, howells
- Cumming tap/distillery. Voting
- Iowa Distillery, The Cumming Tap
- Post office, Cumming Tap. Looking forward to visiting the Hy-Vee convenience store when it gets here.
- Cumming Tap and Iowa Distillery
- Post office
- Cumming tap
- Post office
- Distillery
- Post Office, Distillery
- Middlebrooke
- Absolute, Miller and the Tap.
- HyVee / Grumpy Goat / Samuri Sushi / Casey's
- Post office
- The post office and the Middlebrook farm stand
- Middlebrook
- Post office
- Post office: very dissatisfied with postal performance: receiving wrong mail in POBox
- Cumming Tap, Distillery
- Iowa Distilling co
- Cumming Tap, Middlebrook
- post office,
- Miller auto body Cumming tap
- Iowa Distillery. Middlebrook Farms.
- Cumming Tap
- Middlebrook Farm, Iowa Distillery, Cumming Tap
- Middlebrook in summer or Iowa Distillery
- Post Office, Ted Lares Garden Center. Wish there was a family style restaurant and family businesses
- None-there really aren't any I can visit with children.
- The USPS

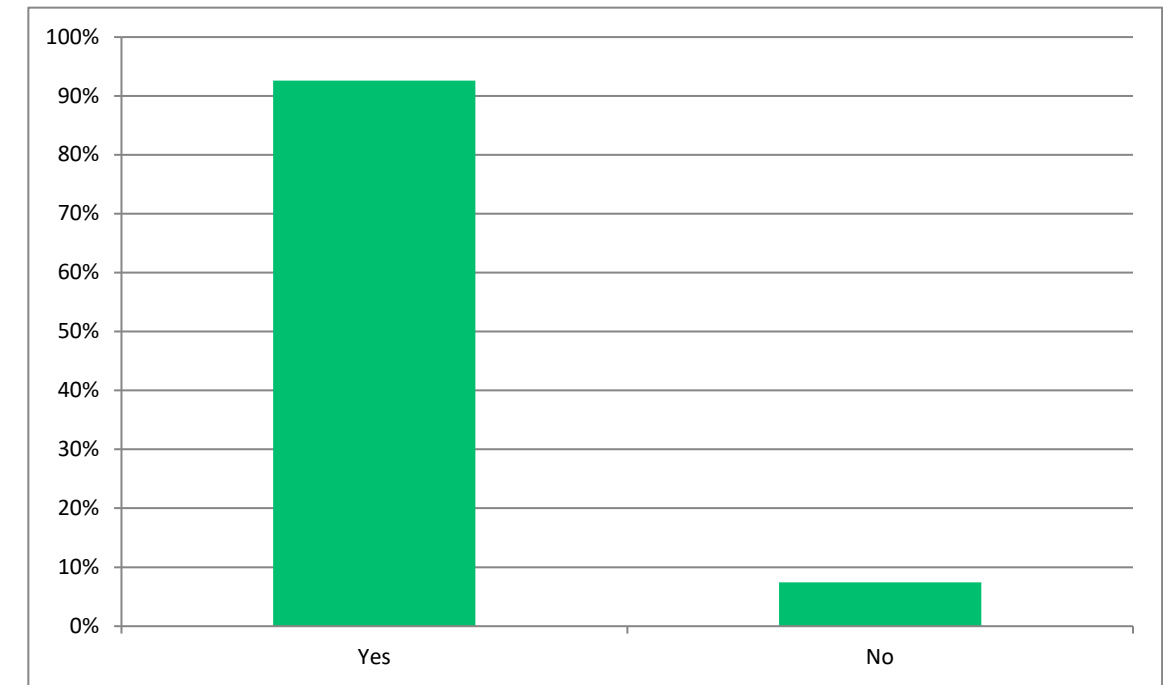
Q24: What are the top three businesses/kinds of businesses you would like to see in town?

Business No. 1	Business No. 2	Business No. 3
<ul style="list-style-type: none"> • Gas station • Restaurants • Restaurant • Coffee shop • Restaurant • Gas station • Gas station • Hair salon • Gas station (so ready for HyVee and sad that's on hold) • a quilt shop hosting retreats • Farm to table restaurant • Convenience • Restaurant • Bank • Coffee shop/bakery • Convenience store • Coffee shop/donuts • Gas station or C store • Restaurant • Pizza • Gas station • Gas station • Gas station • Gas station • Restaurant • Any. All businesses are good. • Convenience store • Restaurant • Restaurant • Gas station • Convenience Store, • Bakery • Fsmily Restaurant • Wine / cheese bar • we have 2 bars already • Sit down restaurant • cafe or cute resturant • Restaurant • Restaurant • Restaurant • Restraunts • Restaurants • Gas station/convenience store • Restaurant • day care • Restaurant • C store • Restaurant 	<ul style="list-style-type: none"> • Restaurant • Gas station, convinence store • Gas station • Family oriented restaurant, but not fast food • Bar/grill • Restaurant • Grocery store • Coffee shop, bakery, or restaurant • Grocery store • Food service- coffee shop, cafe, restaurant • Convenience store • C-Store • Flower/gift shop • Restaurants • Grocery store • Restaurant • Hardware • Gas station/groceries (the hyvee thing should work) • Restaurant • Convient store • Cafe • Convenient store • Coffee Shop • Any. All businesses are good. • Cafe/restaurant • Coffee shop • Library • Family restaraunt • Restaurant • Coffeeshop • Restaurant • Gas Station • we're about to have gas/convenience • ice cream shop • Retail • Small store basic grocery • Brewery • Bake shop • Gas station/convenience store • Restaurant • Gas station • hair and nail salon • Day care • Restaurant • Convenience store 	<ul style="list-style-type: none"> • Na • Unique shops, farmers market • Small grocery store • Small grocery store • Gas station • One of a kind specialty shops • Dollar general • Gift shop or bookstore • Immediate care or other health care facility • Retail- boutique • Coffee shop • Gift Shop • Yoga studio • Cool boutique • Gas station • NA • Apple orchard • Ice cream • Grocery store • Brewery • Crafts • Unique Boutiques • Any. All businesses are good. • Dry cleaner • Gas station not 24 hours not a truckstop, something like Casey's General store. • Cafe • Unique small retail businesses • Winery • Quilt shop • Cafe • Market • none else needed • a boutique store similar to Lula Belle in Indianola • Grocery • Art Gallery- Coop- class soace • Unique shops • Coffee shop • small geocer • Barber or hair salon • Stores • Unique small business • Ice cream shop • Bakery • Brewery

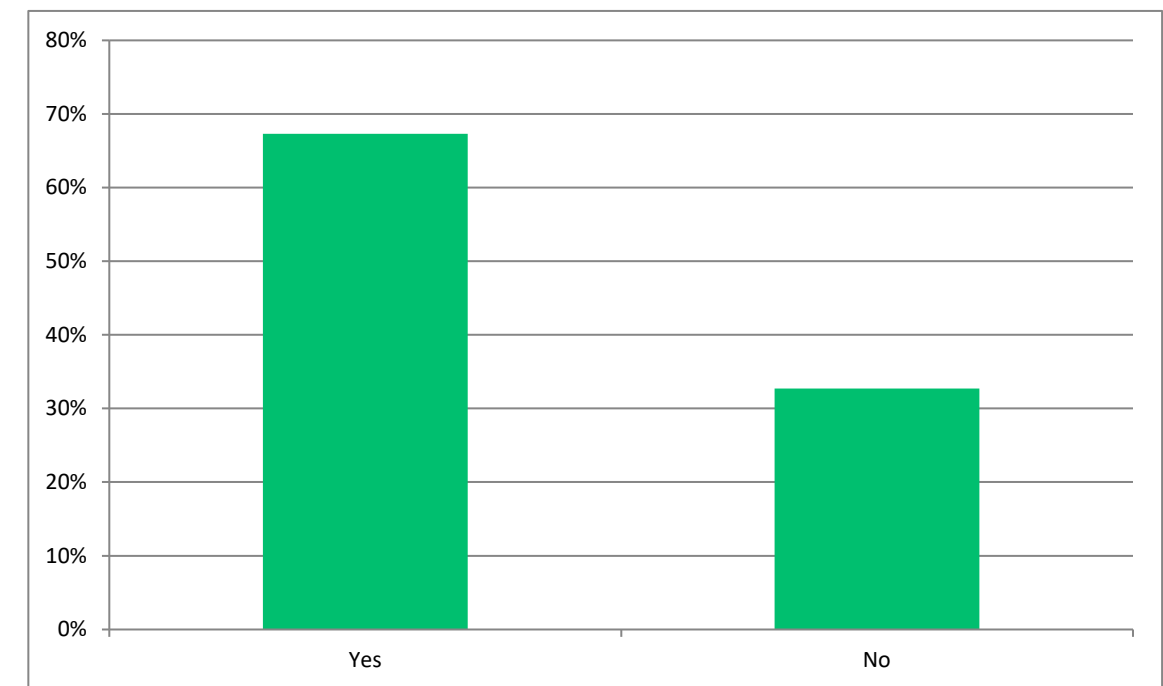
Q25: Please share any other employment and economy-related thoughts or ideas.

- None
- None
- No more data centers.
- We are a small town and really don't need a bunch a businesses that will bring a lot of traffic to town.
- Shopping/ dining similar to Historic Valley Junction
- I think that businesses will continue to grow with the population.
- A nice insurance company would be good.
- Faster internet would be a must-have. It's hard to run a modern business with how spotty the internet can be.
- None
- Town can bring in and develop a vibe like Franklin, TN
- Build near the interstate - traffic won't effect the town. Grimes has warehouse space along I41 that would be ideal for cumming - close to airport, interstate and Des moines
- There's no excuse for getting uptight about "which" type of business is "good" for the town. Just get them in here! A bigger commercial property tax base is good for everyone. (But if you can get competitive broadband service in town, that would help just about every business.)
- Along the lines of the Agricomunity is there an opportunity to attract differentiated and related employment/ training to Cumming? For example Iowa ag; sustainability; farm to table hospitality/restaurant incubators/test kitchens;?
- Smart owner operated unique businesses would be good.
- No matter how many commercial businesses Cumming adds, it will still be bedroom community for the most part, which is what most of the community wants.
- !
- Plan to add a commercial tax base
- The hyvee complex is a good start. Filling in from Old Town to I35 with commercial.
- None
- I think if we had another one or two nice brick buildings that could have multiple storefronts we could add some more unique/small town feel businesses and not compromise the quaintness of the town.
- 0
- Expand on biker community: build wide bikelanes
- Farmers market with permits to purchase through the city, bike shop
- Technical support for
- None
- None
- We are retired. Internet is a tablet from US Cellular
- Keep it the way it is. Maybe add food trucks to the Middleton farm place but that's it

Q26: Should the community prioritize protecting and/or enhancing its natural resources?



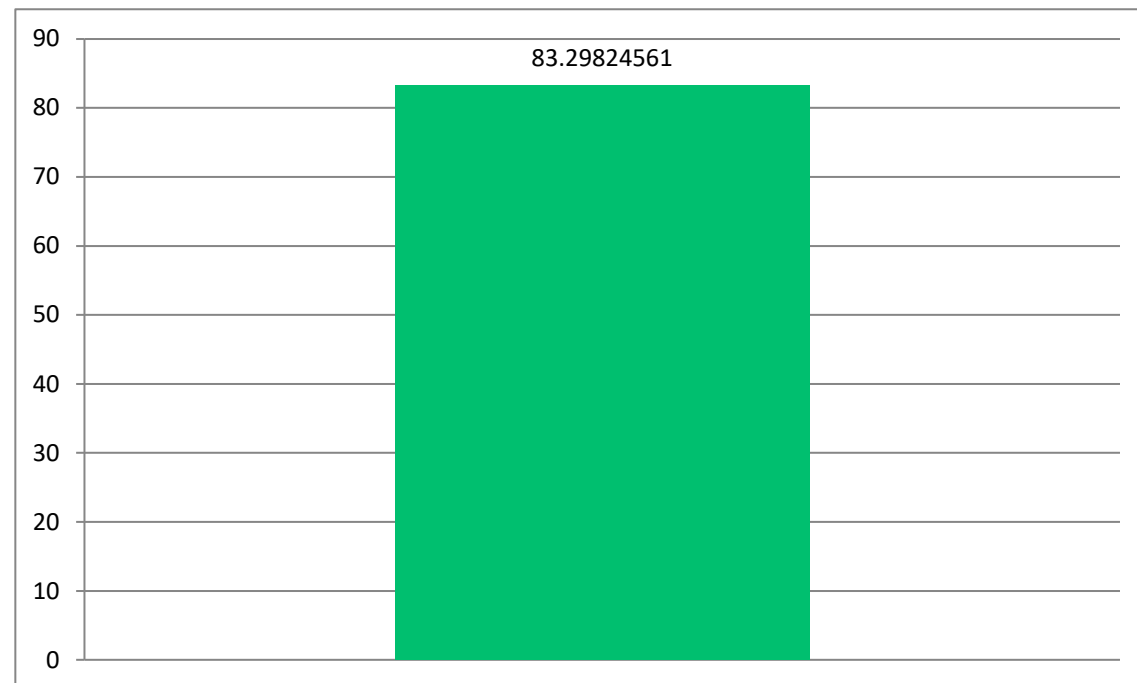
Q27: Should the City integrate more practices to capture stormwater where it lands?



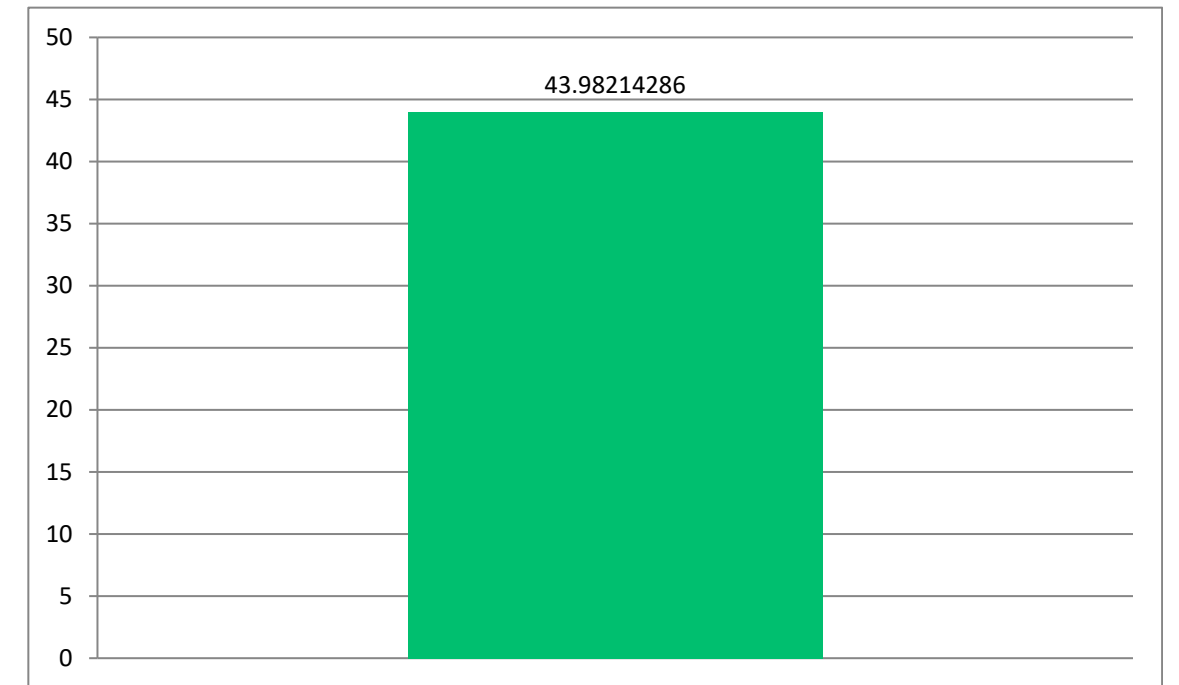
Q28: Please share any other natural resources-related thoughts or ideas.

- None
- Do not allow high density housing. Develop a park with a water feature.
- So many fertilized lawns with chemical runoff. I would love to see more natural lawns and less monoculture.
- For what purpose are you collecting rain water? I would like to see natural resources kept natural as much as possible.
- More natural meadows or planned gardens people can stroll through.
- None
- Add a water feature and prairie.
- Have developers have a plan to control run off and storm water - use natural Iowa species. They should have to pay for these upgrades
- Plan for stormwater collection and management now, or you'll pay the consequences later.
- For storm water consider swales and local storm water management (avoid combine storm and waste water sewers. Consider permeable materials, support solar, support walkable development etc.
- We should strive to keep Cumming as natural as possible. That means green spaces, limiting density, and leveraging our planning.
- Not at the cost of expansion, but make sustainable practices required
- Emphasize the current and future trails.
- With all the developments that should be the developers job to have retention ponds for storm water run off
- None
- no wind turbines
- Drainage issues within the city k
- Scenery is beautiful with the small ponds and rolling hills.
- Solar.
- Catching rain water would be beneficial to help conserve the natural plants & flowers along the high way in droughts

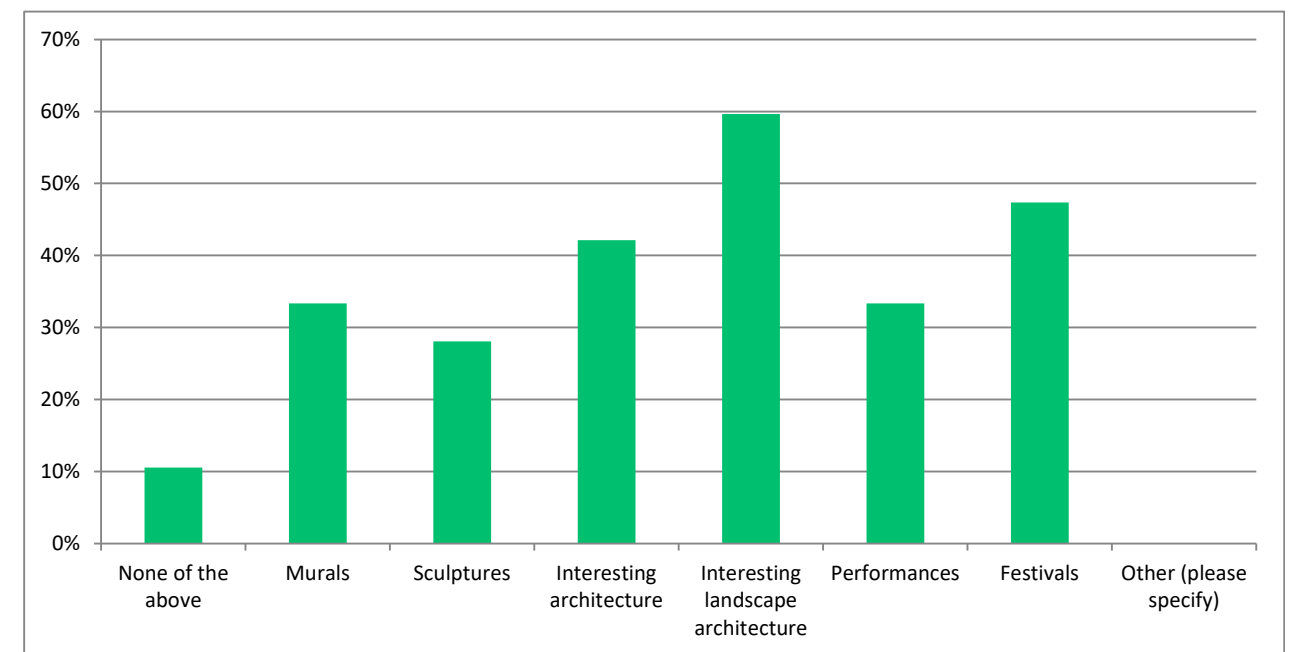
Q29: How important is preserving the community's small town character to you?



Q30: How important is public art important to you?



Q31: What kinds of public art would you like to see in Cumming, if any?



Q32: If you were to pick a theme for Cumming's aesthetic, what would it be?

- ?
- Small town big heart. Beautiful country living
- Small town ambiance with an agriculture feel
- Limited
- Incorporate the towns history
- Something modern country or farmhouse style. I think we want to keep our rural roots, but focus on moving into the future.
- Farmland and nature.
- Biophilia- well being rooted in nature and community
- Growing fun community that maintains small town feel
- Clean and natural
- Natural beauty
- Small town american
- Come relax in Cumming
- Clean
- Antique progressive like Franklin, TN
- ?
- Railroad / Biking
- Nature
- Prairie Style (like Frank Lloyd Wright)
- Small town, history, agriculture and any themes that consistently come out of this community study such sustainability, cycling, walkability etc.
- Rural and unique
- Small town
- Post modern rural
- Hip
- Biking our way to a sustainable tomorrow!
- 1900-1960 rural.
- I heart Cumming
- Biking
- A whole town that had the feel of Magnolia Farms in Waco, Texas. If we modeled ourselves after that we would have people visiting in droves.
- Supportive of local artist
- Iowa's fields
- Small town rural
- Small town rural country.
- rural , country, fresh air
- Hometown equals
- Smalltown historic iowa
- Welcoming, small town community
- Nature's Beauty
- Small, quiet, farm town, secluded from big towns

Q33: Is there a community whose aesthetics Cumming should emulate? If so, please share.

- Not sure
- None
- Not really
- Historic Valley Junction
- Breckenridge Colorado
- When I was a kid we used to come to the apple orchard and pumpkin patch. Cumming used to have that kind of feel. Maybe a Vermont feel. I wish someone would restore that while Victorian house on G14. And the old gas

- station.
- Hallmark movies!
- No
- Pella or McGregor Iowa
- Franklin, TN very upscale yet unique mix of businesses and restaurants
- ?
- Absolutely, yes: Oak Park, Illinois
- Lots of examples of community art and aesthetics, but they are successful because they of of the place and are contextual - consequently Cummings art program and aesthetics , if it develops further, needs to be of Cumming not emulating others.
- Pella and Orange City
- Pella
- 0
- Valley Junction
- Magnolia Farms in Waco, Texas
- Walnut
- Pella
- None
- Pella, Le Claire, Decorah
- Windsor Heights
- None I know of
- Literally any small farm town in Iowa that doesn't try to copy WDM

Q34: Please share any other community aesthetics-related thoughts or ideas.

- Still thinking
- None
- Quit putting up metal buildings in town and allowing industrial looking businesses.
- I really like the metal signs for the signposts - I think they capture the right feel
- Walkable Golf Cart Community where people aren't afraid to let there kids go play at the park with friends.
- See last question answer.
- None
- Control the image of what is built like Pella, IA
- Go easy on how you regulate aesthetics, but don't be afraid to set the pace when constructing city-owned facilities. Build things with a prairie/Midwestern/local materials kind of sensibility. Look at some of the work by CMBA Architects here in Des Moines (<https://cmbaarchitects.com/projects/>) -- they're not afraid to try things like natural wood facades that look absolutely great.
- Lighting is a critical part of aesthetics - please consider this carefully - lets avoid lighting the sky and seek to get the balance right between safety and aesthetics. Design and architecture (hard/soft landscape and vertical construction) makes or breaks a community aesthetic - control what can be controlled (with community input) and, for what cant be controlled, provide design guidelines/standards on what is desired.
- The aesthetic of the town should be consistent with a plan and not just a hodgepodge.
- Keep our standards high, develop a unique, yet cohesive feeling. We don't need to emulate anyone, we can create our own.
- Not low-bid, anything goes!
- Small town does not automatically have to be tighter agriculture or farming. It can just be small town charm
- Keep it small town, keep it local big business and warehouses will quickly ruin what makes Cumming feel so unique.
- Jefferson , Iowa is devoted to Arts
- None
- Na
- None
- Small - stop building houses or apartments or whatever to bring more people here; Quiet - stop building things for large companies so we don't have to deal with more traffic, light pollution, & sound pollution

Q35: Please complete this sentence: To me, the comprehensive planning process will be a success if

-----.

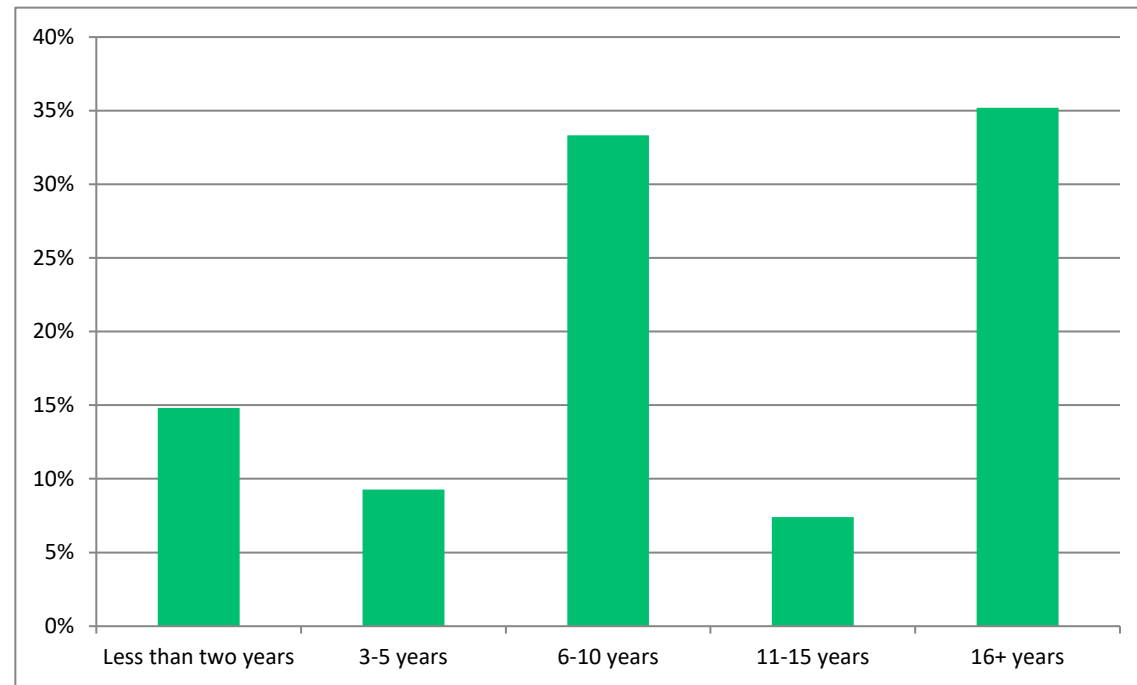
- We are able to keep a small town feel but serve the community
- Easily understood, addresses future housing and commercial development in a way that follows community theme, allows for flexibility, addresses aspects that support community connections (bike, walking paths, parks) and pride (art projects). Builds consensus among residents.
- We have quality single family development, focus on local business and a safe environment.
- If we increase property values and slowly limit population growth with some value added business growth
- It allows Cumming to grow but keeps the small town feel
- It comes to fruition.
- it results in concrete action items that will keep Cumming moving forward.
- The small town feel is the focus while creating space for small and large businesses to support the infrastructure. Cumming is a destination for families.
- You keep family/small town values in mind. There are other communities/towns where high density housing makes sense and Cumming is not that place (and shouldn't be zoned as such). Growth/development is scary for some but we moved here seeing the great opportunity with Middlebrook/Agrihood concept in mind and the possibility for raising children in a community that is family oriented with activities/events where everyone comes together.
- we keep thinking to the future and what would set Cumming apart from other cities in the area.
- Limited involvement of big corporations
- Cumming focused on quality upgrades.
- They had money to help the owners of the companies that are here to look more inviting
- It is well budgeted
- A unique planned community is carefully developed with a mix of businesses, restaurants and public areas.
- There is an agreement with majority
- If the city council adopts it and has a realistic budget. Art and creativity also come with a larger budget. Keep it simple and practice - less maintenance
- full transparency and opportunity for residents' input.
- Cumming has a thoughtful plan for the future that looks like West Des Moines
- it is community driven and then implemented in a way that is realizable in a reasonable time horizon.
- The small town real feel of the city is not lost in the process.
- It does NOT become an agenda 21 project
- We can plan to accommodate growth, yet keep the current feeling of a small rural community.
- the local community residents are happy as our visiting guests of the community.
- It has community buy-in (purpose).
- Commercial (not retail) is outside Old Town.
- We bring in a balanced approach of modern activities and businesses without losing small town appeal and culture
- the town is over developed.
- We can build and grow without selling out to big business.
- It maintains a small town feel.
- It is unique, and holds a country feel
- The City Council listens to the Community
- If we work together not against each other.
- If it successfully attracts people to our community.
- We can monitor the flow of traffic and put too many rooftops in 20 sq miles.
- We can have growth while maintaining a small town feel.
- The community grows at a reasonable pace, maintains a reasonable tax structure and services for residents. Maintains the unique charm of the community.
- City leaders follow through with it
- We don't become a cookie cutter like other cities have done.
- We position for growth while remaining true to our town's core values

- Everyone works together to keep our town beautiful.
- They stop what they're doing and leave the town alone. The town of cumming has nothing wrong with it and we do not need to fix what's not broken

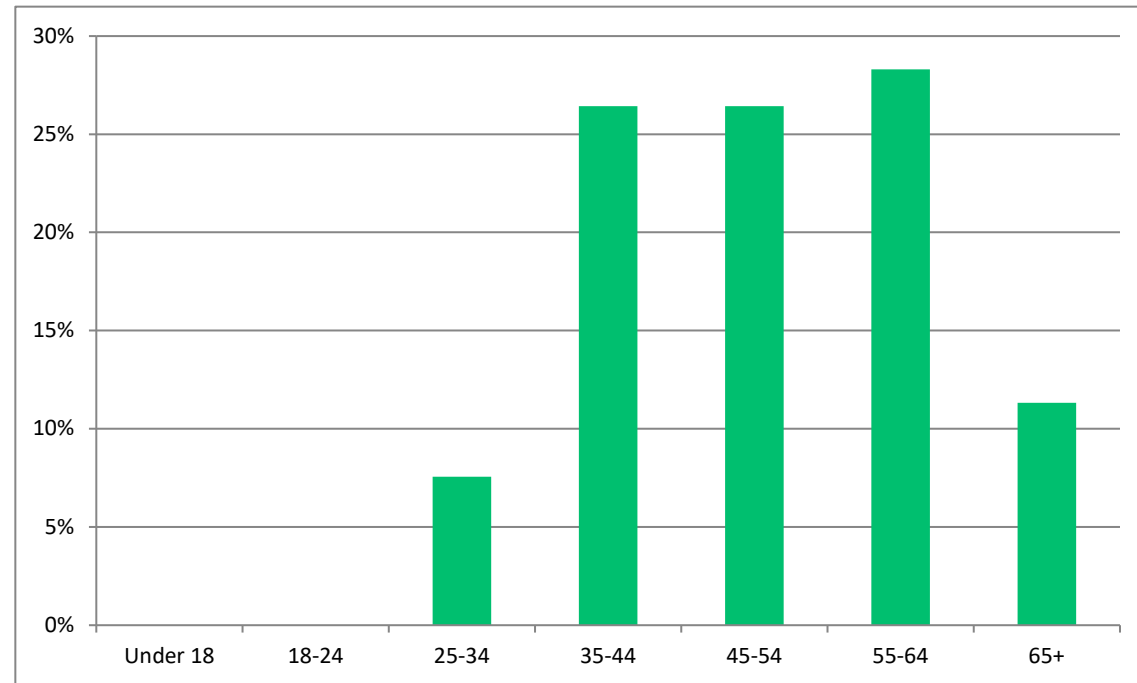
Q36: Please complete this sentence: To me, the City of Cumming will have future success if -----.

- We can build bike trails to be accessible for all of Cumming
- Folks want to live in Cumming because of unique housing and commercial developments that retain a rural / small town feel. The town is connected (paths, festivals) and have unique features (landscaping, art). City government is fiscally responsible and sets high standards for responsible growth.
- Same as question 46
- We don't allow big tax dollars to influence our decisions
- They put all the old thinking behind them
- They are careful on how big they want to get
- it continues to grow and not stagnate.
- it can build up it's business tax base
- They focus on what makes them different
- See #46
- there is a better blend of "old town" Cumming and the new development pockets.
- It invests in adding more business to downtown area, but local only
- It doesn't become a slave to HyVee.
- Has more Businesses
- It focuses on residential
- It managed development to have a consistent image and benefits the community
- More people get involved
- Draw people to events
- Has slow growth in homes but starts to have more commercial development
- the majority of residents get involved.
- It changes its name and decides to grow into a progressive, prosperous suburban community
- it maintains its small town, historic and rural/agricultural feel while it develops and grows, thereby being a unique and attractive community.
- The city planning folks should listen to all of the people and not just do what they want to do. Listening to the people
- It attracts a small cafe and keeps the town clean and without apartments
- We grow, enticing new residents to move to Cumming, and keep existing residents happy.
- It grows a commercial tax base.
- My ideas are implemented!
- We minimize large scale and chain business moving into our community
- If it quits trying to spend so much. I feel like we'll be oversaturates with recreational business and taxes skyrocketing for all this frivolous things. Please don't make our small community another Grimes, Waukee, Etc
- we stay true to ourselves. Bring in unique things to draw people to us. The worst case would be to have a bunch of warehouses with big semi's driving through and around town. Work in Des Moines, but come Live and Play in Cumming.
- Citizens are involved, local businesses are supported,
- They put "rural character" in Cumming
- Don't get too big
- We can attract businesses and have residents that participate or are involved in the community
- Maintains its charm.
- Follow through
- Keep the small town
- There are more local businesses that keep resident money here and bring in outside dollars
- We have some high quality business and a reason for out of town people to visit.
- It stays the exact way it's always been. We don't need more people, we don't need businesses besides the tap & distillery. The whole appeal of cumming is being near town without actually living in a large town

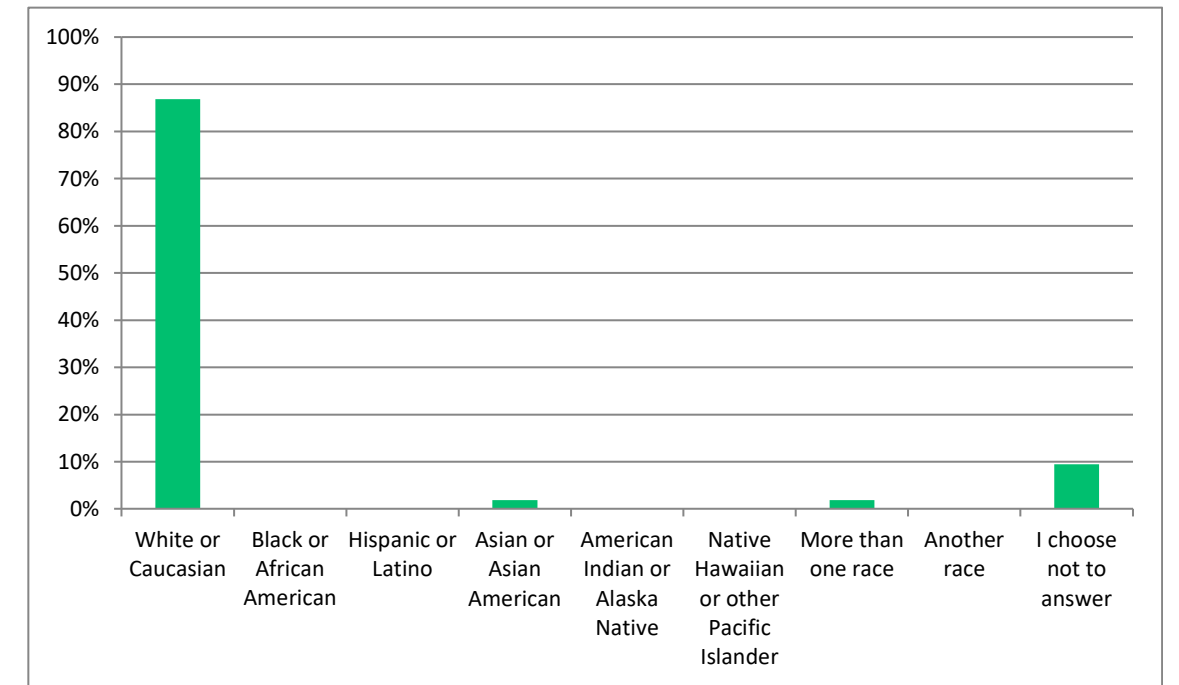
Q37: How long have you lived and/or worked in the City of Cumming?



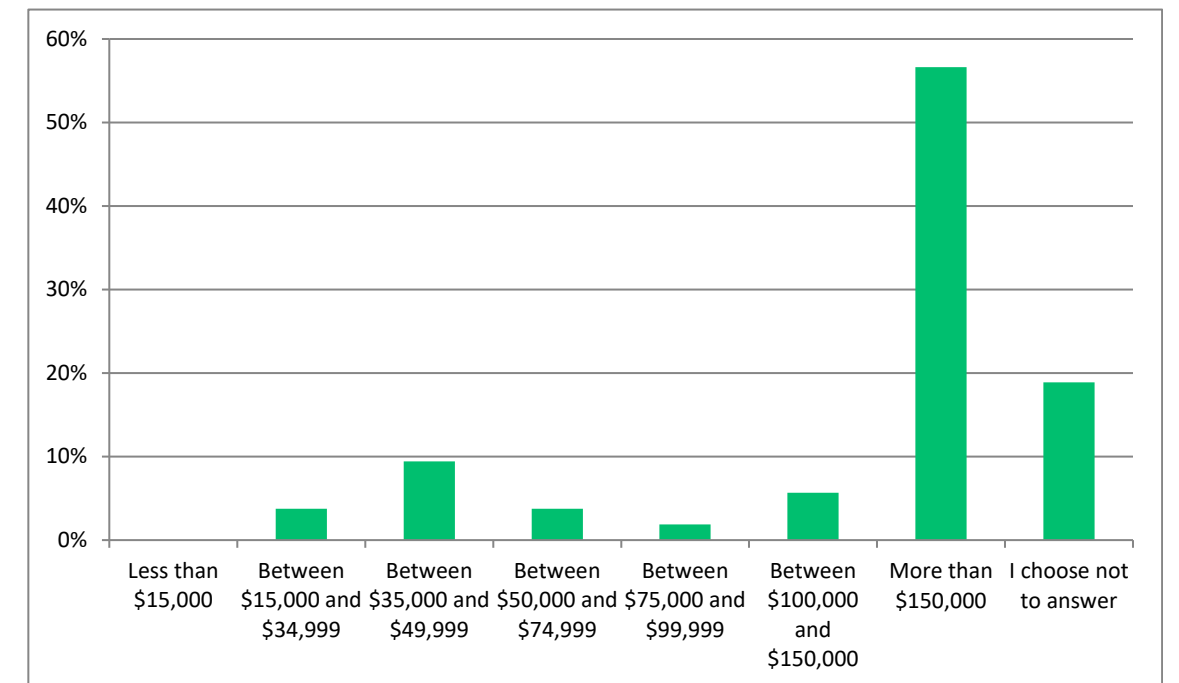
Q38: What is your age?



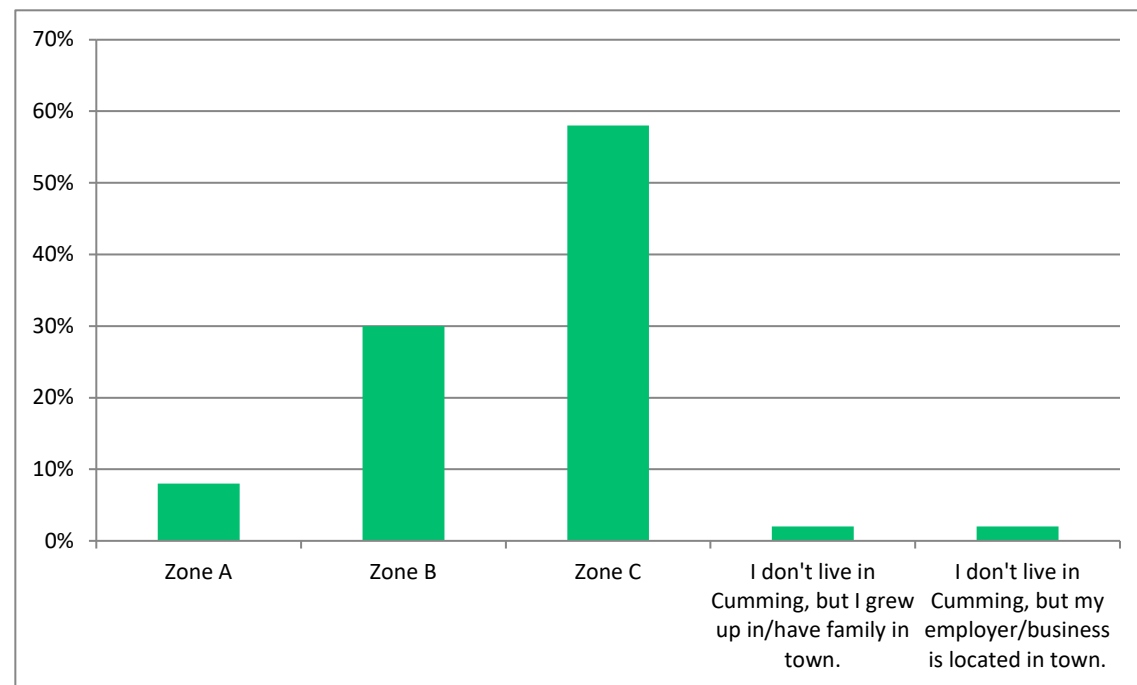
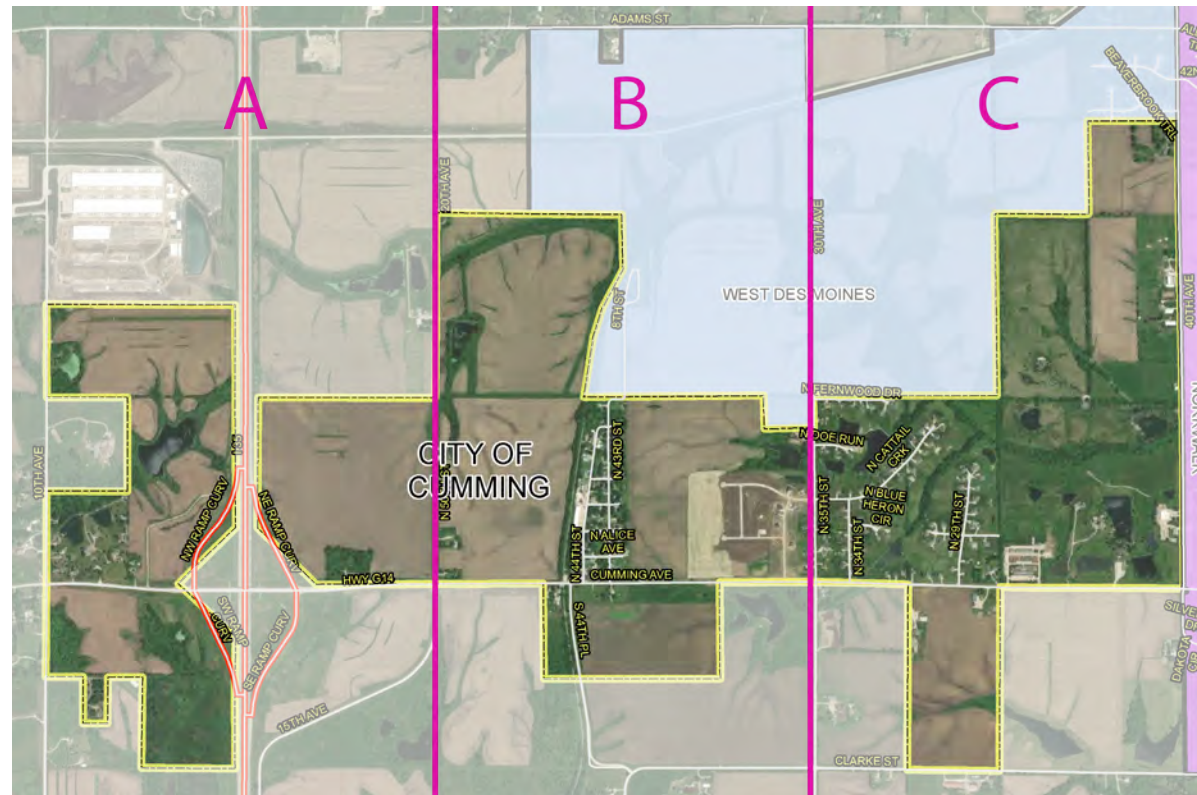
Q39: What is your race or ethnicity?



Q40: What was your total gross household income before taxes last year? This includes your spouse's income and any additional income sources like rental property, investments, or interest from a bank account.



Q4I: See the map below; what part of Cumming do you live in?



COMMUNITY SURVEY NO. 2

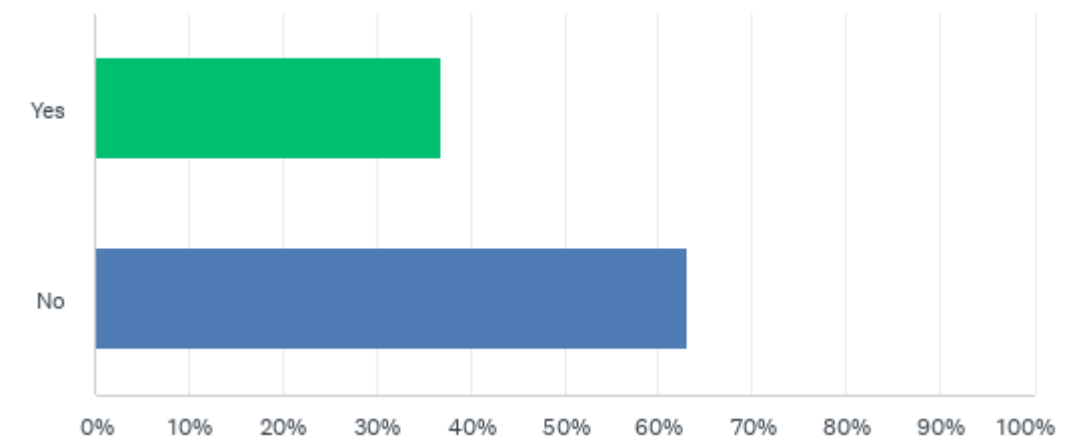
The land use goal and tactics are:

- Retain the small town feeling in the face of growth
 - Develop and execute strategic annexations to accommodate future community growth
 - Create a development advisory council to proactively guide growth and investments

Q1: Please explain how you would change these tactics, if at all.

- These sound good to start, but hopefully asserted effort is made since it doesn't seem like much has been done to current point
- None
- Leave this as it reads spot on.
- I don't agree with the new advisory board. That is the JOB of the city council and planning commission.
- Perfect
- No change, but clearly define what it takes to "retain the small town feeling". That will make it easier to move forward with decisions
- Include input and information to the residents that would be affected by the annexation to get their support
- Cumming is going to get land locked by norwalk and wds. While it may not be feasible do our best to keep up with annexation to prolong this and let our city continue to grow as much as possible. Getting landlocked will put a cap on growth and can cause tax payers a large burden in the future. I love that our taxes are low now compared to other cities.
- Dont think that when ppl south of clark wantvto sell our land that we have to be forced to be annexed by Cumming when given an opinion it didnt matter due to where i lived yet i support ,shop in your city.
- No change
- Stopping the expansion of these large neighborhoods. Keeping Cumming country feeling with farmland and crops.
- I would not create an advisory council. We already have a planning and zoning board, a city administrator, a mayor, and the city council.
- No changes, just please emphasis on the small town aspect. I think growth sounds good, but the reason most people live here is because it's small. Please keep that feel

Q2: Are there other tactics that should be considered to support this goal?



Q3: What other tactics should be considered to support this goal?

- Community input regularly, bring in outside input, invest in the community, improve safety
- No industrial development. Commercial development okay but no industrial.
- No tax abatements please.
- Consultation with the Metro planning commission.
- None
- n/a
- Annex property south of Cumming that is in their 20 year annex plan to zone as commercial!!! And annex it for Cumming residential!!
- Annexation by norwalk and wdsm
- Dont force us to join your city.
- Seems good

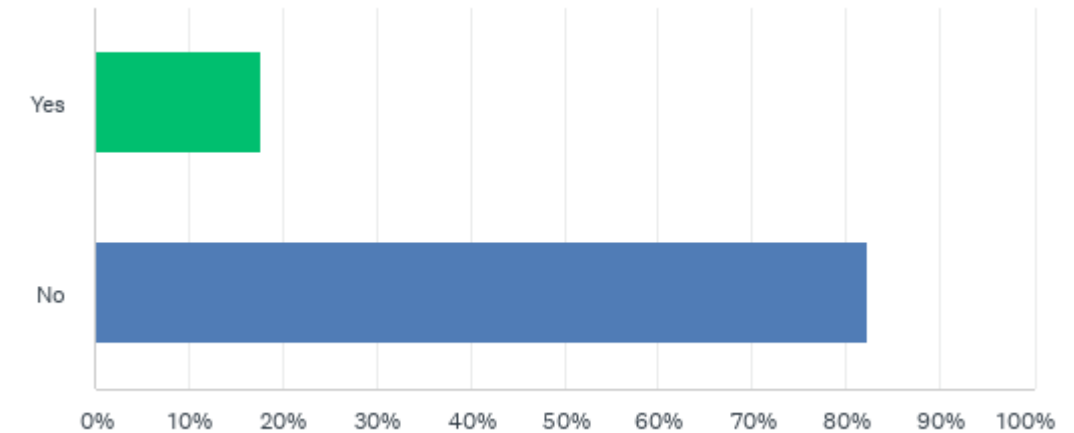
The housing goals and tactics are:

- **Grow the value of existing homes**
 - Develop an annual schedule of infrastructure investments to keep streets and other public spaces in good condition
 - Help connect homeowners to government and private programs that give money toward housing improvements
- **Balance the development of new homes with open spaces**
 - Update the development code to ensure the established level of park service is maintained as the community grows
 - Establish a conservation plan identifying open spaces, native areas, agricultural areas, etc.
- **Support architectural variety in the development of new homes**
 - Develop an architectural guidebook with preferred materials and palettes for use in the community
- **Support a diversity of home types with a mix of owner and rental options**
 - Enhance the awareness of missing middle housing opportunities and review the development code to accommodate these units

Q4: Please explain how you would change these tactics, if at all.

- How does creating an architectural guidebook support variety? Seems like that is restricting variety.
- No rental properties.
- No changes
- What does middle housing opportunities mean? This seems subjective and objective.
- Please no sports complexes. Open green spaces are just fine.
- Do NOT even suggest a "palette! That establishes status quo, discouraging ingenuity and possibly the use of new ideas and products. Bring old Town gradually up to outlying standards.
- No change
- Technology considerations - even farmers are now using self-driving equipment so it's not like a small town needs to be technology-deficient. Need to have the highest levels of internet and do what you can to make it upgradeable. Consider mobility in roads - self-driving cars including package delivery systems.
- I think this is a good plan. It is important to keep housing available for all income levels.
- The idea of closing 44th for middlebrook is not an option. Many ppl use that road to get to their homes out here. Oh so the new development dont like dust..dont move out here.
- No change
- Again, stopping the growth of large neighborhoods. Large neighborhoods do to follow the "small town feeling" when there are thousands of city people moving here and "updating" the town to be a mini-West Des Moines.
- I like this - we should have a variety of housing options for different income levels.
- I would rather rental opportunities not be involved. That can bring issues and generally doesn't involve families that plan to put down roots in our community

Q5: Are there other tactics that should be considered to support this goal?



Q6: What other tactics should be considered to support this goal?

- Tactics sound good here
- Do not allow or at least Limit the amount of multi tenant housing such as apartments townhomes and condos.
- City hall commication has improve but there is room for more!
- None
- Pay to have it paved!
- Seems good

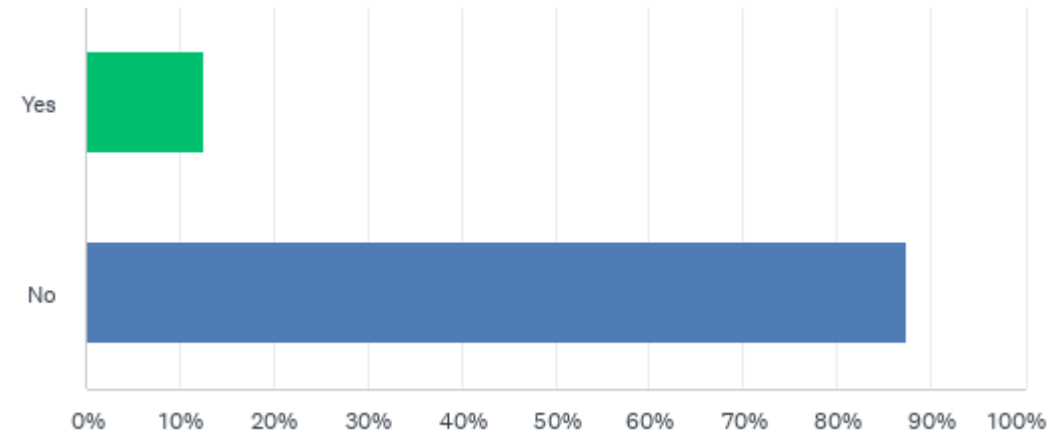
The transportation goals and tactics are:

- **Enhance accessibility and transportation safety throughout town**
 - Complete a sidewalk inventory to identify and prioritize gaps in the network
 - Develop a G-14 corridor study that focuses on improved east-west multimodal connectivity along with beautification and gateway opportunities
- **Ensure connectivity throughout the community and with neighboring communities**
 - Complete a traffic study on area collectors to ensure sufficient capacity, connectivity, and safety
 - Augment the Great Western Trail with local trails and use this network as an economic engine and means of enhancing health outcomes

Q7: Please explain how you would change these tactics, if at all.

- None
- Sounds good
- No changes
- Consider self-driving car infrastructure such as charging stations at businesses and roads set up for safe navigation.
- G14 must be widened at some point. A center turning lane and actual shoulders that can be utilized without impeding traffic are imperative.
- Sounds good
- Just update the bike trail and that's all. We don't need sidewalks because we use the bike trail. Maintaining the trail and keeping it looking nice is all we need.
- An emphasis on trails and sidewalks is necessary, especially along Cumming Ave.

Q8: Are there other tactics that should be considered to support this goal?



Q9: What other tactics should be considered to support this goal?

- None
- Yes, only because it must remain an open, ongoing process.
- None
- Much of old Town doesn't have sidewalks. While it's safe to use the streets at this point it may become an issue as the town grows.
- Maybe straighten the S curve, on G14?

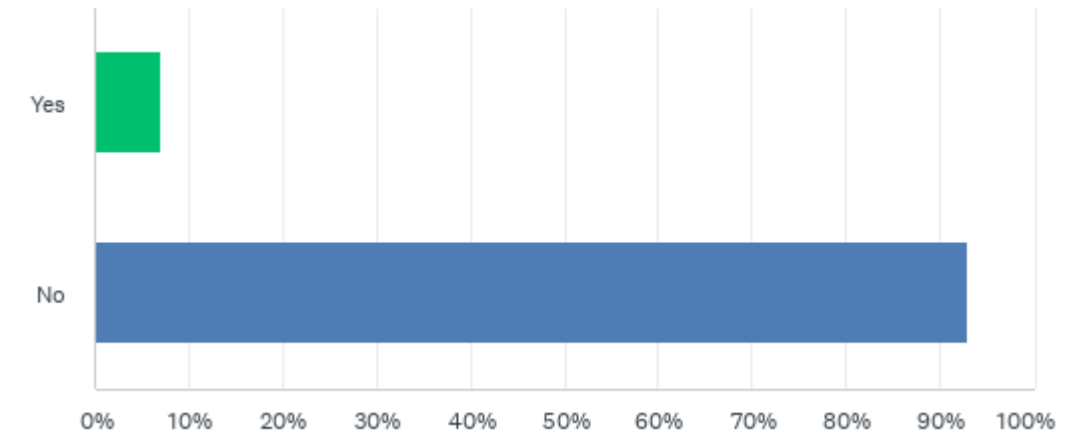
The parks and recreation goals and tactics are:

- Ensure connectivity throughout the community and with neighboring communities
 - Develop a G-14 corridor study that focuses on improved east-west multimodal connectivity along with beautification and gateway opportunities
 - Build on the city sidewalk inventory and complete a walkability study that identifies opportunities and conflict points to maximize safety and accessibility
- Establish and maintain a minimum level of park and open space availability as the community grows
 - Create a park and recreation strategy that identifies future park needs, priority areas, desired amenities, etc., to support positive health outcomes
 - Update the development code to ensure the established level of park service is maintained as the community grows
- Provide amenities to support community vibrancy
 - Work with local partners in hosting events that celebrate the fabric of the community

Q10: Please explain how you would change these tactics, if at all.

- None
- No
- None
- none
- No change
- Maintaining the park and trail is all that needs to happen.
- A stronger rec department that offers more activities than parties and movies.

Q11: Are there other tactics that should be considered to support this goal?



Q12: What other tactics should be considered to support this goal?

- None
- Same a other Yes
- None
- none
- Make sure trash receptacles have lids, otherwise trash blows out, on windy days.
- Have the Park & Rec board reach out to the community to see if anyone has a hobby or interest that aligns with these goals and ask for volunteers to help lead.

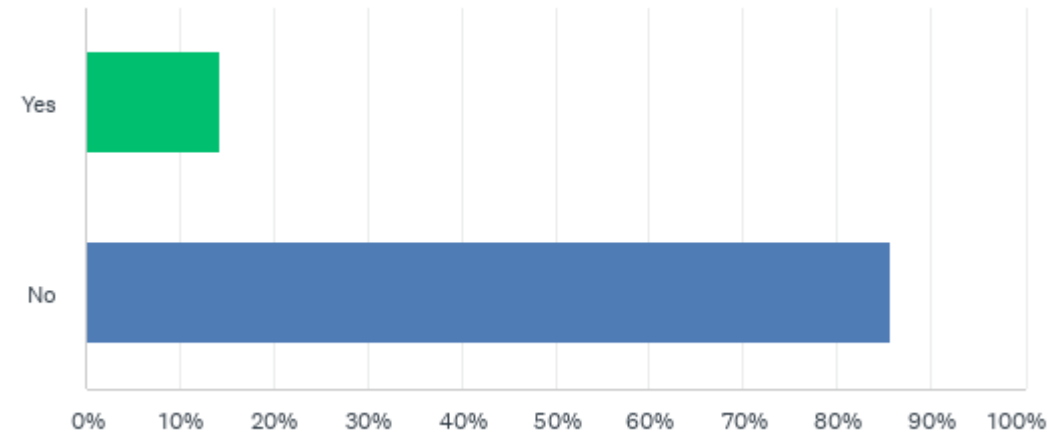
The employment/economy goals and tactics are:

- Nurture the development of additional local businesses
 - Support area residents in developing commercial endeavors in Old Town
 - Work with local business owners to streamline the permitting process for commercial opportunities
 - Support the development and launch of a local business advisory group
- Enhance internet accessibility and speed throughout town
 - Work with OmniTel Communications to implement the Empower Rural Iowa Broadband Grant Program
- Provide amenities to support community vibrancy
 - Work with local partners in hosting events that celebrate the fabric of the community

Q13: Please explain how you would change these tactics, if at all.

- None
- What does enhance Internet capability and speed throughout town exactly mean? Is this just an old town or the entire town of Cumming?
- No
- I think these tactics are perfect, however do not reflect the decision to allow HyVee to build a potential 10 story, 80 acre warehouse with hundreds of trucks daily. Stay the course with the current tactics and plan. Done implement heavy commercial industrial. Otherwise there is no differentiation between Cumming and any other town l.
- Internet is KEY. Even those who don't need to "surf the web" will eventually find themselves needing various "Internet of Things" resources such as fall detection for the elderly, home security, home automation (lights, watering, etc), appliance efficiency tracking, etc
- No change
- We do not need to commercialize anything in town. We didn't want hy-vee or Kum & go. We want to keep cumming the way it was. Don't fix what's not broken. The tap & distillery & middlebrook is enough.
- I would reach out to multiple potential partners for improved internet.

Q14: Are there other tactics that should be considered to support this goal?



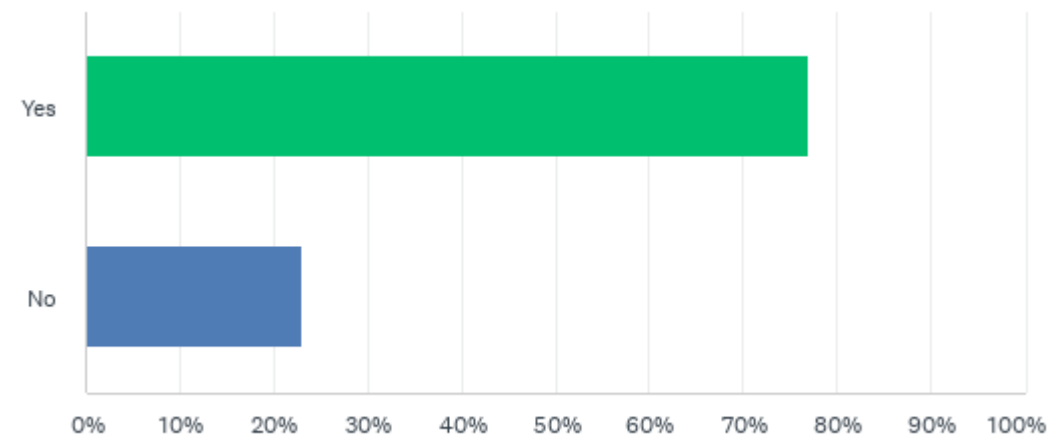
Q15: What other tactics should be considered to support this goal?

- None
- High speed Internet is definitely needed everywhere in Cumming.
-
- Develop a more community inclusive process for commercial selection and develop a physical vision for growth
- none
- None

The natural resources and stormwater management goal and tactics are:

- Balance new growth with the protection and/or enhancement of natural resources
 - Complete a natural resource inventory as the basis for community conservation planning
- Establish a conservation plan identifying open spaces, native areas, agricultural areas, etc.

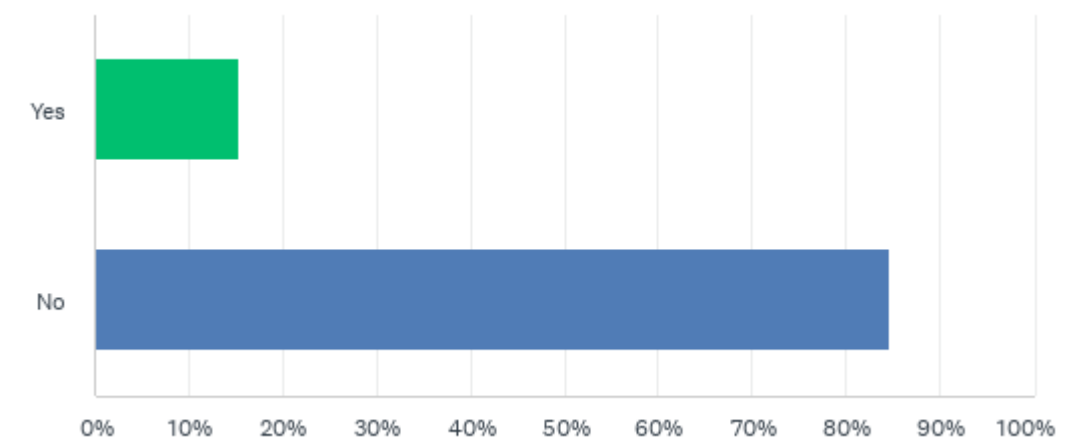
Q16: Should the community prioritize its natural resources as a differentiator from other metro-area communities?



Q17: Please explain how you would change these tactics, if at all.

- Since it's more outskirt try to have a bit more open naturally space between dense developments
- Cannot at this time but our opportunities are different.
- Cumming is one of the last rural suburbs and should try to stay that way. A comprehensive plan to include agriculture of all types inside city limits would be an incredible asset. Most of us that live here, moved here because of our need for space or love of a quiet small town atmosphere. Utilizing agriculture ground as such would give the feel of that no matter the size or population
- Maybe a finer mesh grid on storm sewers, so trash does not get swept into storm drains, and rivers.
- Not do landscaping & keep the country feel. That's what makes cumming appealing is the fact that you can live 15-20mins south of town, and not feel like you are in town.
- I wouldn't prioritize ag land within city limits if there is another, potentially better use of the land.

Q18: Are there other tactics that should be considered to support this goal?



Q19: What other tactics should be considered to support this goal?

- None
-
- That is it

The community aesthetics goal and tactics are:

- Preserve the community's small town character and celebrate its history through a consistent aesthetic
 - Develop an architectural guidebook with preferred materials and palettes for use in the community
 - Design and define locations for wayfinding signage and gateway elements
 - Promote urban agriculture and agriculture-related activities:

Q20: Do you have specific suggestions on where to locate wayfinding signage? Please share.

- Along G-14
- Forget that guidebook!
- No comment
- No
- Don't care what people make their houses out of. We only care that they stop building these big neighborhoods. It's becoming west Des Moines and if I wanted to live in WDM, I'd move there.
- Contact both the developer of Great Western Crossing and other cities to see who they have used.

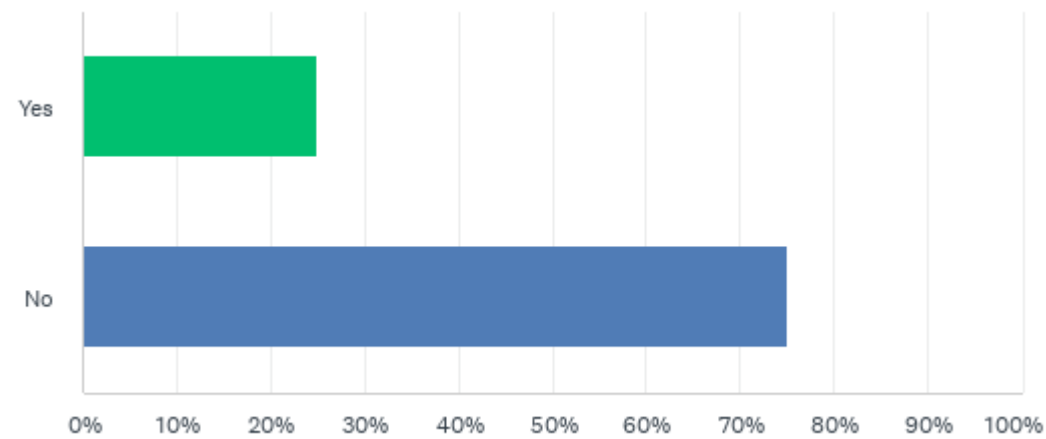
Q21: What themes, colors, or imagery should wayfinding signage incorporate?

- Not green and develop a new emblem that doesn't make the town look like a place to party along the trail
- Farmhouse type style and aesthetics like Middlebrook Farm has.
- A. Forget terms like wayfinding. Keep it simple - especially READABLE.
- No comment
- Stay consistent with whatever city-wide design is implemented. Something simple like white on black, or wood with black letters. Keep in mind color-blindness when designing - getting cute with colors can make them difficult to see.
- Maybe image of the Cumming water tower?
- Dont care

Q22: Please explain how you would change these tactics, if at all.

- None
-
- No comment
- None
- Stop making people move here to keep the small town and community

Q23: Are there other tactics that should be considered to support this goal?



Q24: What other tactics should be considered to support this goal?

- Public art
- None
-
- No comment
- None

The public services goal and tactics are:

- Plan staffing and facilities accordingly to support community growth
 - Enhance communication efforts to ensure residents are aware of community happening and developments
 - Plan for future expansion of City Hall to accommodate an expanded staff

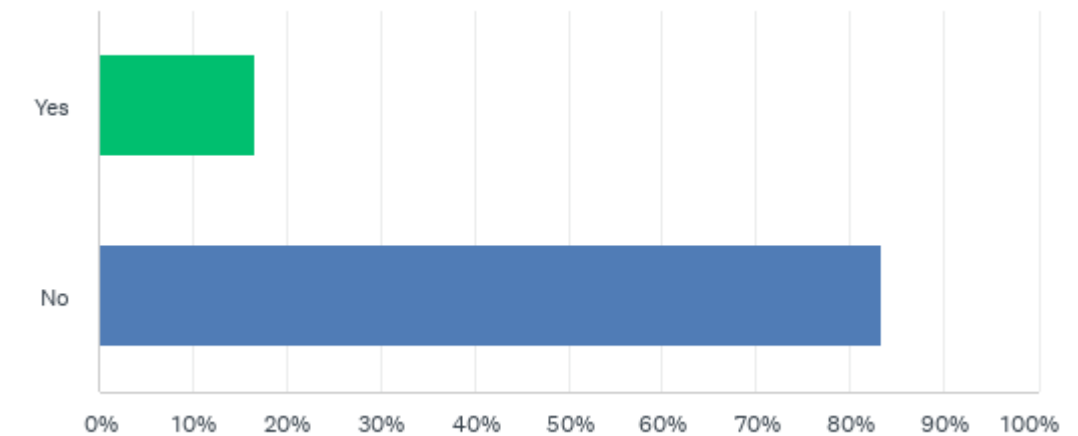
Q25: What suggestions do you have for enhancing communication efforts? Please be specific.

- Covid is over. More in person council meetings please
- Letters, Facebook other media
- Hear hear on communication.
- Continue social media communications and, if not already, make this a standard that any city communication is published as such
- A community meeting place available for public use.
- Nothing because I get all the communication I need and we don't need to add more people because then that makes more people move here which makes the town bigger & loses the small town aspect of cumming
- City Hall will need to be expanded or a new one built as we continue to grow.

Q26: Please explain how you would change these tactics, if at all.

- None
-
- None

Q27: Are there other tactics that should be considered to support this goal?

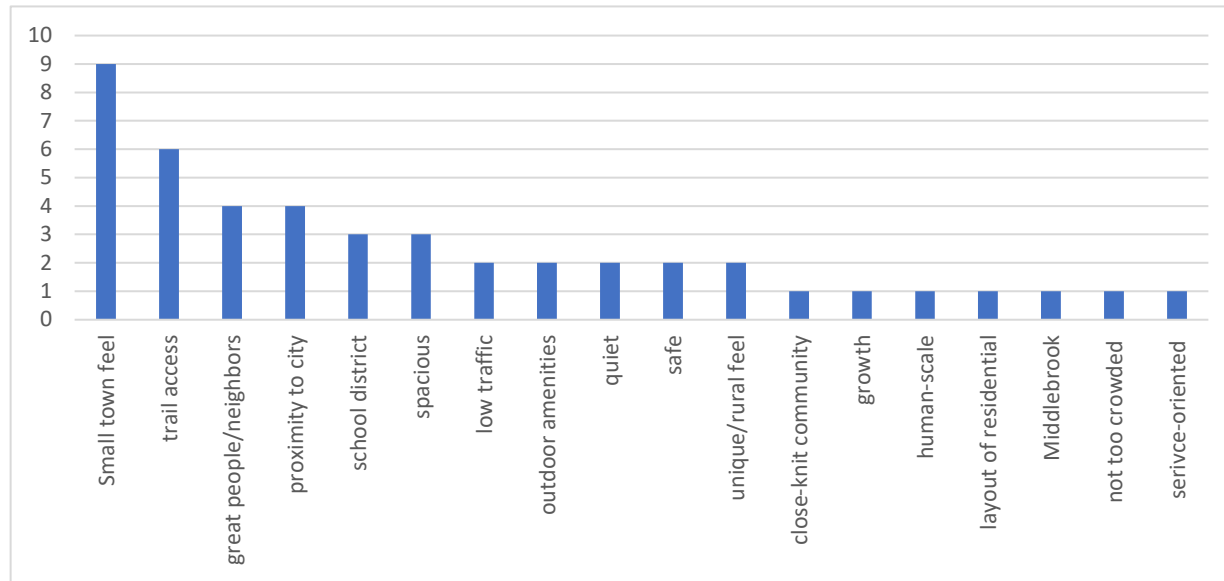


Q28: What other tactics should be considered to support this goal?

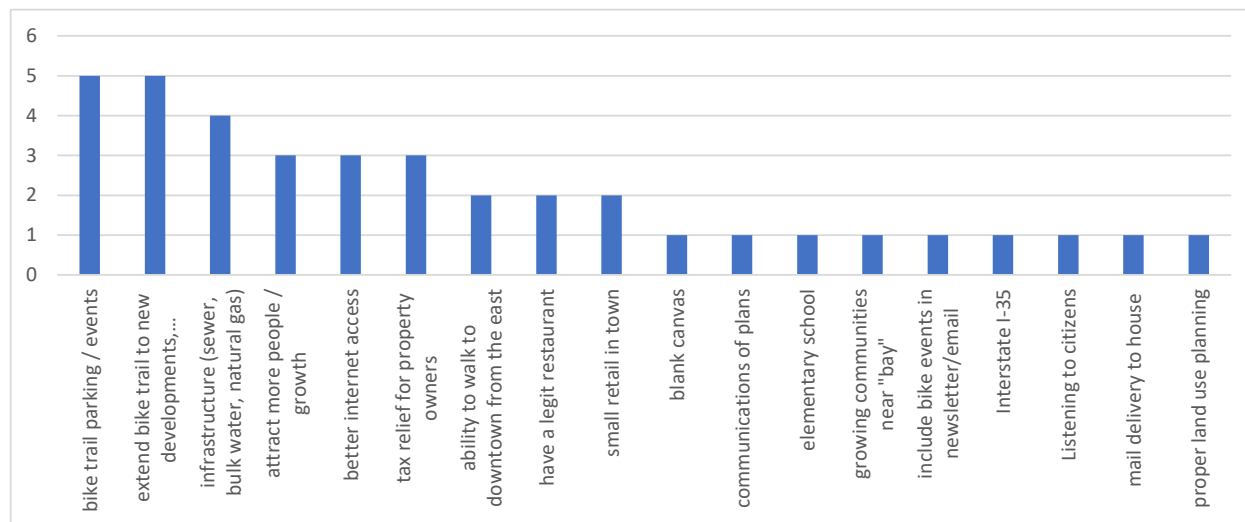
- None
-
- Maybe bigger city hall?
-
-

COMMUNITY MEETING INPUT

What do you like best about living in the community?



What is the biggest opportunity for improvement in the community?



Single Family Housing

Home	Like	Dislike	Comments
1	14	0	
2	10	0	
3	12	1	
4	3	3	
5	1	4	
6	2	5	"need more than 1 car garage"
7	0	8	"like home without snorkel garage profile"; "don't like duplex look"
8	10	0	"really like the low profile"
9	2	2	
10	0	2	

Multi-Family Housing

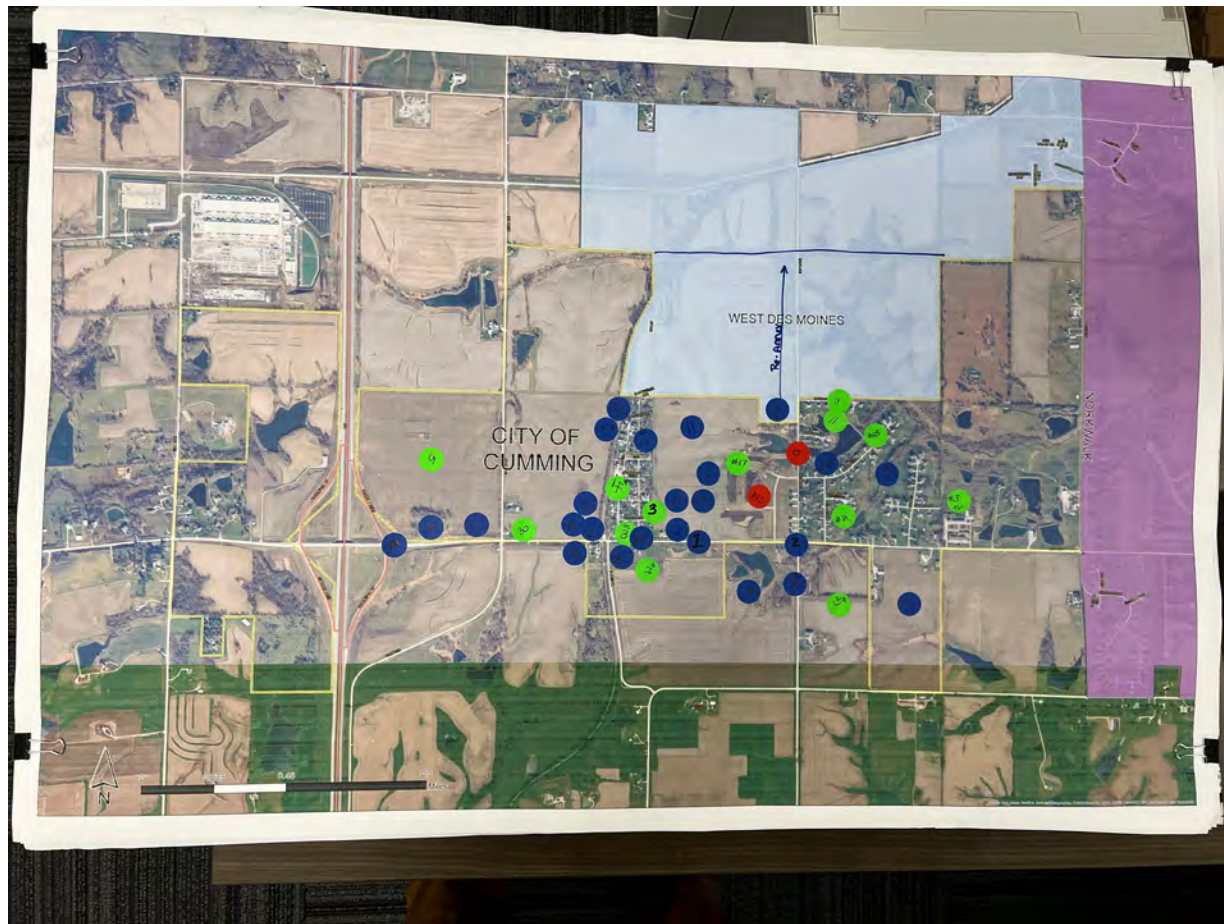
Home	Like	Dislike	Comments
1	1	7	"visually intrusive"
2	2	3	
3	1	8	
4	8	2	
5	0	11	"looks cheap"
6	6	1	
7	4	2	
8	9	0	
9	0	4	
10	5	3	

Agree/Disagree Statements

Note: 1 = Strongly Disagree, 5 = Strongly Agree

Statement	Average Score
Cumming should be a walkable and bikeable community with pedestrian paths connecting all neighborhoods.	4.9
The City of Cumming should have more retail businesses.	3.9
Multifamily housing options - i.e., apartments, duplex, townhomes - are needed in Cumming.	2.6
The City of Cumming should have more employment opportunities.	3.2
Tiny homes (less than 500 sq ft) should be considered a viable option to provide more affordable housing.	2.7
Cumming should slow the pace of its growth to maintain its small-town character.	2.4
Highway G14 should be more pedestrian friendly by reducing traffic speeds, adding more stop signs, and crosswalks.	3.2
Cumming should be a "bedroom community" - a commuter town where residents primarily work elsewhere.	2.9
Public art should be a top priority to support the community's overall quality of life.	2.3
The Great Western bike trail is an important recreational amenity for the community.	4.4

Mapping Activity

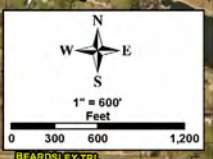
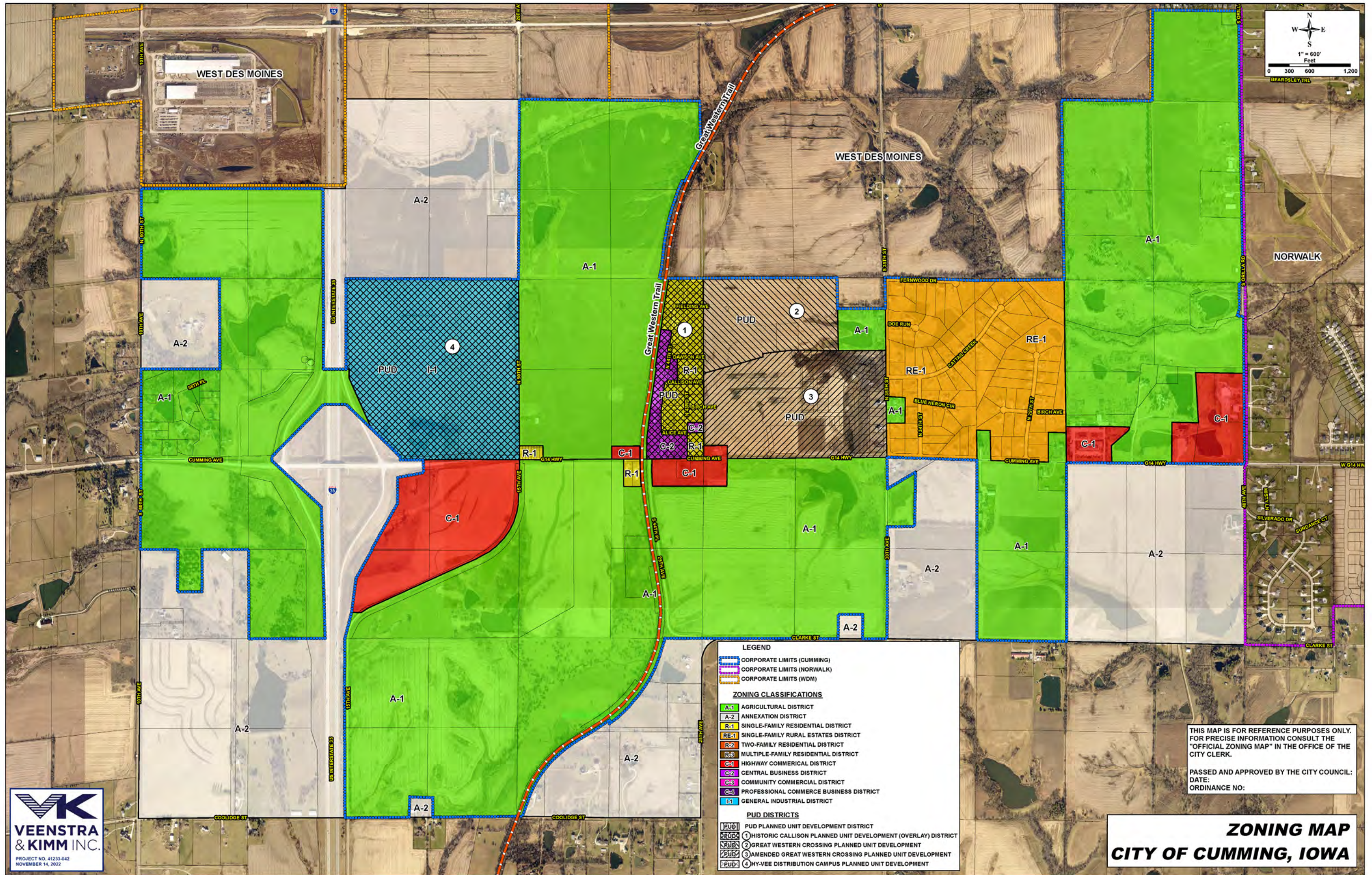


Note: Green dots = existing like; red dot = existing dislike/opportunity for improvement; blue dot = suggested new amenities

No.	Comments	Dot
1	Commercial/Neighborhood retail	Blue
2	Stop sign/4-way	Blue
3	Small business	Green
4	Small business	Blue
5	Hy-Vee	Green
6	More bike trail parking	Blue
7	Bike trail to new gas station	Blue
8	Remove N 43rd stop sign and move to bike trail	Blue
9	Bike trail connecting to Prairie Shores	Blue
10	Recreation area around the pond	Blue
11	Bigger lots	Green
12	Less than 1/4 lots	Red
13	Turn lane into Hy-Vee	Blue
14	High speed internet/fiber for all town	Blue
15	Pave N 35th Street	Red
16	Splashpad (old park by trail?)	Blue
17	New park	Green
18	Vacant lot = small business	Blue
19	Friday on the Farm	Green
20	Pave road (dust bowl)	Blue
21	Good snow plow service	Green
22	Weekly recycling service	Blue
23	Keep ag	Green
24	Re-annex	Blue
25	Ponds/more ponds	Green
26	Need park bathrooms	Blue
27	Park in every new development	Blue
28	Affordable senior housing	Blue
29	Gateway to city	Blue
30	Keep historical building/church	Green

APPENDIX B: COMMUNITY MAPS





LEGEND

- CORPORATE LIMITS (CUMMING)
- CORPORATE LIMITS (NORWALK)
- CORPORATE LIMITS (WDM)

ZONING CLASSIFICATIONS

- A-1 AGRICULTURAL DISTRICT
- A-2 ANNEXATION DISTRICT
- R-1 SINGLE-FAMILY RESIDENTIAL DISTRICT
- RE-1 SINGLE-FAMILY RURAL ESTATES DISTRICT
- R-2 TWO-FAMILY RESIDENTIAL DISTRICT
- R-3 MULTIPLE-FAMILY RESIDENTIAL DISTRICT
- C-1 HIGHWAY COMMERCIAL DISTRICT
- C-2 CENTRAL BUSINESS DISTRICT
- C-3 COMMUNITY COMMERCIAL DISTRICT
- C-4 PROFESSIONAL COMMERCIAL BUSINESS DISTRICT
- I-1 GENERAL INDUSTRIAL DISTRICT

PUD DISTRICTS

- PUD1 PUD PLANNED UNIT DEVELOPMENT DISTRICT
- PUD2 ① HISTORIC CALLISON PLANNED UNIT DEVELOPMENT (OVERLAY) DISTRICT
- PUD3 ② GREAT WESTERN CROSSING PLANNED UNIT DEVELOPMENT
- PUD4 ③ AMENDED GREAT WESTERN CROSSING PLANNED UNIT DEVELOPMENT
- PUD5 ④ HY-VEE DISTRIBUTION CAMPUS PLANNED UNIT DEVELOPMENT

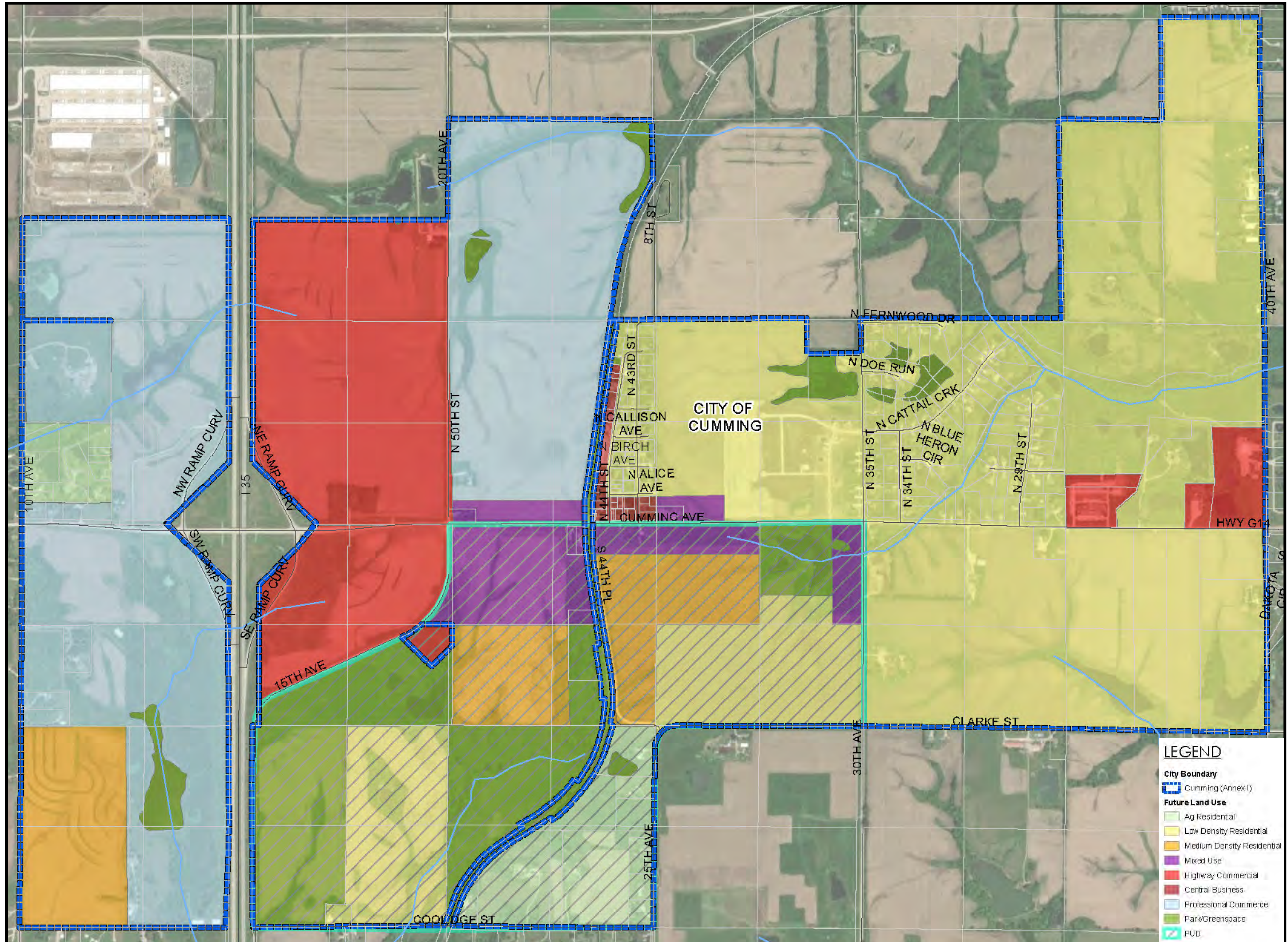
THIS MAP IS FOR REFERENCE PURPOSES ONLY. FOR PRECISE INFORMATION CONSULT THE "OFFICIAL ZONING MAP" IN THE OFFICE OF THE CITY CLERK.

PASSED AND APPROVED BY THE CITY COUNCIL:
 DATE:
 ORDINANCE NO:

**ZONING MAP
 CITY OF CUMMING, IOWA**



FUTURE LAND USE MAP





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