



MURCHISON CHOICE

NEIGHBORHOOD PLAN

— FAYETTEVILLE, NC —

FINAL PLAN

MARCH 2023

THE PLANNING TEAM WOULD LIKE TO ACKNOWLEDGE THE RESIDENTS, STAKEHOLDERS AND PARTNERS WHO PARTICIPATED IN THIS PLANNING PROCESS. IN PARTICULAR, WE WOULD LIKE TO THANK THE PROJECT STEERING COMMITTEE AND WORKING GROUP MEMBERS FOR THEIR VALUABLE KNOWLEDGE AND GUIDANCE DURING THE PROCESS AND THE COMMUNITY AMBASSADORS, WHOSE DEDICATION AND PERSISTENCE MADE THIS INITIATIVE A SUCCESS.

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INTRODUCTION





IN DECEMBER OF 2020, THE CITY OF
FAYETTEVILLE, IN PARTNERSHIP WITH
THE FAYETTEVILLE METROPOLITAN
HOUSING AUTHORITY (FMHA),
WAS AWARDED A HUD CHOICE
NEIGHBORHOODS PLANNING GRANT
FOR THE MURCHISON NEIGHBORHOOD.

Through the Grant, the City and FMHA have worked with local residents and a variety of community stakeholders – including nonprofits, faith-based organizations, anchor institutions, supportive services agencies, businesses, and others – to create a forward-looking Choice Neighborhood Plan with a strong commitment to diversity and inclusion. The Plan is centered on the redevelopment of FMHA's Murchison Townhouses, which includes 60 units of low-income housing. In addition, the Plan includes a redevelopment vision for the distressed Elliott Properties site, owned and operated by the North Carolina Indian Housing Authority. The Plan is seeking to replace 100% of those housing units within the neighborhood as part of new mixed-income developments.



HOUSING

REPLACE MURCHISON TOWNHOUSES WITH A MIXED-INCOME RESIDENTIAL DEVELOPMENT THAT INCLUDES 1:1 REPLACEMENT OF 60 PUBLIC HOUSING UNITS, ALONG WITH REDEVELOPMENT OF THE ELLIOTT PROPERTIES SITE

PEOPLE

WORK WITH COMMUNITY RESIDENTS AND ORGANIZATIONS TO IMPROVE LIVES AND LIVING CONDITIONS FOR FMHA FAMILIES AND RESIDENTS OF THE SURROUNDING NEIGHBORHOOD, WITH A PARTICULAR FOCUS ON THE HIGHEST NEED FAMILIES.



NEIGHBORHOOD

BUILD ON EXISTING EFFORTS TO CELEBRATE AND MARKET MURCHISON ROAD AS A SPECIAL PLACE – WITH A RICH AND SIGNIFICANT HISTORY AND A VIBRANT, POSITIVE, AND INCLUSIVE FUTURE.

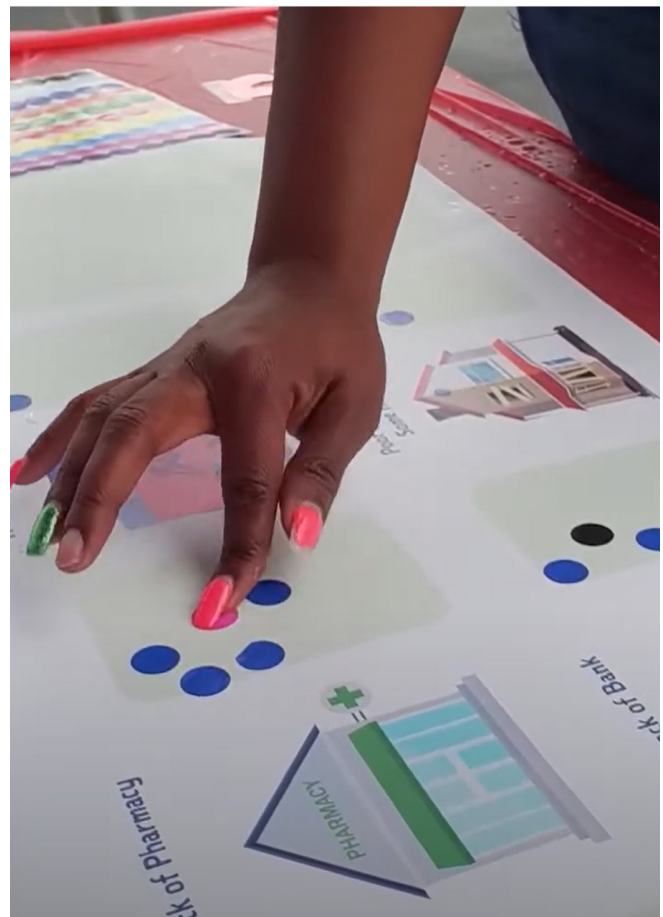
The Choice Neighborhoods Initiative (CN) is a Department of Housing and Urban Development (HUD) program that employs a comprehensive approach to neighborhood transformation. The program helps communities transform neighborhoods by revitalizing distressed public and/or assisted housing, and catalyzing critical improvements in the neighborhood such as: vacant property, housing, business development, social services, education, transportation, and improved access to jobs. The CN ensures that current residents will be able to benefit from this transformation by preserving affordable housing or providing residents with the choice to move to affordable and accessible housing in another existing neighborhood of opportunity.

**THE CHOICE
NEIGHBORHOODS
INITIATIVE IS
FOCUSED ON THREE
CORE GOALS:
HOUSING, PEOPLE,
AND NEIGHBORHOOD.**

To achieve these core goals, communities such as Fayetteville are required to develop and implement a comprehensive neighborhood revitalization strategy, or Transformation Plan. This Plan will become the guiding document for the revitalization of the public housing units, while simultaneously directing the transformation of the surrounding neighborhood into positive outcomes for families.



CHOICE NEIGHBORHOODS





The Murchison CN Plan has been developed using a community-based, bottom-up strategic planning approach that engages and empowers local stakeholders and the anchor Institutions such as Fayetteville State University. The Plan builds on successful programs and investments already in place, and organizes implementation actions around the capacity of partners, stakeholders, businesses, and residents.

The City and FMHA have built on their established relationships with target housing and neighborhood residents, project partners, and a variety of community stakeholders to establish a robust planning process. Planning Coordinator COLLABO has provided technical assistance throughout the process.

We are sensitive to the cultural and historical elements of this effort and have worked to foster a seamless and inclusive collaboration with local leaders and those currently working in the neighborhood to develop strategies and solutions that are driven through community ownership.

The City and FMHA maintain a strong commitment to diversity and have actively sought out partnerships with individuals and groups representing underserved populations. To further this goal, we have selected and trained local Community Ambassadors to help lead various elements of the project.

THE PLANNING PROCESS, WHICH INCLUDED SIX PHASES, BEGAN IN DECEMBER OF 2020 AND CONCLUDED IN MARCH OF 2023.





"THE SPIRIT OF THE COMMUNITY IS ITS GREATEST ASSET"

MAYOR MITCH COLVIN

THE MURCHISON NEIGHBORHOOD

The Murchison Neighborhood was selected for its tremendous assets and strategic position less than a mile from downtown Fayetteville, on the direct route to Fort Bragg. The neighborhood is the historic center of African-American culture in the city and is anchored by Fayetteville State University, an HBCU that offers over 60 programs of study.

The community, 3.1 square miles in size, is defined by natural creeks and lakes on the east and west, and major arterials on the north and south. It has been identified as a primary focus area for reinvestment through its designation as an Opportunity Zone as well as a Neighborhood Revitalization Strategy Area.

In 1908 the school that would become Fayetteville State University started building a campus on Murchison Road. The road developed into the mid-1900s — first with the college, then with houses for teachers, and eventually into the thriving center of Fayetteville’s black community.

Segregation from the 1950s into the 1970s forced blacks to live in the black Murchison Road community, so businesses sprung up to cater to them. There were grocery stores, nightclubs, motels, beauty stores and other black-owned, mom-and-pop businesses. Discrimination prevented blacks from finding housing outside of the corridor. That led to subdivisions built for black homeowners and renters. Quite a few communities were built to provide homes for black military families.

Integration meant people could live in other parts of the city and patronize businesses elsewhere. Over time, the black-owned businesses disappeared. In the 1970s, drugs became a major problem, with a stigma that persists today. This Plan represents an opportunity to address these challenges by building upon local assets in order to create a community of Choice.



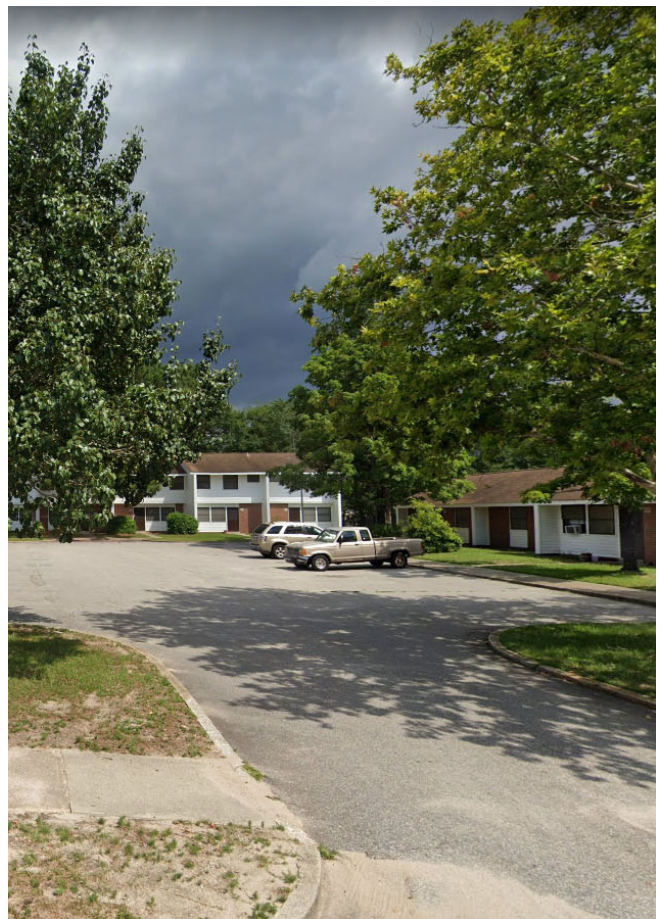




The 60-unit Murchison Townhouses development was constructed in 1970. Though FMHA does its best in maintaining the property, the buildings are generally in poor to fair physical condition and require significant rehabilitation and retrofit to render the structures viable as safe and sanitary housing.

While the area is generally quiet, with little drive-through traffic, the site is generally disconnected from the surrounding neighborhood, which contributes to a sense of isolation for FMHA residents. Murchison Townhouses does not currently have any frontage on Murchison Road, making it difficult to locate for visitors.

The existing on-site Head Start Center provides a resource for early learning for both FMHA and neighborhood residents. Beyond this facility, the property includes a significant lack of amenities and park space, with no playgrounds or ballfields for local children to utilize.



A photograph of a community meeting outdoors. In the foreground, a man with a shaved head, wearing sunglasses and a black t-shirt with red horizontal stripes, is looking down at a large map spread out on a table. He is holding a small piece of paper in his left hand. Behind him, another man wearing a white t-shirt with a graphic of houses and a tree, a white face mask, and glasses is looking at a smartphone. The background shows a green and white striped tent and some trees under a clear blue sky.

A COMMUNITY- LED PLAN

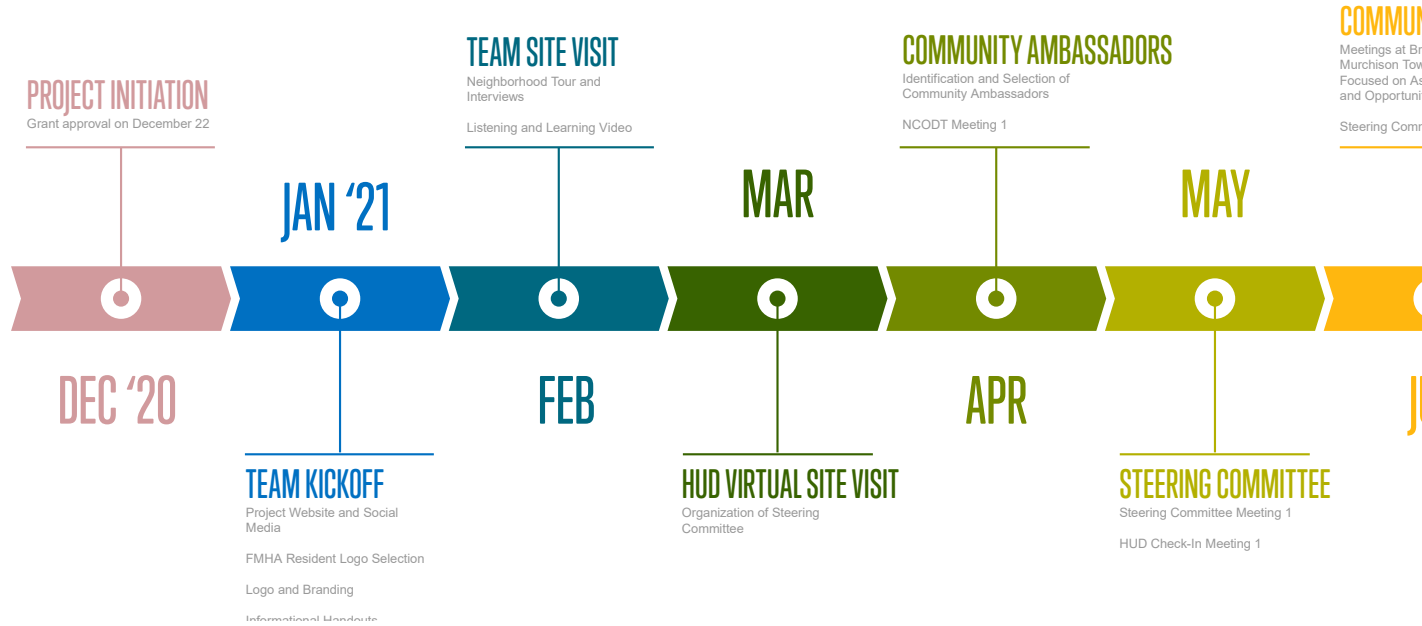


THE MURCHISON CN PLAN PROCESS
HAS BUILT UPON LOCAL STRENGTHS
BY ENGAGING NEIGHBORHOOD
RESIDENTS, LOCAL BUSINESSES AND
ORGANIZATIONAL PARTNERS IN A
COMPREHENSIVE AND COLLABORATIVE
WAY.

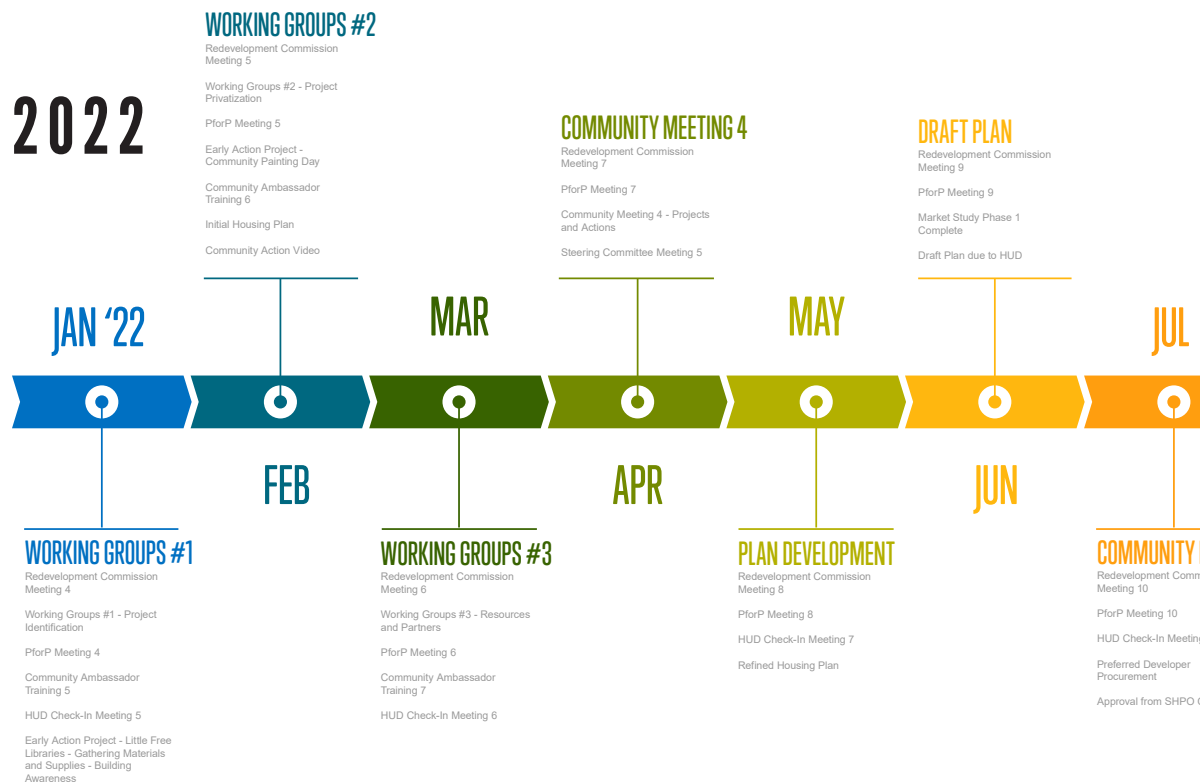
The City, FMHA, and its strong group of partners have utilized unique and effective outreach techniques and activities supplemented by online interactive tools and social media to keep residents engaged throughout the process. Because of constraints due to COVID-19, our engagement approach has been tailored to the current situation and was adaptable over time to ensure that all voices are heard.

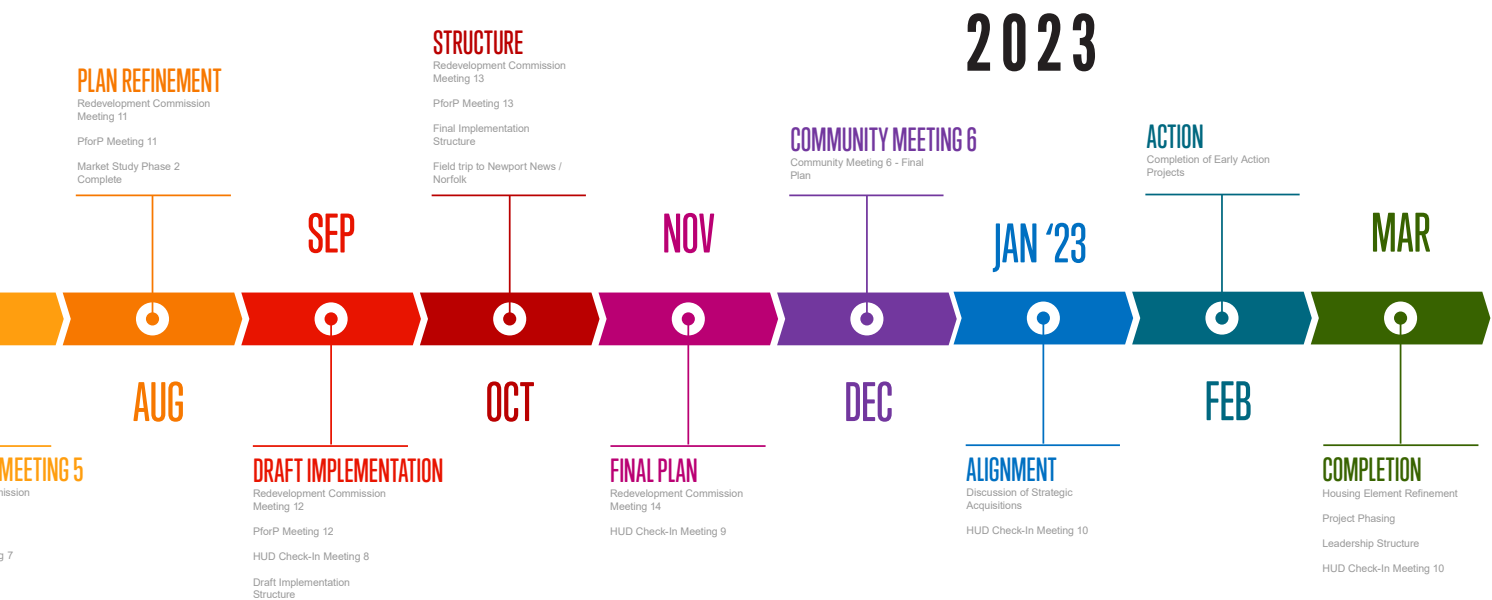
Multiple forms of communication have been utilized to reach FMHA residents. A project website has been established to document the planning process and provide easy access to information. Flyers and notices have been distributed before meetings through our Community Ambassadors. Residents have been engaged at key points in the planning process. Initial public housing resident meetings early in the planning process have helped to strengthen trust and instill confidence so that FMHA residents can successfully engage with the larger community. The Planning Team has also engaged local youth to document their preferences for projects and programs that will directly benefit themselves and their peers.

2021



2022





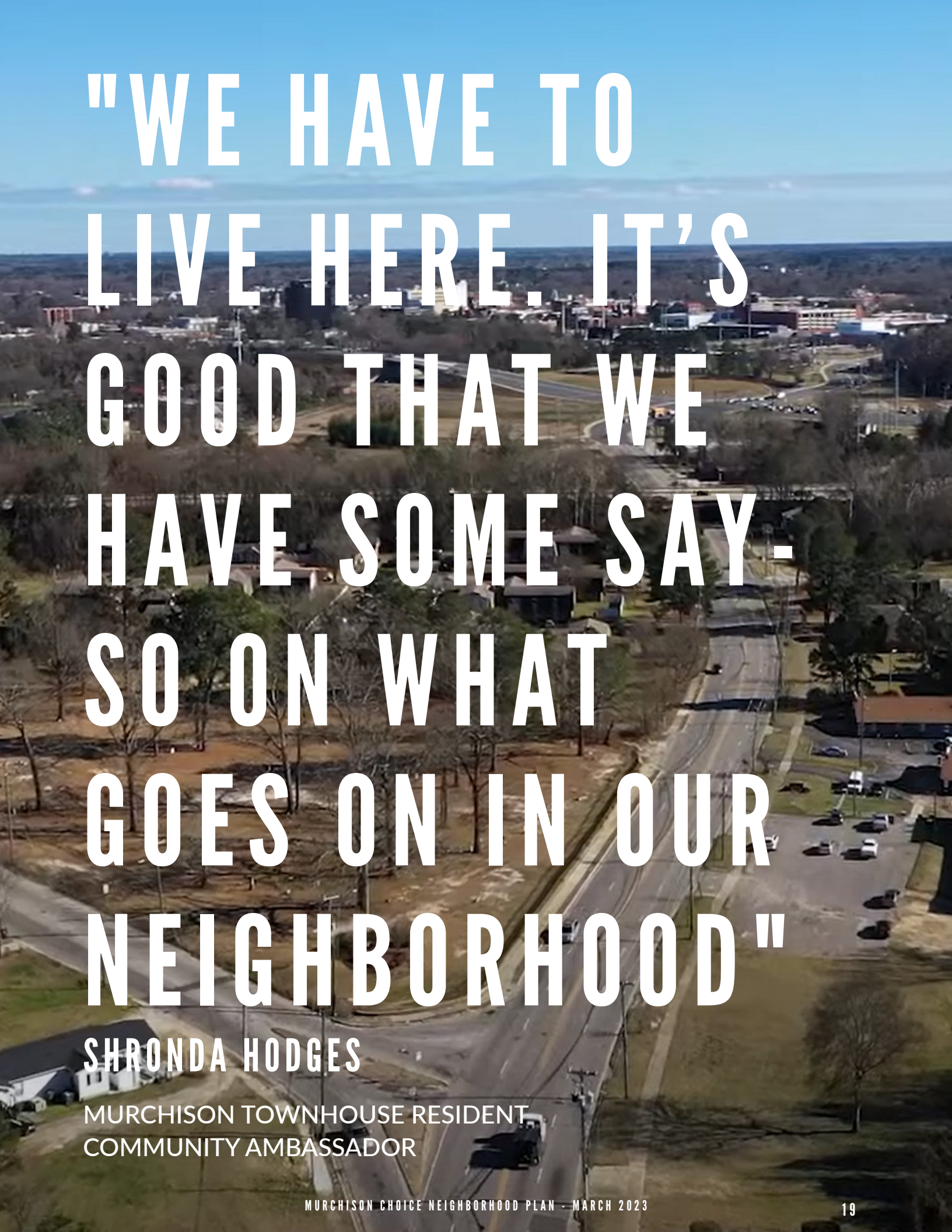


WHEN RESIDENTS ARE GENUINELY AT THE CENTER OF A PLANNING PROCESS, A UNIQUE OUTCOME UNFOLDS.

Relationships become the focal point of the work. This is because for Murchison Neighborhood residents, planning is personal – it's about their children, their families, their homes, their neighbors, and their streets. It is about making their day-to-day lives better in real-time. As we worked together to envision, design, and implement the investment and physical changes necessary to revitalize the Murchison Neighborhood, it has been critical that residents are engaged from day one, so that they can help to assume a leadership role in the process. An indicator of the level of genuine engagement achieved is the establishment of trust.

Relationships are the currency of collective impact, and the ability to achieve lasting results. A denser network of relationships produces a wider array of possibilities, a more robust set of potential opportunities, and a larger implementation ripple effect.



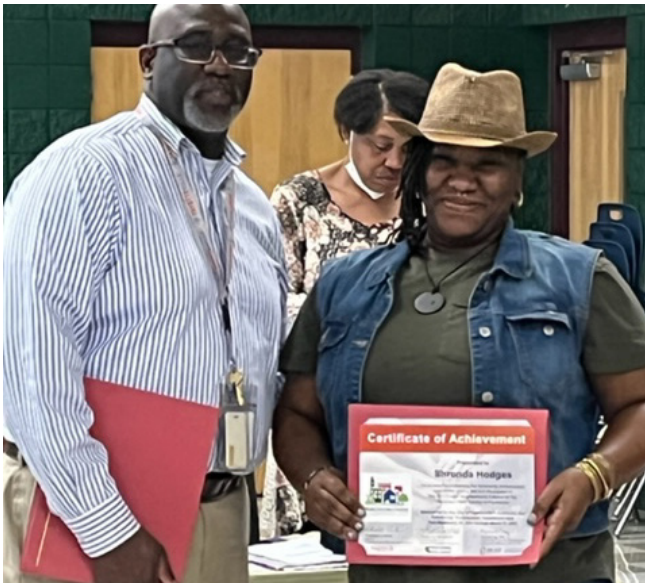


"WE HAVE TO
LIVE HERE. IT'S
GOOD THAT WE
HAVE SOME SAY-
SO ON WHAT
GOES ON IN OUR
NEIGHBORHOOD"

SHRONDA HODGES

MURCHISON TOWNHOUSE RESIDENT
COMMUNITY AMBASSADOR



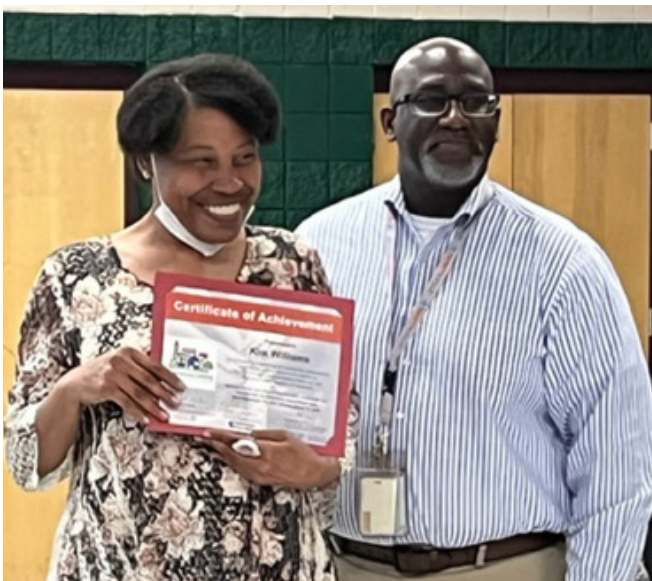


WE STRONGLY BELIEVE IN RESIDENT EMPOWERMENT, AND HAVE AIMED TO ENSURE THAT OUR TEAM, OUR COLLABORATORS, AND OUR ACTIONS REPRESENT THE MURCHISON NEIGHBORHOOD.

COMMUNITY AMBASSADORS IDENTIFIED THROUGH THIS PROCESS HAVE BECOME PART OF THE PLANNING TEAM, ASSISTING WITH ENGAGEMENT, EARLY ACTION PROJECTS, AND DECISION MAKING WHILE BUILDING THEIR LEADERSHIP SKILLS AND MAKING IMPORTANT CONNECTIONS WITHIN THE NEIGHBORHOOD.



THE COMMUNITY AMBASSADORS HAVE RECEIVED A STIPEND FOR THEIR EFFORTS AND HAVE BEEN TRAINED AND COACHED ON ENGAGEMENT TECHNIQUES TO HELP INCREASE THEIR CAPACITY THROUGHOUT THE PROJECT.



LOGO DEVELOPMENT

Residents from the Murchison Townhouses helped to select our project logo from a variety of choices. This initial step in the planning process helped to ensure that our most important stakeholders were involved on day one. This element helped to generate the “graphic soul” that has been used throughout the project.

VARIOUS
PLANNING TOOLS
WERE UTILIZED
THROUGHOUT THE
PROCESS TO ENSURE
SIGNIFICANT PUBLIC
PARTICIPATION



PROJECT WEBSITE AND SOCIAL MEDIA

ABOUT NEWS BACKGROUND PROCESS TEAM FAQ MATERIALS CONTACT



ABOUT

In December of 2020, the City of Fayetteville, in partnership with the Fayetteville Metropolitan Housing Authority (FMHA), was awarded a HUD Choice Neighborhoods Planning Grant for the Murchison neighborhood. Through the Grant, the City and FMHA are working with local residents and a variety of community stakeholders – including nonprofits, faith-based organizations, anchor institutions, supportive services agencies, businesses, and others – to create a forward-looking Transformation Plan with a strong commitment to diversity and inclusion.

The Plan will be centered on redevelopment of FMHA's Murchison Townhouses, which includes 60 units of low-income housing. The CNI Plan will seek to replace 100% of those housing units within the neighborhood, or in other areas of opportunity as part of new mixed-income developments.

ONLINE MEETINGS

Due to COVID-19, our process has been designed for full flexibility in outreach methods to ensure active participation regardless of the current circumstances. Throughout 2021 and into 2022, online meetings were a useful tool to ensure that the Steering Committee, Advisory Groups, local partners, and the community as a whole were able to continue to provide feedback and ideas from the comfort of their home or office.



MURCHISON CN VIDEOS

To provide an easy-to-understand summary of the Choice Neighborhood goals and process, as well as a document of engagement activities, a series of videos were produced and hosted on the project website. The videos were often distributed to residents and partners to help brief them on the status of the planning effort.

**AS OF MARCH 2023,
MURCHISONCHOICE.COM HAS
HAD OVER 4,200 UNIQUE
VISITORS!**



COMMUNITY MEETINGS

In addition to online meetings and smaller gatherings, we have held four larger in-person Community Meetings at various stages of the process. These meetings provided the opportunity for face-to-face conversations and hands-on activities related to identifying assets, challenges, and opportunities, and prioritizing projects and strategies.







STEERING COMMITTEE

We organized a CN Steering Committee, with membership representing the full cross-section of both neighborhood and citywide partners. The Steering Committee was comprised of City representatives, FMHA leadership, target housing residents, representatives of neighborhood organizations, institutional partners, nearby churches, businesses/employers, key service providers, potential funders, and other planning partners. The Committee has served as a sounding board for the project Planning Team and will allow for frequent and focused discussions with a smaller group of stakeholders.

ADVISORY GROUPS

The Fayetteville Redevelopment Commission and the Pathway to Prosperity Coalition have served as Advisory Groups for the process. The Planning Team met with each group on a monthly basis to discuss project updates, and to elicit feedback relating to the Plan.



WORKING GROUPS

Five Working Groups were organized around the topics of History, Equity and Inclusion, Housing and Commercial Development, Education and Job Training, Safety and Security, and Transportation and Open Space. A total of 230 residents and stakeholders participated in Working Group Meetings between January and March 2022. These conversations were essential to brainstorming and ranking project strategies, as well as identifying potential resources, and partners for implementation.



"THIS AREA IS
RICH IN CULTURE,
POSITIVE PEOPLE,
PROGRESSIVE
PEOPLE, AND
PEOPLE OF
CHANGE"

DR. A. JAMALE JOHNSON

MT. SINAI MISSIONARY BAPTIST CHURCH



COMMUNITY CONVERSATIONS

During the Visioning stage of the process, Community Ambassadors hosted a series of Community Conversations, designed as informal listening sessions. These Conversations, held with local FMHA and neighborhood residents, as well as students from E.E. Smith High School, provided significant feedback and direction for the development of the Plan.

THE AREA HAS A BAD REPUTATION

GUN VIOLENCE AND GANGS ARE THE BIGGEST PROBLEMS



WHY WERE WE INSPIRED TO HELP THE RESIDENTS ON MURCHISON ROAD?

NO MATTER WHAT YOU CAN HAVE HAPPENING AT HOME YOU CAN ALWAYS COUNT ON E E SMITH

SO MUCH TENSION AND AGGRESSION BETWEEN YOUNG PEOPLE



KIDS WANT TO GO OUTSIDE TO PLAY OR WALK TO THE PARK WITHOUT HAVING TO WORRY ABOUT BEING STOPPED BY GANGS

TEACHERS TREAT KIDS LIKE FAMILY AND WANT TO SEE THEM SUCCEED

LOVE THAT E. E. SMITH IS VERY FAMILY-ORIENTED

BOND BETWEEN THE NEIGHBORHOOD AND THE SCHOOL

TEACH KIDS TO CONFRONT THEIR PROBLEMS IN HEALTHIER WAYS

DON'T FEEL TOO SAFE WALKING DOWN MURCHISON ROAD

NOBODY KNOWS HOW TO WORK OUT ISSUES - THEY GO STRAIGHT TO VIOLENCE

THERE ARE A LOT OF STRONG CONNECTIONS



A RICH HISTORY

WE CARRY PEPPER SPRAY FOR SAFETY

KIDS WOULD LOVE TO HELP DECORATE THE LITTLE FREE LIBRARIES



E. E. SMITH STUDENT COUNCIL

PEOPLE HAVE LIVED IN THE AREA FOR A LONG TIME

THE LEGACY IS TOP-NOTCH

COULD BRING KIDS CLOSER TOGETHER

STUDENT COUNCIL WOULD LOVE TO HELP OUT ON PROJECTS

IT WILL KEEP THEM ON-TRACK

BRING THE COMMUNITY CLOSER TOGETHER



TRY TO DO AN ANNUAL EVENT WITH THE WHOLE COMMUNITY

CREATE A BOYS AND GIRLS CLUB



HELPS TO KEEP KIDS OUT OF TROUBLE

TUTORING OR MENTORING PROGRAM

NOT A LOT OF KIDS HAVE THAT HELP AT HOME

SOME OLDER STUDENTS AREN'T INTERESTED IN HELPING YOUNGER KIDS

THEY DON'T UNDERSTAND THE IMPACT THAT THEY CAN HAVE ON OTHER PEOPLE'S LIVES

CAN HELP TO STEER KIDS IN THE RIGHT DIRECTION

PROVIDES ROLE MODELS FOR STUDENTS



E.E. SMITH KIDS CAN TUTOR YOUNGER STUDENTS

HAVE SOMEONE TO TALK TO

BIG SISTERS AND BIG BROTHERS CLUBS ARE GREAT



MORE POLICE PATROLS NEEDED

DRUGS ARE BIG CHALLENGE

LACK OF FREE TUTORING PROGRAMS

HANGING LIMBS

DEBRIS AND TRASH

SPEEDING - ESPECIALLY ON CORRINA CIRCLE AND JASPER STREET



SOME STUDENTS ARE STRUGGLING WITH SCHOOL

LACK OF CODE ENFORCEMENT



DILAPIDATED HOMES



COMMUNITY PRIDE

LACK OF SENIOR ACTIVITIES AND FITNESS PROGRAMS



CYNTHIA LEAKS HOME

MORE ORGANIZED COMMUNITY WATCH PROGRAM

IMPROVE LIGHTING

GREAT NEIGHBORS

NEW SENIOR CENTER COMING IN 2022

COLLEGE TOWN

SIGNIFICANT FORMER AND CURRENT RESIDENTS

BOWLING ALLEY OR SKATING RINK FOR YOUNG PEOPLE



SENIOR CHECK-IN PROGRAM



CLOSE TO DOWNTOWN



WE NEED TO SHOWCASE COMMUNITY

MS. FELDER'S BOOK "EVERYDAY HEROES"



NEIGHBORHOOD RESOURCE CENTER

NEIGHBORHOOD BEAUTIFICATION

JOB TRAINING PROGRAMS



MENTORING

THE WALL OF HONOR

RESOURCE MANUAL OR COMMUNITY WEBSITE



NEIGHBORHOOD SNAPSHOT



THE PLANNING AREA IS LOCATED JUST NORTHWEST OF DOWNTOWN FAYETTEVILLE, WITHIN A RING OF RESIDENTIAL NEIGHBORHOODS BOUNDED BY U.S. 401 (COUNTRY CLUB DRIVE).

The Murchison CN Planning Area includes the Murchison Road Corridor and adjacent neighborhoods generally bounded by Pamalee Drive and Greensboro Road (northwest), Cross Creek (east), Edgecombe Road, and Filter Plant Drive (south), and Little Cross Creek (west). The area is bisected by Murchison Road, which acts as the primary transportation and commercial spine for these neighborhoods. Fayetteville State University (FSU) is an important anchor institution, an HBCU situated in the southeast corner of the Planning Area.

CONTEXT

The last 20 years have seen significant development and changes in the City of Fayetteville including the revitalization of downtown Fayetteville with new shops, services, hotels, offices, and entertainment opportunities. Unfortunately, these positive improvements have not benefited all residents in a truly equitable fashion.

The Murchison Choice Neighborhood includes abundant opportunities, which will create a framework for transformation that will uplift and empower local residents.

The area is a rich center of African American culture in the city and is anchored by Fayetteville State University, a Historically Black College and University founded in 1867. In addition, the community contains easy access to public schools, early childhood learning centers, and various community medical clinics. The neighborhood's natural creek corridors and small lakes are underutilized assets that can be greatly improved for local recreation. Because of Fayetteville State University, along with the community's close proximity to downtown, the neighborhood provides a potential market for additional student and faculty-oriented housing, as well as potential retail uses that could provide additional jobs and services for residents.

Businesses along Murchison Road have suffered in recent decades as the neighborhood has undergone negative changes. This has only been exacerbated by COVID-19. The community contains a high concentration of very low-income units with FMHA's Murchison Townhouses (target housing), the 99-unit affordable assisted Mount Sinai Homes development, and the 110-unit Elliott Properties development, owned and operated by North Carolina Indian Housing, all located within the neighborhood.







6,063

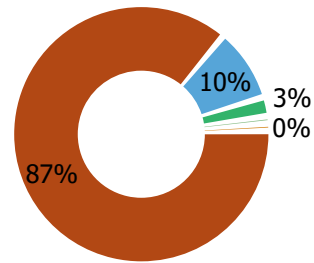
Population



2,127

Households

RACE / ETHNICITY



- Black Population
- White Population
- Hispanic Population
- Asian Population
- American Indian Population



32.8

2021 Median Age
(Esri)



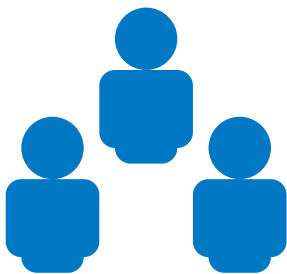
58%

2021 Female Population
(Esri) (%)



42%

2021 Male Population
(Esri) (%)



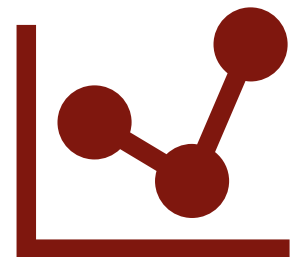
2,298.1

Population per Square Mile
(Esri)



2%

Pop 18-64 Speak Spanish
(2019) (%)



\$31,135

2021 Median Household
Income (Esri)

RENTER OCCUPIED HOUSING UNITS



64%

OWNER OCCUPIED HOUSING UNITS



36%



2,577

2021 Total Housing Units (Esri)



1969

2019 Median Year Structure Built (ACS 5-Yr)



557

2019 Total Vacant HUs (ACS 5-Yr)

DRIVING



69%

2021 Has a Valid Driver`s License (%)
(Esri)

COMMUTE TIME TO WORK



29%

15-19 Minutes (ACS 5-Yr)

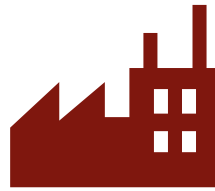
UNEMPLOYMENT



9.9%

2021 Unemployment Rate (Esri)

BUSINESS



144

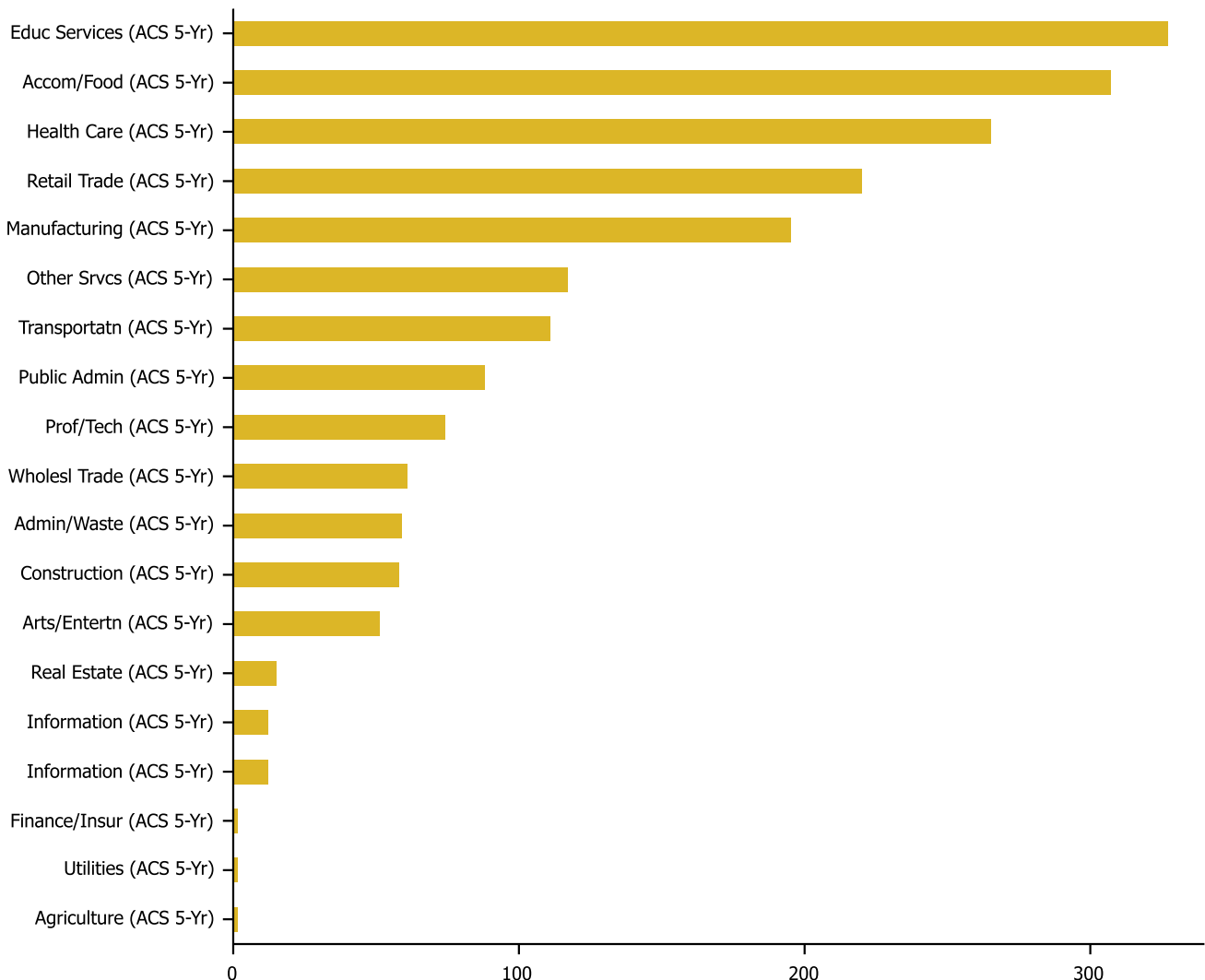
Total Businesses
(Esri)

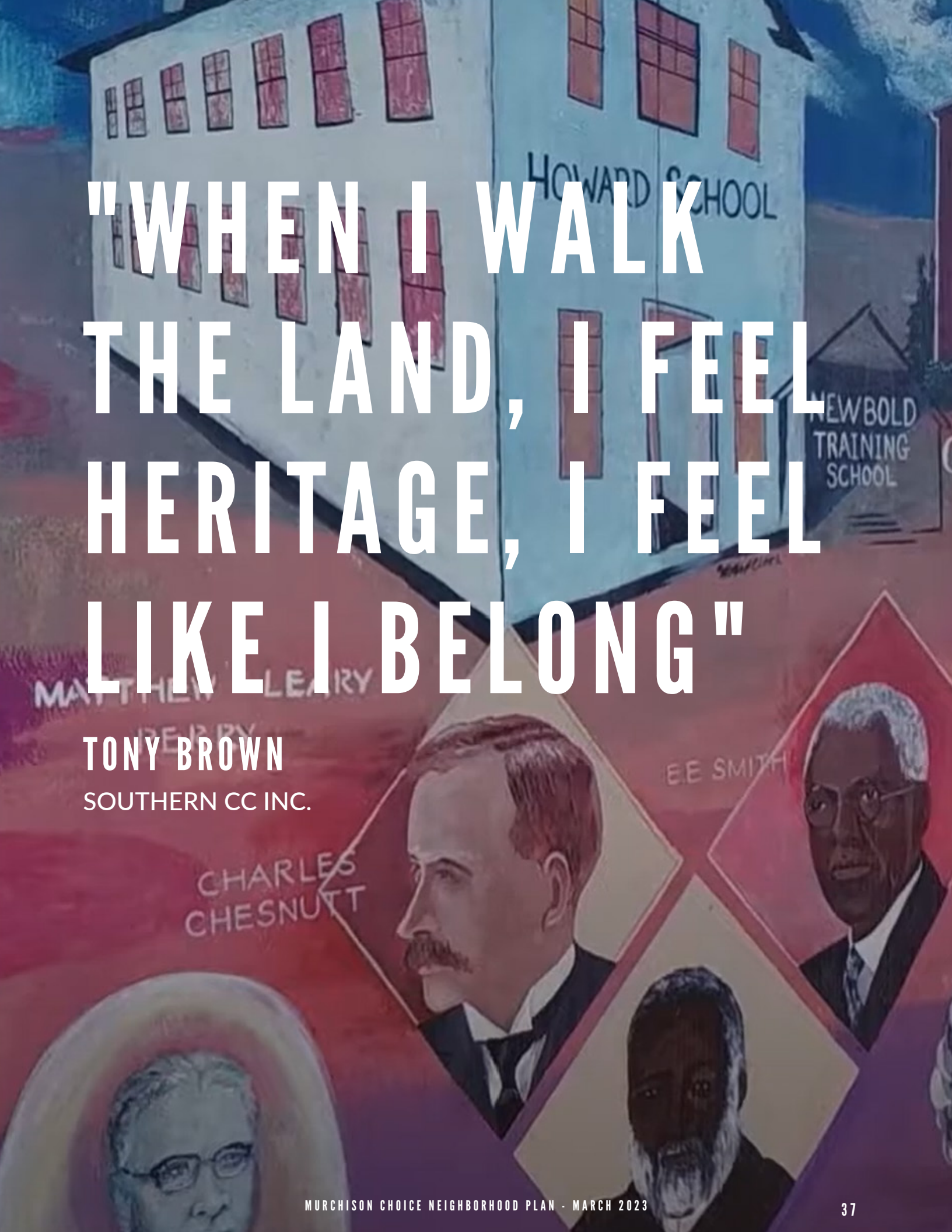


1,837

Total Employees
(Esri)

Industries (ACS 5-Yr)

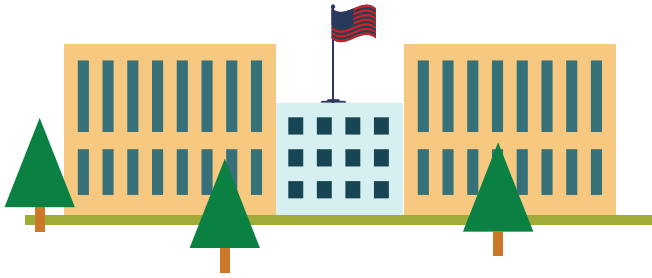




"WHEN I WALK
THE LAND, I FEEL
HERITAGE, I FEEL
LIKE I BELONG"

TONY BROWN
SOUTHERN CC INC.

#1



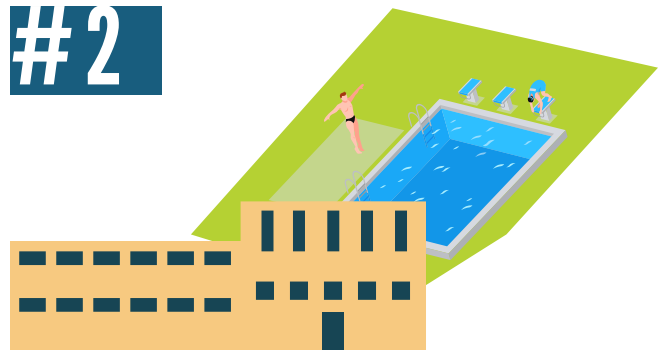
FAYETTEVILLE STATE UNIVERSITY

Fayetteville State University (FSU) is a public historically black university. The primary mission of FSU is to provide quality education to its students through a basic liberal-arts foundation, specialized professional training, and specific graduate programs. The university offers Bachelor's degrees in 43 areas, Master's degrees in 23 areas, and one doctoral degree in educational leadership.

SMITH RECREATION CENTER AND CHALMERS POOL

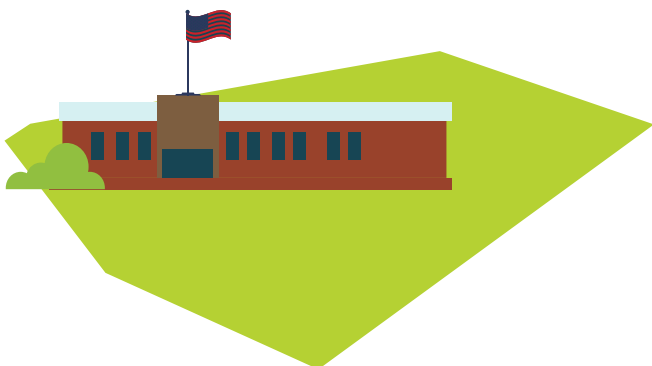
Smith Recreation Center is a city-run facility that includes meeting rooms, a gymnasium, a banquet room for 250 people, a commercial kitchen, and catering service. Outdoor facilities include two playground areas, a large picnic area with grills and lighted basketball courts. Programs held at the center relate to fitness, sports, self-defense, career development, and science.

#2



***AS RANKED BY LOCAL RESIDENTS AT COMMUNITY MEETING 1**

#3



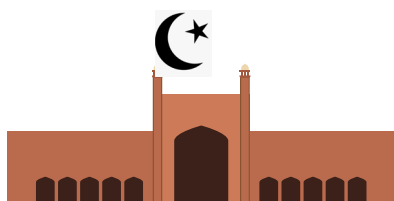
LOCAL PUBLIC SCHOOLS

The neighborhood includes three public schools within its boundaries. These include E.E. Smith High School, Ferguson-Easley Elementary, and Westarea Elementary School. The ties between local schools and the community are strong, and go back generations.

ATTRACTIVE AND AFFORDABLE HOMES

Residents have cited the availability of a wide range of attractive and affordable homes as a key asset in the community. These homes range from pre-WWII dwellings up to more recently built structures from the past decade. The median age of a home in the Murchison Neighborhood is approximately 50 years old.

#4



#5



HOUSES OF WORSHIP

The Murchison Choice Neighborhood includes a wide range of houses of worship, including large Christian congregations such as Mt. Sinai Missionary Baptist Church and Kingdom Impact Global Ministries. The largest mosque in Fayetteville, Masjid Omar Ibn Sayyid, is located within close proximity to the Target Housing Site.

PARKS AND NATURAL AREAS

Seabrook Park is the largest and most well-used open space within the neighborhood. Within close proximity, but currently lacking direct connections, Mazarick Park and Glenville Lake provide a regional recreational amenity.

#6



#1

LACK OF A GROCERY

Residents have often pointed out that one of the primary challenges in the community is tied to its status as a food desert, centered on the lack of a full-scale grocery store within the neighborhood.



POOR CONDITION OF SOME HOMES

Because of the age of many of the homes in the neighborhood, as well as the lack of resources or knowledge related to property upkeep, residents have cited that the poor condition of some houses in the area is a major challenge for the long-term viability of the community.

#2



***AS RANKED BY LOCAL
RESIDENTS AT COMMUNITY
MEETING 1**

#3

HISTORY OF RACIAL INEQUALITY

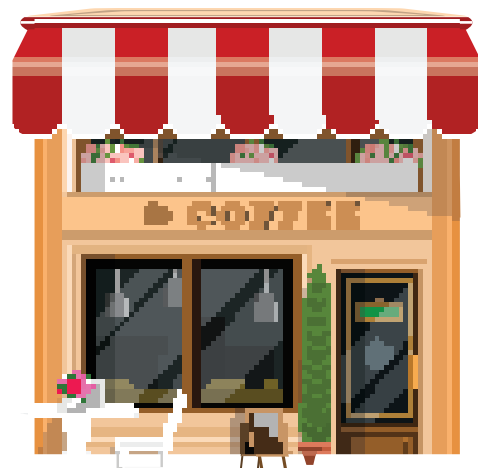
As a historic African American community, residents of the Murchison Neighborhood have dealt with generational issues related to inequality, lack of resources, redlining, and other methods of discrimination. This history of racial inequality still effects the community today.



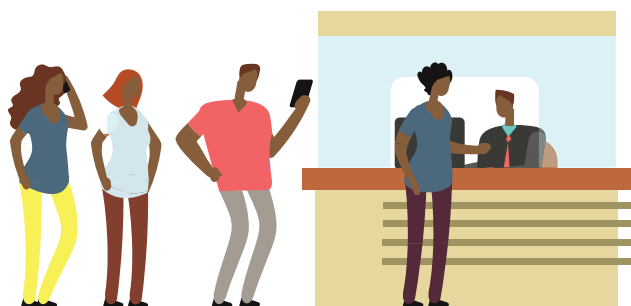
LACK OF OTHER SHOPS OR SERVICES

In earlier years, the Murchison Road corridor included an abundance of shops and services catering to the local community. Over time, many of these shops closed and now residents struggle to access neighborhood-based goods and services. Many need to leave the area to shop on a daily basis.

#4



#5



LACK OF A BANK

Residents of the Murchison Choice Neighborhood have cited the lack of a bank as a major challenge within the neighborhood. Historically, there had been banking services available to neighbors, but the past few decades have left the community without a bank or credit union.

GENTRIFICATION OR DISPLACEMENT

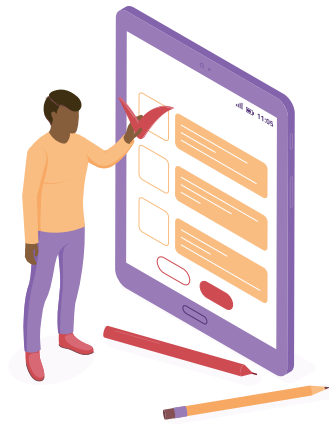
With growth in the Downtown Fayetteville area, many residents are concerned about potential displacement within the Murchison Choice Neighborhood. Though improvements and newer residents are generally welcome, it shouldn't come at the cost of long-term community members being unable to remain in the neighborhood.

#6



A woman with short dark hair is the central figure, looking directly at the camera. She is wearing a dark t-shirt with a 'BLACK LIVES MATTER' graphic. The background shows an outdoor event with green and white striped awnings and trees under a clear blue sky. The text 'FMHA RESIDENT SURVEY' is overlaid vertically on the left side of the image.

FMHA RESIDENT SURVEY



100% OF THE FMHA HOUSEHOLDS AT
MURCHISON TOWNHOUSES COMPLETED
SOME OR ALL OF THE SURVEY.

The Resident Needs Assessment Survey was administered in October 2021 as part of the Murchison Choice Neighborhood Plan. At the time, there were 55 occupied units of the 60 total apartments located at Murchison Townhouses. Data collected through this survey has been utilized to create the Murchison Choice Neighborhood Plan, and shared with other partners to implement programs that will support the needs of residents. We want to recognize FMHA for their assistance with this effort, as well as all of the residents who took the time to complete the Survey. Survey results have been utilized to create projects and strategies as outlined in the Plan.

An additional survey was conducted in November 2022 with residents from Elliott Properties. Selected results of that survey are located within the Housing Element of the Plan.

MURCHISON TOWNHOUSES

NEEDS ASSESSMENT SURVEY SUMMARY

56%

of neighbors understand what the "Choice Neighborhood Plan" is

45%

are unsure whether they would participate in a neighborhood council



68% of residents would prefer to meet in the afternoon or evening

RESIDENT PROFILE

89% FEMALE
HEAD OF
HOUSEHOLD

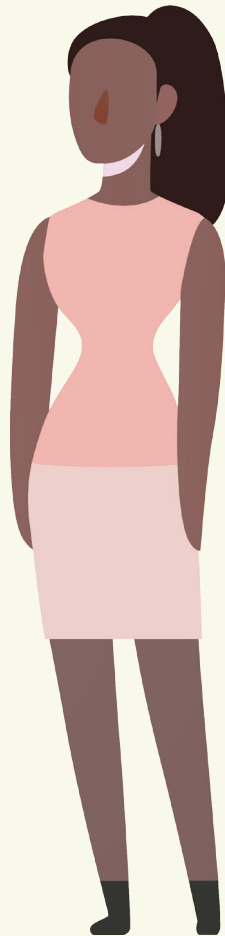
1 IN 3
ARE 25 -34
YEARS OLD

71% IDENTIFY
AS BLACK

82% ARE
SINGLE
(OR DIVORCED)

52% ARE
UNEMPLOYED
OR UNDER
EMPLOYED

58%
HAVE LIVED IN
THE AREA FOR
1-5 YEARS



RESIDENT PROFILE

(CONTINUED)

19% OF
RESIDENTS
ARE **SENIORS**
(65+)

62% OF
HOUSEHOLDS
HAVE
2+ MEMBERS

7%
IDENTIFY AS
VETERANS

41% OF
HOUSEHOLDS
WITH KIDS HAVE
1-2 KIDS

78% OF
HOUSEHOLDS
NEVER LIVED IN
PUBLIC HOUSING
BEFORE

59% OF
HOUSEHOLDS
HAVE KIDS
(YOUNGER THAN 18)

82%
OF FAMILIES
ARE INTERESTED IN
**HOME-
OWNERSHIP**

91%

Do not use the family
SELF-SUFFICIENCY
program and would
like more information
about it



INTERNET ACCESS

THE GREATEST REPORTED
BARRIER TO INTERNET
ACCESS IS **COST**
FOLLOWED BY **LACK OF SKILLS**

45% OF HOUSEHOLDS
MOSTLY ACCESS
THE INTERNET BY
SMARTPHONE

81% ARE
REGISTERED
VOTERS

60%
of residents report
NEVER
attending community
meetings or volunteering

62%
HAVE BANK
ACCOUNTS



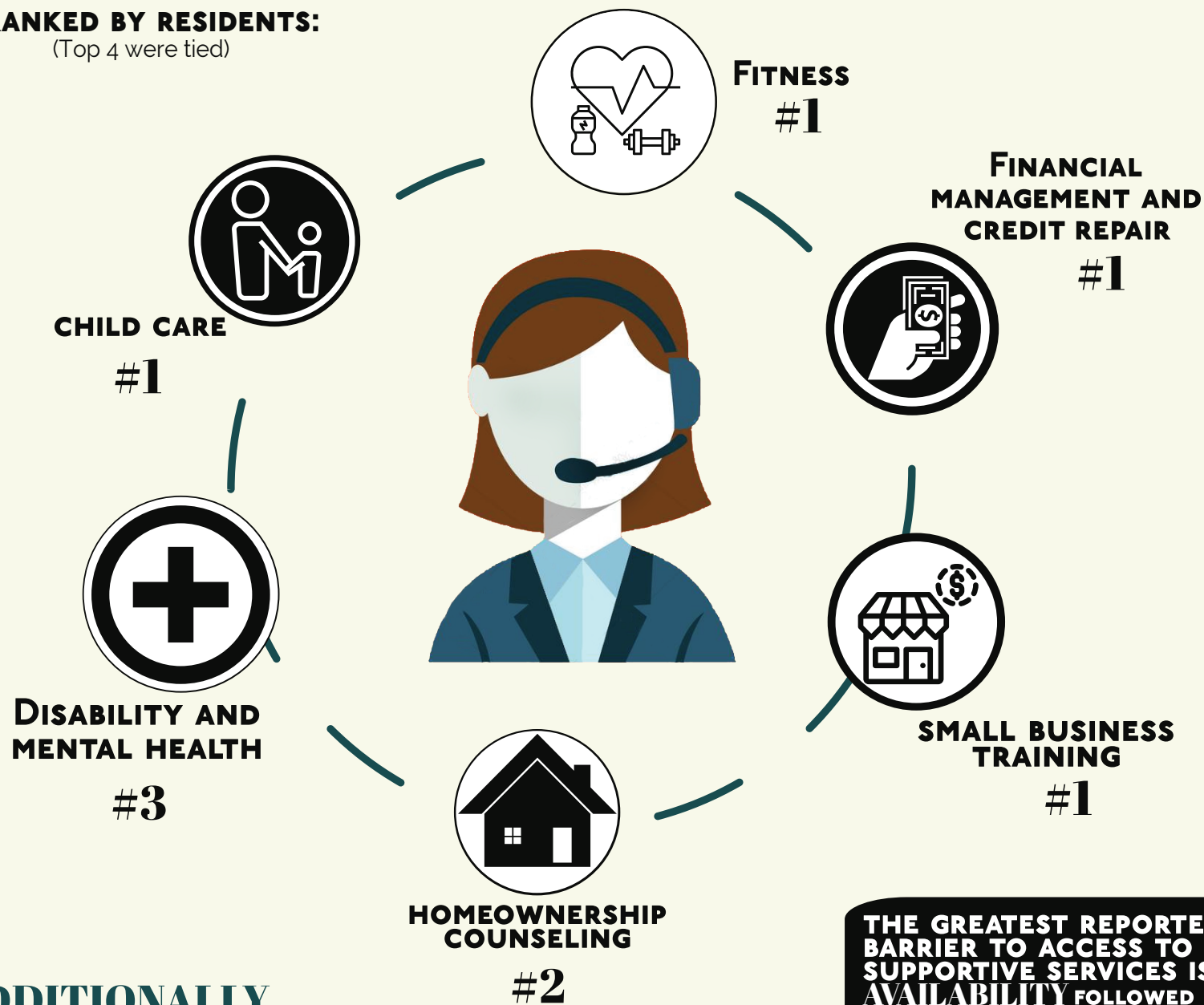
20%
DON'T USE ANY
BANKING
SERVICE

18%
use electronic
BANKING

2 out of **3** (who
volunteer)
**VOLUNTEER
AT CHURCHES
OR COMMUNITY
CENTERS**

HOUSEHOLD REPORTED NEEDS

RANKED BY RESIDENTS:
(Top 4 were tied)



ADDITIONALLY,
RESIDENTS ARE INTERESTED IN RECEIVING ASSISTANCE WITH

THE GREATEST REPORTED BARRIER TO ACCESS TO SUPPORTIVE SERVICES IS AVAILABILITY FOLLOWED BY QUALITY & TRANSPORTATION

30%
MONEY
MANAGEMENT

21%
HOUSE-
KEEPING

12%
SHOPPING
and picking up
PRESCRIPTIONS

HOUSING PREFERENCES

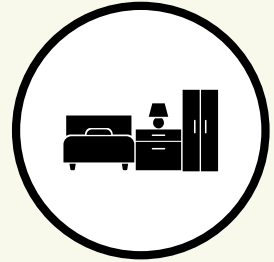
AREAS WHERE IMPROVEMENTS ARE NEEDED



Kitchen
24%

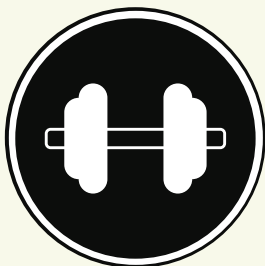


bathroom
19%



bedroom
13%

INDOOR COMMUNITY AREAS THAT ARE NEEDED



Gym
24%



Laundry
17%

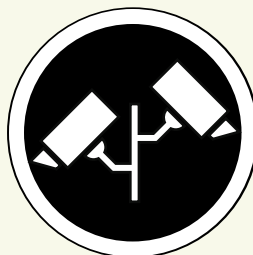


Library/ study
14%

OUTDOOR COMMUNITY AREAS THAT ARE NEEDED



playground
22%



security / lighting
20%



grilling/picnic
15%

HOUSING PREFERENCES

(CONTINUED)

42% OF FAMILIES
WOULD LIKE TO
STAY AT MURCHISON

69% OF RESIDENTS
ARE
SATISFIED
WITH THEIR LIVING
ARRANGEMENTS



18% OF
RESIDENTS SAID THEY NEED
ADA ACCOMMODATIONS

49% OF FAMILIES
ARE INTERESTED IN
RETURNING
TO A **RENOVATED**
UNIT

46% OF FAMILIES
SAID THEY WOULD
CONSIDER **RELOCATING**
INTO A PRIVATELY-OWNED
SECTION 8 UNIT



**AFFORDABILITY
AND FAMILY**
ARE THE MAIN
REASONS WHY
RESIDENTS CHOOSE
**MURCHISON
TOWNHOUSES**
FOLLOWED BY
TRANSPORTATION

EMPLOYMENT

38%
HAVE A
HIGH SCHOOL
DIPLOMA

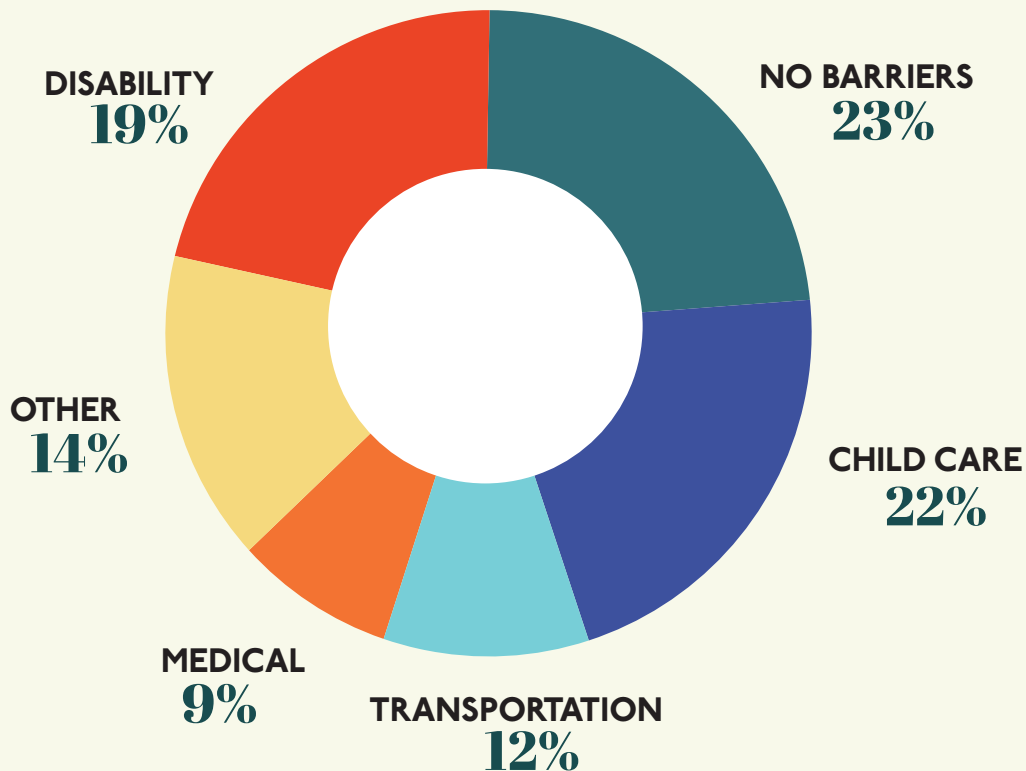
**WAGES FROM
EMPLOYMENT
ARE THE MAIN
SOURCE OF
INCOME FOR
36%
OF RESIDENTS**



18% RELY ON
SOCIAL SECURITY
INCOME

16%
ARE ON
DISABILITY

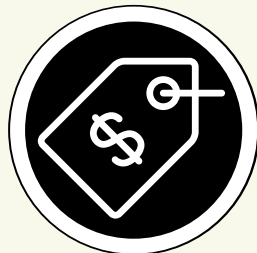
BARRIERS TO EMPLOYMENT



TOP JOB SKILLS OF RESIDENTS



customer service
22%



retail/sales
20%



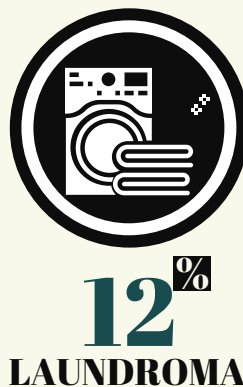
computer
15%

NEIGHBORHOOD

RESIDENTS RATED THE TOP **STRENGTHS**
OF THEIR NEIGHBORHOOD AS FOLLOWS:



THE **MOST NEEDED** THINGS IN THE NEIGHBORHOOD



HEALTH

66%

HAVE **EXCELLENT**
OR GOOD **HEALTH**

38%

of residents have a
physical or mental
DISABILITY

33%
ARE IN **FAIR**
OR **POOR**
HEALTH



72% HAVE
HEALTH
INSURANCE

DEPRESSION AND ANXIETY

ARE THE MOST REPORTED
HEALTH CONDITIONS FOLLOWED
BY **CARDIOVASCULAR**
AND WEIGHT PROBLEMS

**CAPE FEAR VALLEY
MEDICAL CENTER**

is the clinic of choice for

75% OF RESIDENTS

2 IN 5
WORK
OUT
3 TO 5
DAYS PER
WEEK

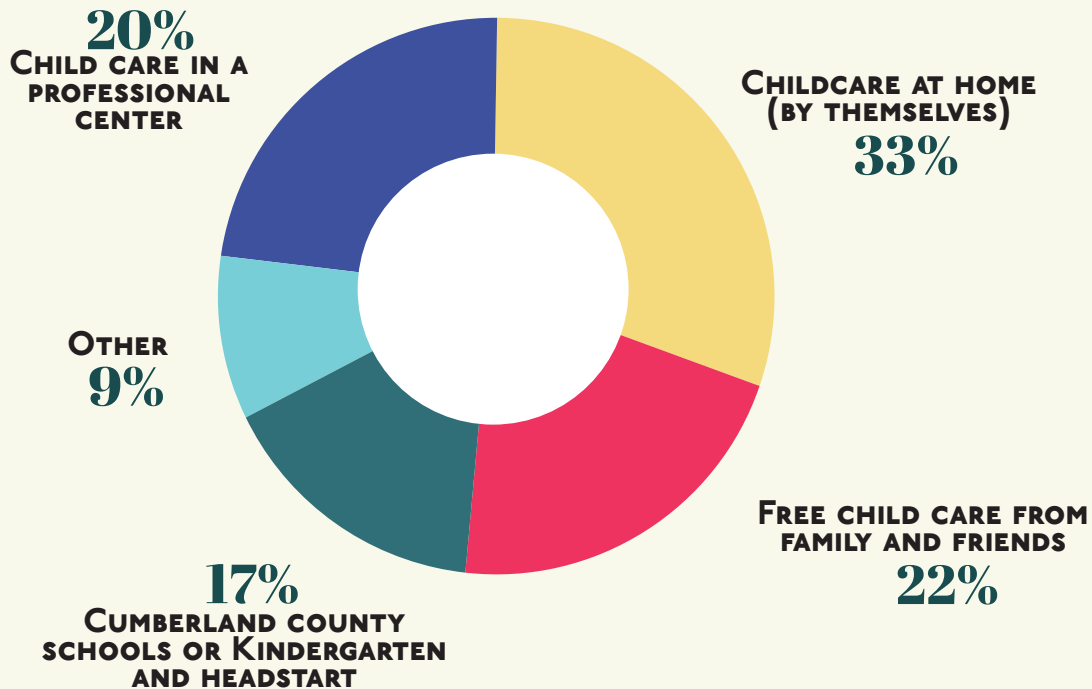


54%
WORK OUT
LESS THAN
2 DAYS/WEEK

MORE THAN
50% EAT
FRESH FRUITS OR
VEGETABLES
2+ TIMES/DAY

CHILDCARE AND YOUTH

RESIDENTS WITH KIDS HAVE THE FOLLOWING CHILD CARE ARRANGEMENTS:



62%

of school aged children do not participate in

YOUTH PROGRAMS

AGE, AFFORDABILITY AND TRANSPORTATION

are the greatest barriers to participation in after school programs



YOUTH PROGRAMS RANKING:

1 SPORTS

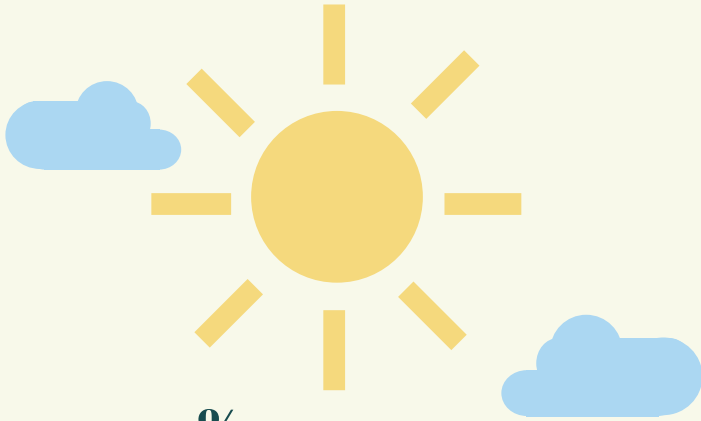
2 ARTS / MUSIC

3 AFTER-SCHOOL ACTIVITIES

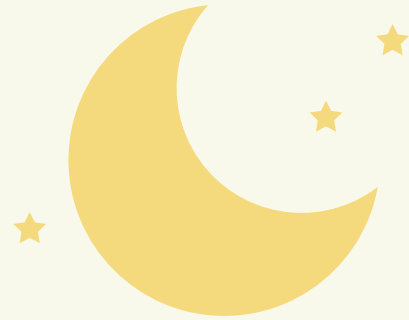
4 FAITH - BASED AND TUTORING

SAFETY AND SECURITY

RESIDENTS' PERCEPTIONS ABOUT SAFETY



52% feel
SOMEWHAT SAFE
in the neighborhood during
daytime



56% feel
SOMEWHAT UNSAFE
in the neighborhood during
NIGHTTIME

65% **VIEW THE**
POLICE
AS SOMEONE
THEY CAN CALL
WHEN THEY
NEED ASSISTANCE



20% **HAVE**
EXPERIENCED
POLICE BRUTALITY

44% **SAY**
BETTER
STREETLIGHTING
AND CAMERAS
WOULD MAKE THEM
FEEL SAFER

THE MOST REPORTED CRIMES IN THE NEIGHBORHOOD ARE:



vandalism
23%



assault
15%

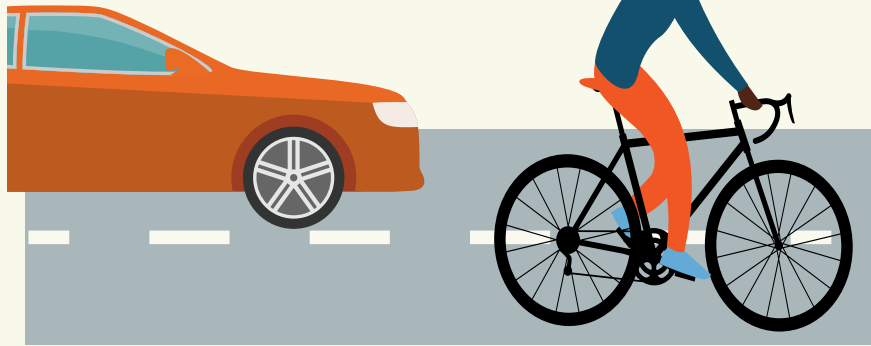


car break-in
15%

TRANSPORTATION

75%
OF RESIDENTS HAVE
DRIVERS LICENSE
AND DRIVE THEIR
OWN VEHICLE

59% reported
TRANSPORTATION
as a significant barrier to
everyday activities



38% OF RESIDENTS REPORT
DIFFICULTY CROSSING
MURCHISON ROAD

59%

have not heard
about the plan to widen
ROSEMARY ST through
Murchison Townhouses to
accommodate more traffic

18%
OPPOSE
THE PLAN

16%
SUPPORT IT



OPEN SPACE

31%
**OF RESIDENTS DON'T
GO TO PARKS FOR
RECREATION**

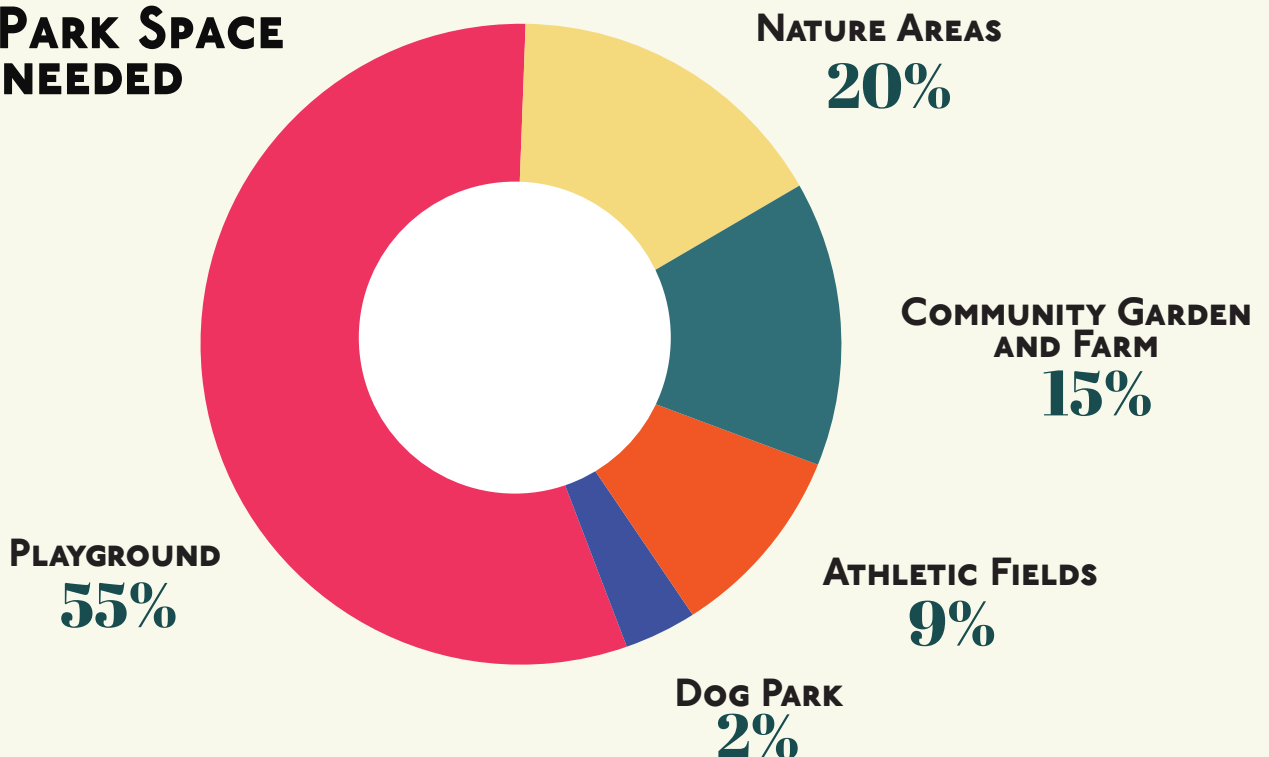


**OUTDOOR AREAS
RANKED BY RESIDENTS:**
(In order of importance)

- 1** Seabrook Park
(Smith rec. Center)
- 2** Masaryk Park
- 3** Festival Park
(Downtown
Fayetteville)

**THE MAIN REASON RESIDENTS REPORTED
THEY DON'T EXERCISE MORE IS THAT THERE IS
NOWHERE TO WALK OR EXERCISE
IN THE NEIGHBORHOOD**

**TYPES OF PARK SPACE
THAT ARE NEEDED**





**"WE NEED
ACTIVITIES FOR
THE KIDS ON SITE.
WE DON'T HAVE
PLAYGROUNDS
OR BASKETBALL
COURTS. "**

MERCEDES HAMILTON

MURCHISON TOWNHOUSES RESIDENT

A photograph of a woman in a red shirt holding a baby, a young child in a black Adidas shirt crying, and a police officer in the background. The scene is outdoors on a sidewalk with trees and parked cars in the distance.

OUR VISION



OUR VISION FOR THE MURCHISON
NEIGHBORHOOD INCLUDES
CONNECTING LOCAL RESIDENTS
TO IMPROVED AMENITIES AND
SERVICES AND BUILDING UPON THE
COMMUNITY'S UNIQUE HISTORY AND
CULTURE TO MAKE A POSITIVE FUTURE
POSSIBLE FOR ALL.

Our vision builds off of what was great about the community of yesterday: a thriving, enterprising, proud, safe, Black neighborhood that was both self-sustaining and community-focused. A community rich in culture, friendly and unified, with strong families and resilient people.

Our vision looks to the community of tomorrow: a prosperous, flourishing, vibrant and innovative destination neighborhood that is inclusive, enriched, cohesive, and diverse.

Our vision is illustrated through three Planning Themes: A Community of Learning, Growing Green, and a Historical and Cultural Community. Each of these themes serves as a layer to the ultimate goal of creating a thriving and inspirational neighborhood.



REDEVELOPED MURCHISON TOWNHOUSES AND ELLIOTT PROPERTIES SITES



**Murchison Townhouses
Mixed-Income Redevelopment**

**Elliott Properties
Mixed-Income Redevelopment**

AREAS OF
CHANGE AND
GROWTH

AREAS OF
PRESERVATION
AND INVESTMENT



business center
community pride
diverse home
safe without police
opportunities
thriving culture
place for growth
powerful
community
resilient
employment
growing
prosperous
thriving
vibrant
flourishing
regenerative
hope
popular neighborhood
inclusive
resilience
enriched
culture centered
safe
strong
cohesive
beautiful
great
unifying
destination neighborhood
innovative
prospering
lovable
creative
adaptable
livable
180
inspirational
unifying
great
beautiful
cohesive
strong
safe
culture centered
inclusive
resilience
enriched
community
resilient
employment
growing
place for growth
powerful
community
resilient
employment
growing
thriving culture
opportunities
diverse home
safe without police
community pride
business center
regenerative
hope
popular neighborhood
unifying
destination neighborhood
innovative
prospering
lovable
creative
adaptable
livable
180
inspirational

COMMUNITY OF LEARNING



THE COMMUNITY OF LEARNING THEME HARNESSSES FAYETTEVILLE STATE UNIVERSITY AND LOCAL SCHOOLS TO EXPAND EDUCATIONAL AND JOB TRAINING OPPORTUNITIES FOR LOCAL RESIDENTS.

THE GROWING GREEN THEME FOCUSES ON GROWING LOCAL WEALTH AND OWNERSHIP, WHILE ALSO IMPROVING AND EXPANDING THE “GREEN NETWORK” OF PARKS, OPEN SPACES AND TRAILS TO CONNECT NEIGHBORS TO NATURE.

THE HISTORICAL AND CULTURAL COMMUNITY THEME CENTERS ON THE RECOGNITION AND CELEBRATION OF THE RICH HISTORY AND CULTURE OF THE COMMUNITY AS A WAY TO FOSTER GROWTH AND OPPORTUNITY.

EARLY ACTION





OUR EARLY ACTION PROJECTS
WERE DESIGNED TO HELP IMPROVE
NEIGHBORHOOD CONFIDENCE,
SUSTAIN THE COMMUNITY'S ENERGY,
ATTRACT FURTHER ENGAGEMENT,
AND HELP CONVINCE SKEPTICAL
STAKEHOLDERS THAT POSITIVE
CHANGE IS POSSIBLE.

Neighborhood planning is an important first step in rebuilding community confidence and establishing a shared vision for the future. The Murchison Neighborhood, which has seen plans come and go in the past, has been anxious to see planning turn into results. For this reason, even modest physical improvements and investment actions can help to build momentum for change.

Early Action Projects are physical neighborhood improvements, or unique tools, that enhance and accelerate the CN Plan. The Early Action Projects outlined in this section have supported the planning process through engaging the community, building capacity, and fostering social cohesion. Our Early Action Projects are responsive to the neighborhoods' needs and include innovative solutions that help to address neighborhood challenges.



Our Choice Neighborhood Planning team has collaborated with Southern CC Inc, a 501 (c)(3) to assist in the completion of the You, Me and Us Holistic (YMUS) Community Garden.

The Early Action Project is designed to help tackle the community's food desert designation. The Project was selected based on local input, including Community Meeting surveys and prioritization activities. Community members identified the lack of access to healthy foods in the area as a major physical challenge, due to the fact that there are currently no grocery stores within walking distance or close proximity. Along with the identification of poor transit services, community members have difficulty obtaining the items they need to maintain a healthy lifestyle. In 2019, it was recorded that Cumberland County had a 16.0% food insecurity rate, with a total of approximately 53,180 people that qualify as food insecure. The project is critical as it will bring access to fresh fruits and vegetables to the citizens of the Murchison community.

The primary garden has been created on Springfield Road, a centralized location less than a mile from both the FMHA's Murchison Townhouses site and the Elliott Properties site, YMUS will directly serve the Murchison Choice Neighborhood residents. The garden will not only bring local quality food to local residents, but also provide an opportunity for social gathering and skills development in food growing and production.

The YMUS Holistic Community Gardens will allow community members to discover the benefits of planting, nurturing and picking their produce. Interactions among gardeners, plants, animals, and the environment will produce

results greater than the sum of individual parts. YMUS is engaging veterans through dedication of garden beds to fallen heroes as a place of honor to their loved ones. Partnerships with the Autism Society of America will allow individuals on the autism spectrum and their families to have a safe place to interact with live animals.

The partnership established with Southern CC Inc, is yielding to a greater outreach to residents in the area through social media, word of mouth and through community events. Throughout the project timeline, YMUS will survey the community to receive feedback on the service being provided. Through investing in the YMUS program, the Murchison Choice Neighborhood will become cleaner, safer and healthier furthering the goal of creating a community of choice.



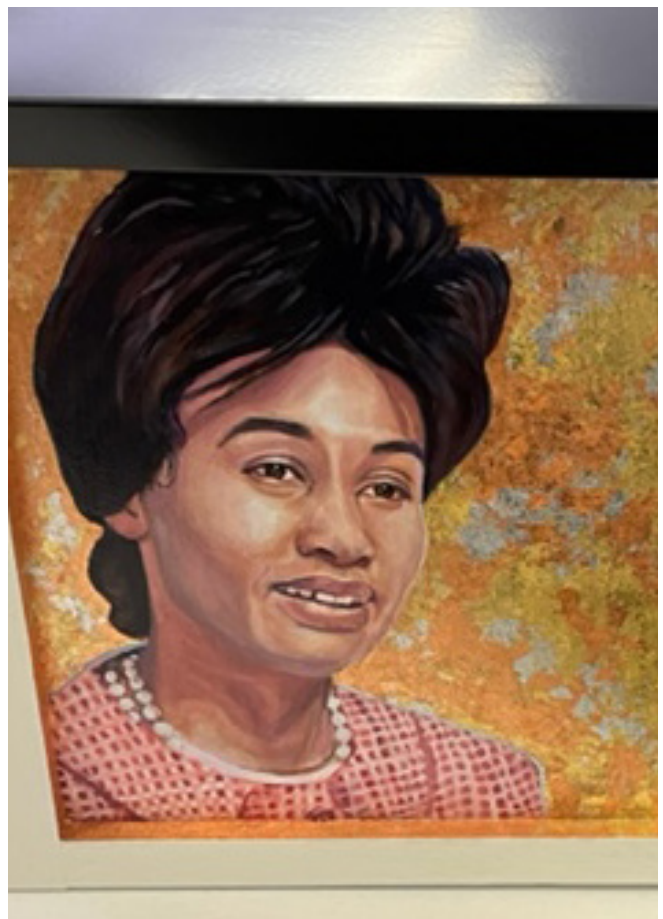


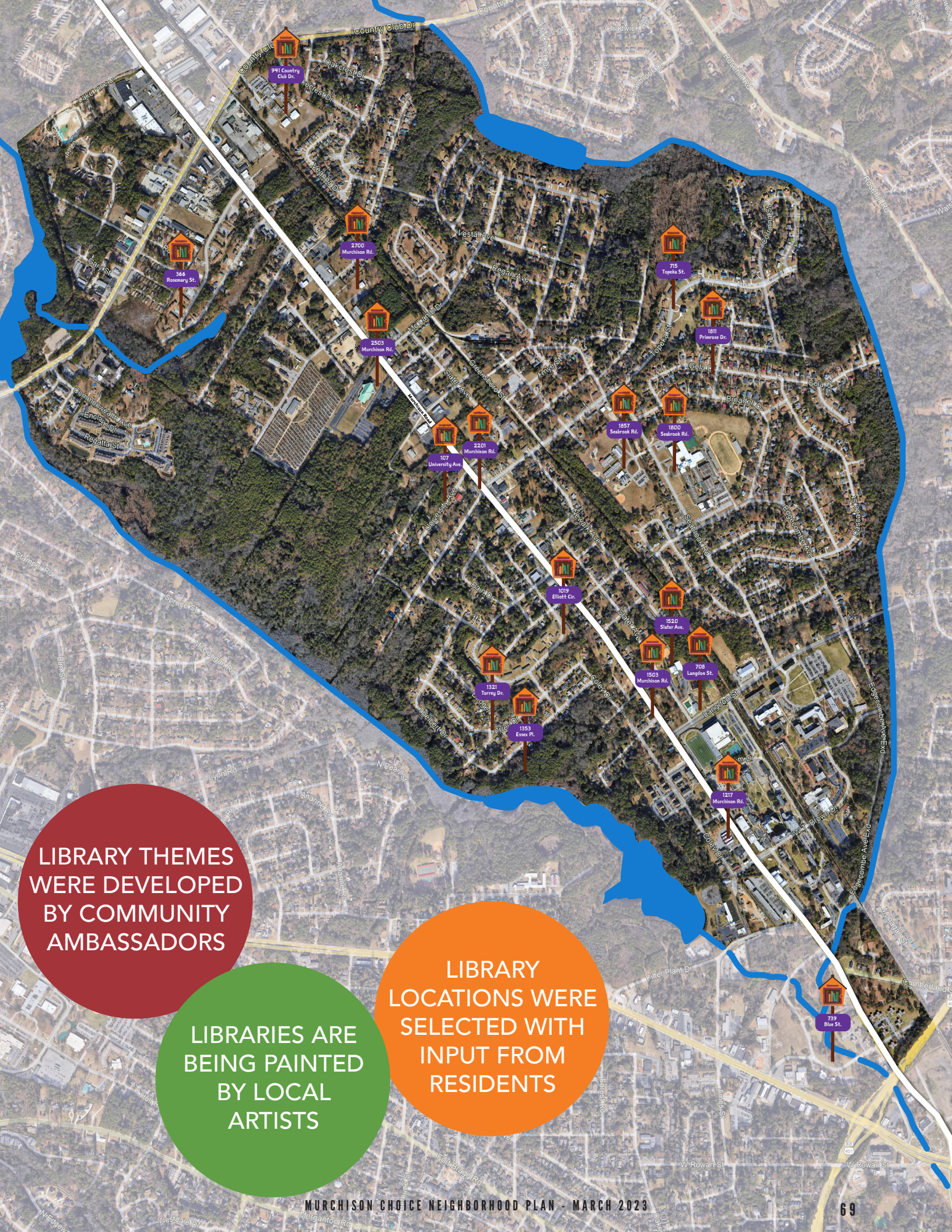
Based on local input, the Planning Team has chosen to tackle the lack of equitable access to books through the implementation of the Little Free Libraries (www.littlefreelibrary.org) Project which will work in tandem with the Digital Equity Initiative Early Action Project to help improve literacy in the neighborhood.

THIS EARLY ACTION PROJECT INCLUDES THE PLACEMENT OF 19 LITTLE FREE LIBRARIES WITHIN THE MURCHISON CHOICE NEIGHBORHOOD.

The installation of 19 Little Free Libraries has doubled the amount currently located within the City of Fayetteville, improved access to resources, and included public art to help beautify the community. The Libraries have been individually designed and painted by local artists, utilizing themes brainstormed by our Community Ambassadors. Locations of the libraries are strategic, and were selected by area residents at Community Meeting 1 to ensure convenience and access throughout the neighborhood. The Libraries are also serving as “engagement stations” for the Plan, including FAQs, flyers, and other Plan materials.

Various partners and local residents have been identified to act as stewards for the libraries, ensuring that they are well-maintained and well-stocked into the future.





LIBRARY THEMES
WERE DEVELOPED
BY COMMUNITY
AMBASSADORS

LIBRARIES ARE
BEING PAINTED
BY LOCAL
ARTISTS

LIBRARY
LOCATIONS WERE
SELECTED WITH
INPUT FROM
RESIDENTS

Our Needs Assessment survey has indicated that 45% of FMHA households mostly access the internet by smartphone. Households have also reported that the greatest barrier to internet access is cost.

The Digital Equity Initiative aims to address these challenges through two unique Early Action Projects.

Through a partnership with the Kramden Institute, 19 Murchison Townhouse families received free desktop computers for their homes. This project was targeted to families with school age children.

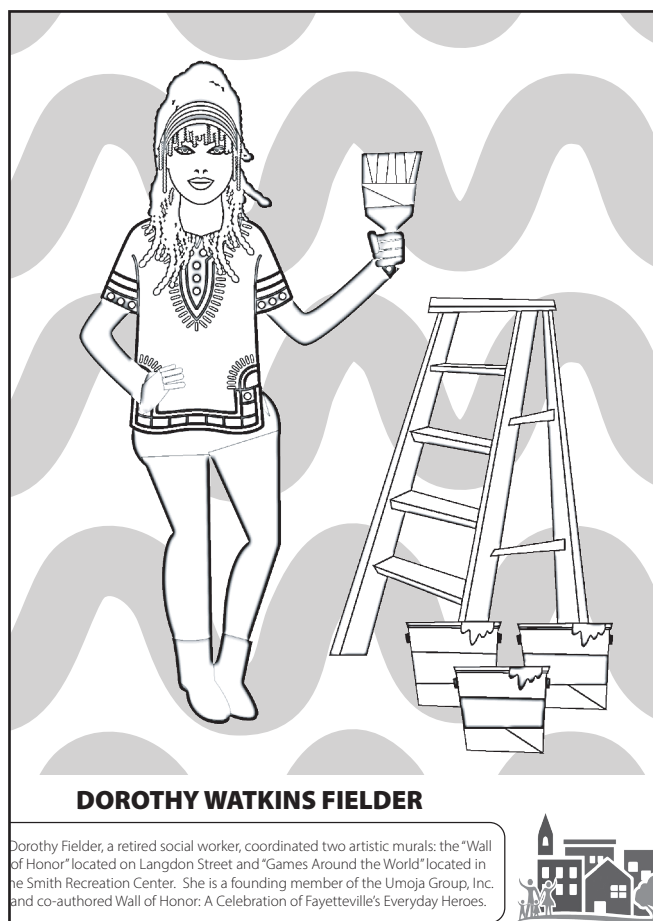
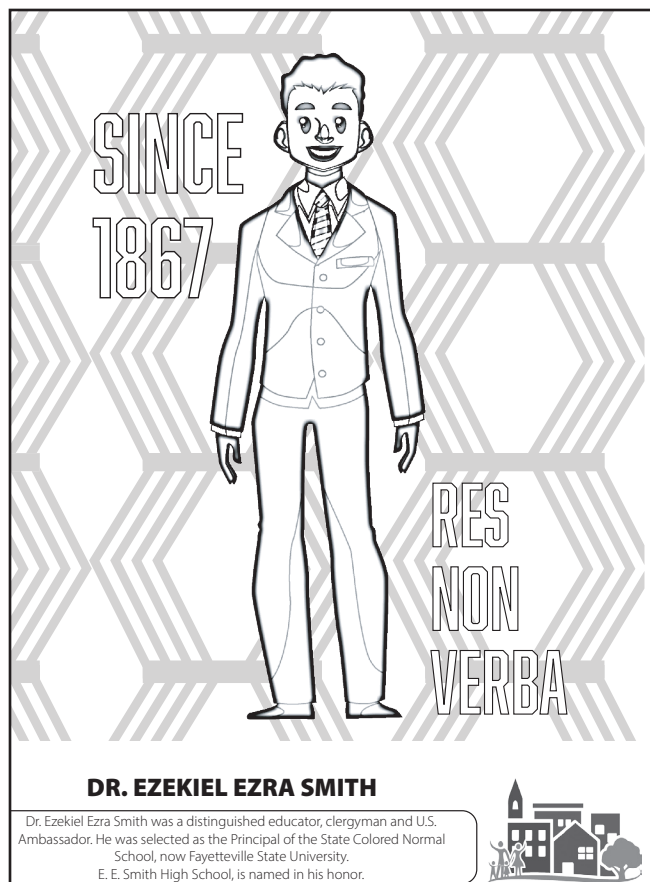
In order to ensure connectivity and internet access, the City of Fayetteville, in collaboration with FMHA, has installed free wi-fi services that are accessible to all families in the Murchison Townhouses community. This service ensures that residents have the ability to get online to access needed services. When the Murchison Townhouses property is ultimately redeveloped, the wifi equipment will be able to be temporarily relocated and reinstalled to provide an amenity to both existing and future families.

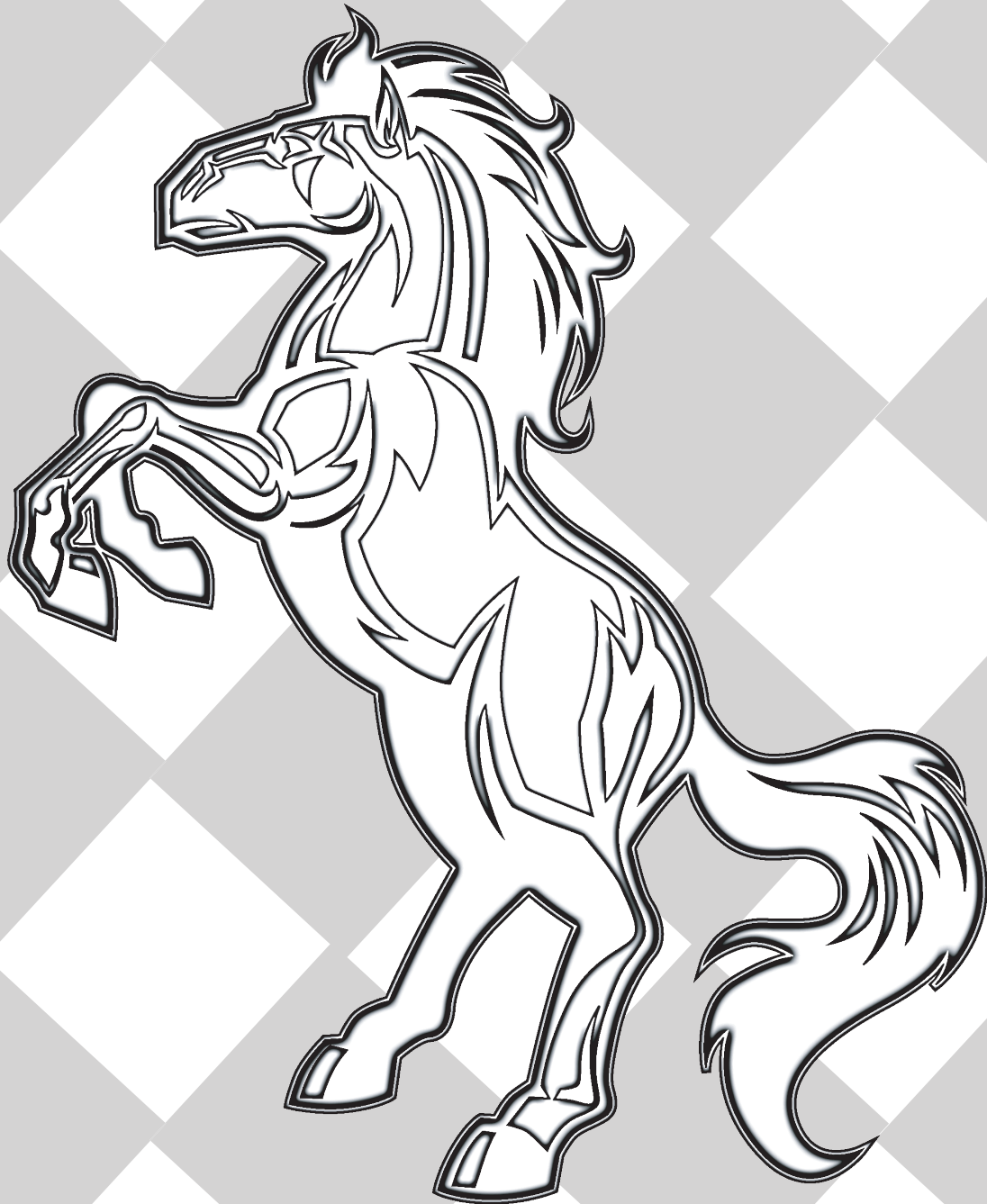




This coloring book, created as part of the Plan, is intended to honor just a few of the “everyday heroes” of the Murchison community, while also highlighting some of the important places within the neighborhood. The coloring book encourages young people to find out more about the people and places that make this community special.

Many of the people and places in the book were identified for inclusion by the Umoja Group, Inc. and are represented on their artistic mural: the “Wall of Honor” located on Langdon Street. We are incredibly thankful for their partnership and support in this project.



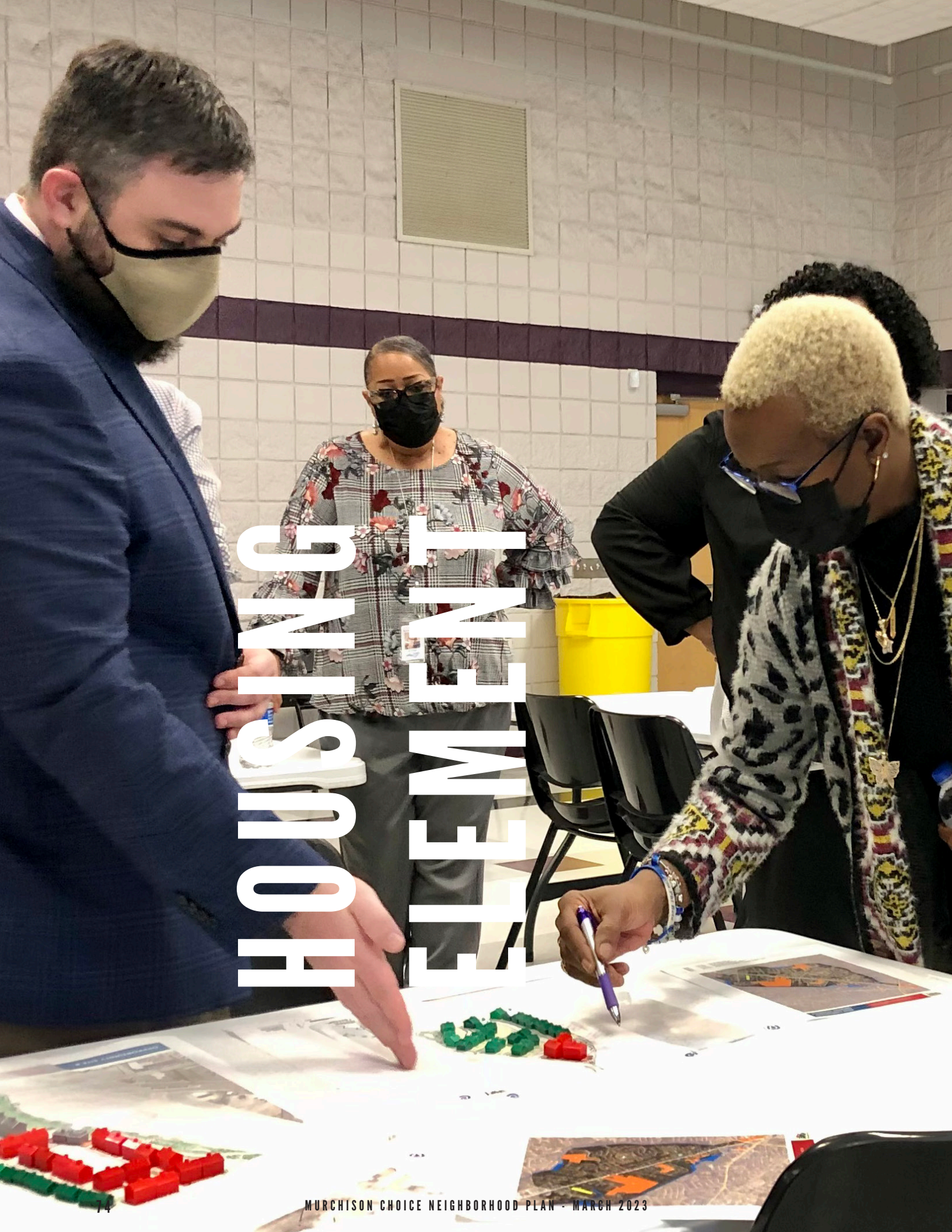


FSU BRONCO STATUE

The 9 Ft. Tall bronze statue at Fayetteville State University lives up to its name: Defiance. Bold authority and strength of force describes the independent nature of the horse—wild, free, proud.



GNISOUTH HOUSING ELEMENT





THE HOUSING PLAN CENTERS
ON THE DEVELOPMENT OF
REPLACEMENT HOUSING UNITS FOR
MURCHISON TOWNHOUSES AND
ELLIOTT PROPERTIES TENANTS, IN
COMBINATION WITH THE CREATION
OF NEW MIXED-INCOME HOUSING
OPPORTUNITIES FOR OTHER CURRENT
AND FUTURE COMMUNITY RESIDENTS.

HUD's Choice Neighborhoods Initiative requires that applicants for grant funding identify at least one distressed public and/or HUD assisted housing project within an eligible target neighborhood. The Murchison Townhouses site is the target housing site within the Murchison Neighborhood. Through the Planning process, a secondary housing site was identified, the Elliott Properties site, owned and operated by the North Carolina Indian Housing Authority.

The Planning Team developed criteria for potential locations, evaluated available land within the Murchison community, and integrated larger city-wide strategies for redevelopment as outlined in recent planning documents. The result of these analyses is a Housing Element that identifies two locations whose transformation can be done through short- and medium-term implementation steps.

Through this approach, the Housing Element seeks to promote development that is a good use of available resources, and that can have a catalytic effect on their surrounding areas. The overall goal is to locate new housing in areas of opportunity to help improve the lives of residents.

HOUSING ELEMENT

1 Mixed Income Redevelopment of Murchison Townhouses Site (Phase 1)

78 Garden-style Apartments

24 Townhouse Units

8 Duplex Units

108 Units Total

3,000 SF Amenity/Community Space

2 Mixed Income Redevelopment of Elliott Properties Site (Phase 2a)

152 Garden-style Apartments

35 Townhouse Units

18 Duplex Units

205 Units Total

7,000 SF Amenity/Community Space

Mixed Income Redevelopment of Elliott Circle Site (Phase 2b)

40 Senior Apartments

40 Units Total

3 For-Sale Single Family Homes

60 Units Total



A mixed-income housing development is comprised of housing units with differing levels of affordability, often with some market-rate housing along with units that are available to low-income occupants below market rate. The “mix” of affordable and market-rate units that comprise mixed-income developments differs from community to community, and can depend on location, the local housing market, and the marketability of the units themselves. Federal, state, and local governments employ a wide variety of methods to support the development of mixed-income housing. Public housing authorities and their housing partners often design approaches that take maximum advantage of many established government incentive programs. This effort, and have worked to foster a seamless and inclusive collaboration with local leaders and those currently working in the neighborhood to develop strategies and solutions that are driven through community ownership.

Mixed-income housing improves education. The educational benefits of mixed- Income housing affect all income classes. Experience shows that the socioeconomic status of a school’s pupil population is the primary factor related to academic performance. Both academic performance and life opportunities of low-income pupils improve significantly when they are surrounded by middle-class classmates. Studies further confirm that the academic performance of middle-class students is not adversely affected by having modest proportions of low-income classmates. Mixed-income neighborhoods produce mixed-income neighborhood schools, and everybody wins.

MIXED-INCOME ENVIRONMENTS HAVE BEEN SHOWN TO HAVE LONG-TERM BENEFITS TO THE FAMILIES AND NEIGHBORHOOD IN WHICH THEY ARE LOCATED.

Mixed-income housing is good for neighborhood stability. Mixed-income housing contributes to the long-term sustainability of affordable housing. In order to attract and retain occupants willing to pay affordable and market rates for housing, the design and construction of all the housing units in the development

(including the below market-rate units) typically are higher quality than traditionally-developed public housing. In addition, the communities tend to be more stable than many of the communities that support exclusively low-income housing. These are direct benefits to low- and very low-income occupants.

Mixed-income housing is a safe investment. The objection to mixed-income housing that is most often expressed is the fear that mixed-income housing will adversely affect the market value of nearby homes. However, mixed-income developments usually contain only a limited percentage of subsidized housing, and home builders have shown remarkable ingenuity in producing affordable housing that is architecturally compatible with neighboring market-rate homes, thereby preserving and improving the character and marketability of the neighborhood.



HUD PROJECT REQUIREMENTS

One-for-One Replacement

One-for-one replacement is required for housing units redeveloped under the Choice Neighborhoods program, with or without implementation grant funding. The replacement housing must reflect the number of bedrooms per unit needed to adequately serve returning tenants, households currently on the waiting list, and that are needed based on other market data. As required by HUD, replacement housing units must be developed on the target housing site and/or in the target neighborhood being revitalized, or off -site (outside of the target neighborhood, but within the metropolitan area up to 25 miles from the target housing site) as necessary to overcome the effects of established impediments to fair housing choice, deconcentrate poverty, or to redevelop on-site with appropriate densities.

Affirmatively Furthering Fair Housing

All Choice Neighborhoods activities must be carried out in a manner that affirmatively furthers fair housing as required by the Fair Housing Act. Grantees must adopt affirmative marketing procedures, and require affirmative marketing activities of their project owners and managers. “Affirmative marketing” includes outreach efforts targeted to persons who are least likely to apply for housing developed through the Choice Neighborhoods program, to ensure that all persons regardless of their race, color, national origin, religion, sex, disability, or familial status are aware of the housing opportunities. HUD requires that such efforts be consistent with the fair housing needs and strategies in the applicable jurisdiction’s Analysis of Impediments to Fair Housing Choice and comprehensive plan.

Right to Return Policy

A Choice Neighborhoods Plan must demonstrate that each tenant who wishes to return to the replacement housing may do so. Tenants who are lease compliant at the time of departure from the target housing and who continue to remain lease-compliant during the relocation period, have the right to return when construction is completed and the units become available. A returning tenant must be provided a preference for occupancy of on-site replacement units before such units are made available to any other eligible household. Preferences are retained even if the resident has already received permanent relocation benefits and remain available until the initial lease-up of the new units. Alternatively, the tenant may choose to retain the tenant-based voucher assistance provided for relocation from the properties revitalized under the Choice Neighborhoods program.

Broadband Access

Grantees are required to include infrastructure that permits unit-based access to broadband Internet connectivity in all new units.

Physical Accessibility Requirements All new construction and alterations of existing buildings must be done in accordance with Section 504 of the Rehabilitation Act of, the Fair Housing Act, Title II of Americans with Disabilities Act, and the Architectural Barriers Act of 1968 and their respective implementing regulations.

Energy Efficiency and Green Building Standards HUD encourages activities that actively promote sustainability through energy efficient, environmentally-friendly, healthy design, including elements of visitability and universal design. Choice Neighborhoods Planning Grant recipients must become eligible to secure Stage 1 Conditional Approval of all or a portion of the replacement housing or other neighborhood improvement through LEED for Neighborhood Development (LEED-ND) from the United States Green Building Council.

THESE PRINCIPLES HAVE BEEN DEFINED THROUGH THE COMMUNITY ENGAGEMENT PROCESS



Affordable Housing Demand

Severe shortage of quality affordable housing.
Long FMHA wait list.
Goal of increasing overall supply.
Mixed-income development.



Connectivity

Connect new housing directly to surrounding neighborhood and local amenities.
Preference for some frontage on Murchison Road.
Critical for financing / implementation.



Parking

1.5 Spaces per unit.
Conveniently located surface parking.



Public Art

Art to help create an identity for the area.
Include public art in new housing development.



Management

On-site management and office.



Preservation

No historical preservation at Murchison Townhouses.



Security

Adequate lighting.
Management and police presence.
Consider video cameras.
Avoided a gated development.
Code enforcement in surrounding blocks.



Age Mix

Consider senior housing element.
College faculty integration.



Off-site Housing

Explore non-FMHA property for replacement housing.



Amenities

Amenity-rich housing including in-unit laundry and community spaces.



Open Space

Several open spaces - designed for different uses.
Connect to natural amenities.
Less shared space - more semi-private space.



Community Space

Flexible community room space.
Workshops and classes for all ages.
More internal to the site.



Housing Size and Types

Individual entries.
Open and visible.
Preference for 2 stories.
Up to 4 stories considered for senior housing.
Lower densities housing types preferred.



Sustainability

Higher quality materials.
Consider long-term maintenance.
LEED ND goals.



Materials

Not all brick.
Different color palettes.



Mixed-use

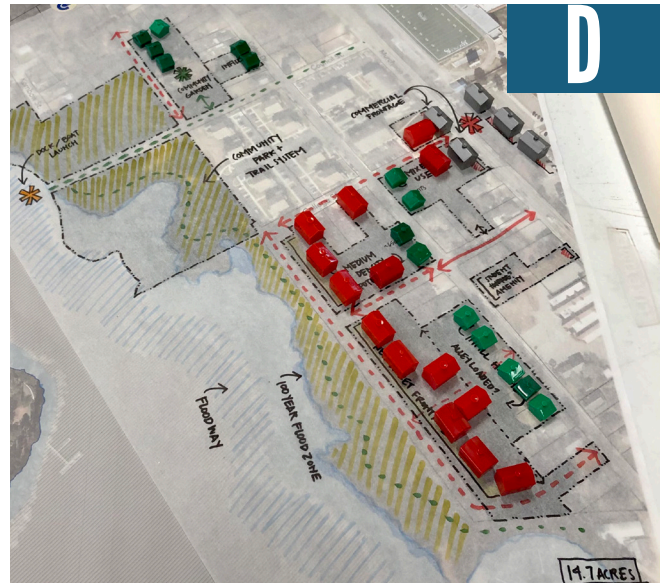
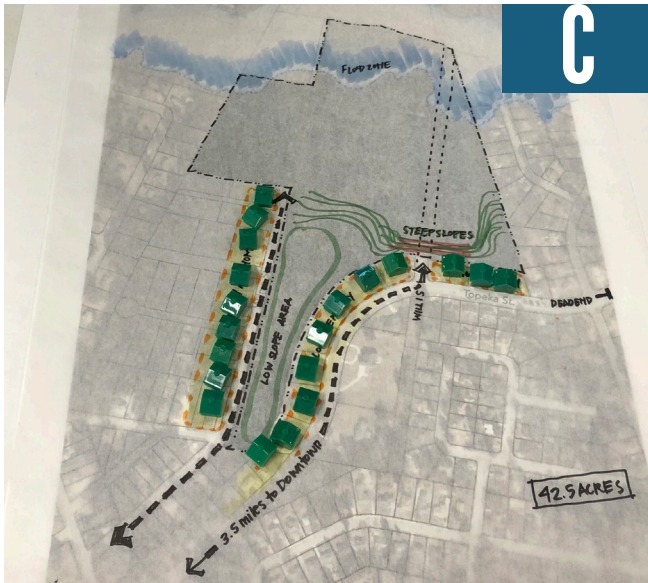
Desirable if site is visible.
Complement to housing i.e. post office, community kitchen, cosmetic school, church space, health clinic.
Rent can help offset development cost.

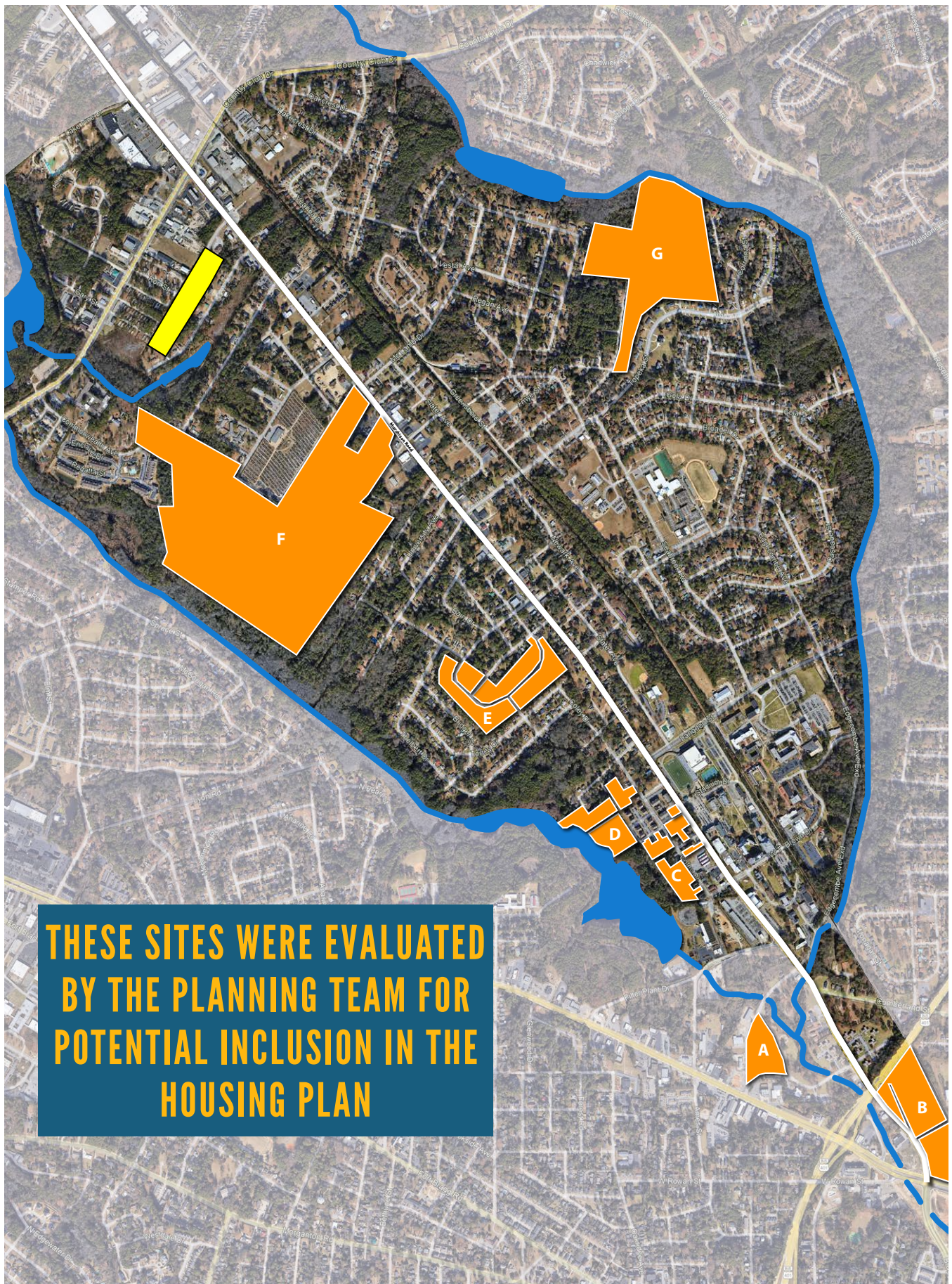
A photograph of three women at a community meeting. They are gathered around a table covered with large-scale maps of a neighborhood. One woman is pointing at a map, while the others look on. The maps are marked with numerous small red and green pushpins. A water bottle is also on the table. The background shows a room with a tiled wall and windows.

"YOU GET TO
HAVE A VOICE.
YOU GET TO HAVE
YOUR INPUT. AND
I LOVE IT!"

KIM WILLIAMS

MURCHISON TOWNHOUSES RESIDENT
COMMUNITY AMBASSADOR





THESE SITES WERE EVALUATED
BY THE PLANNING TEAM FOR
POTENTIAL INCLUSION IN THE
HOUSING PLAN

The Market Study conducted by the Planning Team includes an analysis of housing market conditions and recommendations to promote affordable housing and homeownership opportunities. Key findings include:

RENTAL HOUSING DEVELOPMENT

In addition to the 60 very-low income replacement housing units from Murchison Townhouses, The market analysis determined that there will be potential for development of about **250 to 440 affordable and market-rate rental units** within the Murchison Choice Neighborhood Plan study area by 2027. This number includes up to about 200 market-rate units, but only if certain conditions are met to leverage development.

About **90 to 120 units** would qualify for ELI support, with another **40 to 80** workforce housing units at 60 to 80% of Area Median Income. There would be demand for up to **25 units** attributable to job growth. Demand for another **40 to 100 units** would be generated by anticipated graduate-level enrollment growth at Fayetteville State University, assuming growth will continue based on recent trends. FSU is an important driver for growth and an anchor for revitalization in the broader Murchison Road Corridor community.

The college enrolls about 6,730 students, including about 1,100 graduate students, and employs nearly 760 faculty and staff. FSU forms part of the Murchison Corridor employment base that is expected to grow by about 8.0% over the next five years. Yet, while job/enrollment growth and relocations will spur rental demand in the area, much of the demand will still be generated by Fort Bragg and by people moving “up” and “down” in the market.



**240-440 AFFORDABLE AND
MARKET-RATE RENTAL UNITS
BY 2027**

TARGET RENTAL MARKETS

Target markets are likely to include primarily young graduate students and workers with jobs located at FSU, downtown, or Fort Bragg. Some move-ups and empty nesters from within the Murchison Corridor or CBD/East submarket may also remain in the area if it offered a walkable, mixed-use environment. The demand forecasts assume that demand would be “leveraged” through the development of safe, high-amenity, and well-designed mixed-use environments within the study area. But, investors have also shown an interest in single-family homes in this area to accommodate some move-up and rental units.

The study area potentials include a mix of housing at various income levels, including low/moderate as well as affordable/workforce and market-rate. At least **200 of the potential units** could be offered at average market rates to compete against other higher-rent development, again assuming that underlying conditions are met with respect to amenity development in the overall marketing environment within the Planning Area. Ultimately, the development of several new communities proximate to one another along Murchison will help enhance perceptions of the area.

FOR-SALE HOUSING DEVELOPMENT

There is also potential for up to about 60 units of for-sale housing development in the study area, including 40 market-rate units. Demand would again be driven by move-ups and lateral moves, some job-induced, and other demand generated by graduate students.

Area housing demand has increased of late, but supply is constrained (at less than one month), which helps push potential first-time and other homebuyers into secondary neighborhood markets or wherever housing may come available. Prices have increased by nearly 20% in just one year. As such, there is the opportunity to capture some affordable move-up activity from within the Fayetteville market.



YOUNG GRADUATE STUDENTS AND FSU WORKERS



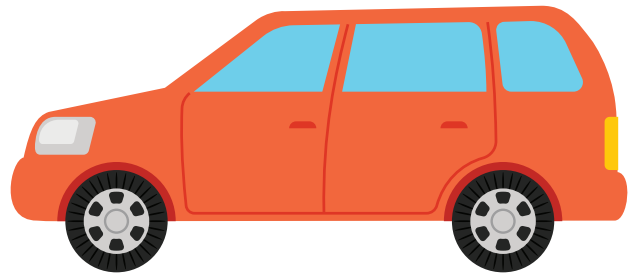
60 FOR-SALE HOMES BY 2027

MURCHISON TOWNHOUSES EXISTING CONDITIONS

FMHA's Murchison Townhouses were constructed in 1970, and include 60 apartment units on a 9.66-acre site. The units are located within 9 two-story townhomes and 2 one-story townhomes oriented linearly along both sides of Rosemary Street.

SITE ACCESS

Access into the Murchison Townhouse property is from the intersection of Murchison Road and Rosemary Street at the north and Waddell Drive and Rosemary Street at the south. The current property has very low visibility from Murchison Road as it sits behind an existing tire shop and vacant nightclub building.



BUILDING LAYOUT

Buildings are oriented around small parking courts with primary entrances facing the lots. This creates a “pod” effect, contributing to disconnection in the neighborhood.

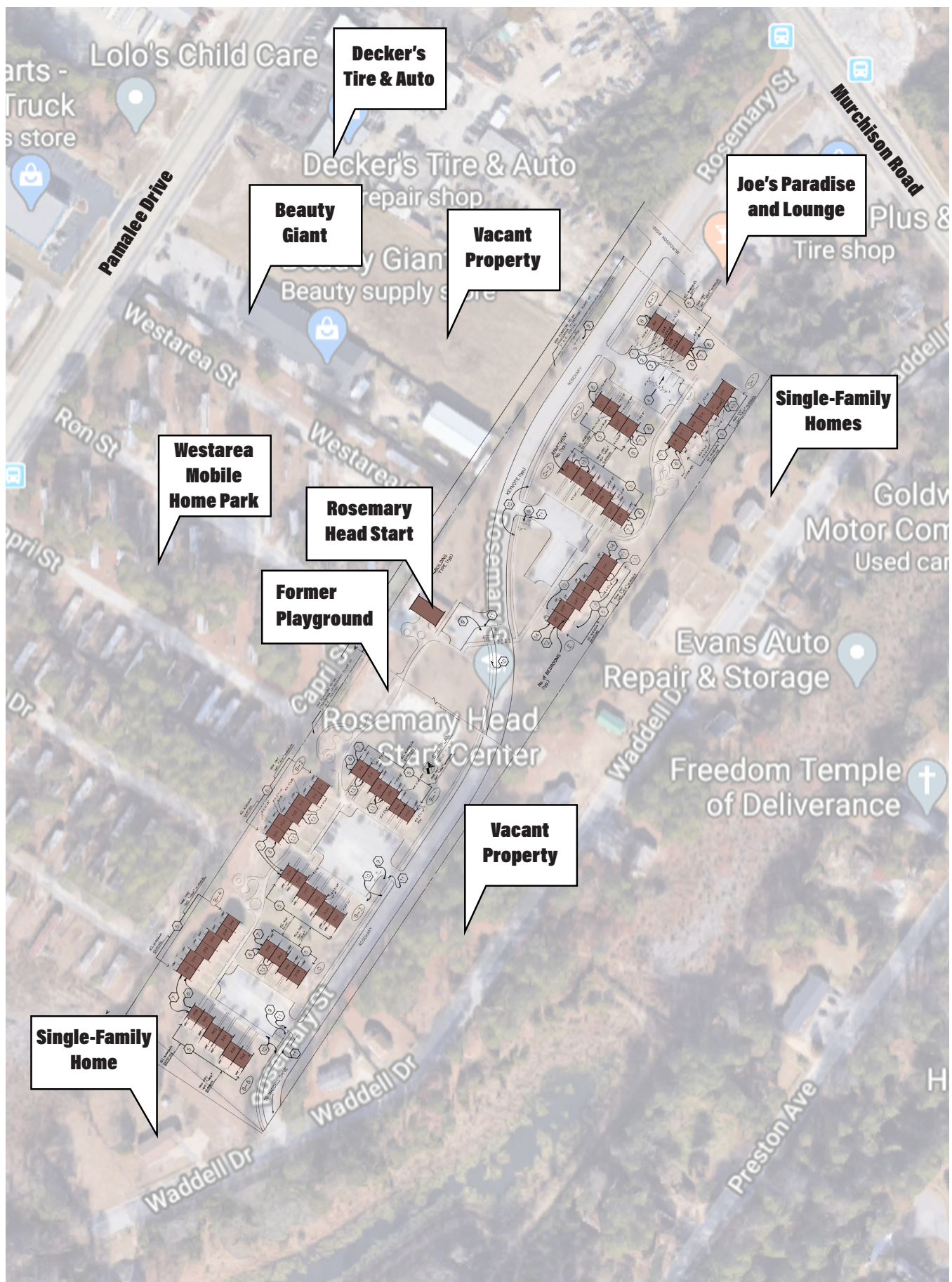
OPEN SPACES

On-site open spaces are very minimal. A playground was formerly at the center of the development, but has since been removed. Residents have expressed that there is nowhere for children to play, and nowhere for adults to socialize or recreate,



COMMUNITY FACILITIES

The lone on-site community facility is a Headstart Center which serves both FMHA and neighborhood families.



SITE PLAN





REDEVELOPMENT CONCEPT

The Housing Element envisions the redevelopment of the Murchison Townhouses site as a place that is reconnected to the Murchison Corridor and the broader neighborhood.

While the site could accommodate up to 108 units, it would remain similar in scale to the rest of the neighborhood. The proposed buildings are 2-stories, except for one 3-story garden style building adjacent to the central green.

A variety of housing types are shown to provide housing choice for residents. Walk-up garden style apartments, duplexes, and townhouses are proposed in the Plan. Streets are narrow with on-street parking to slow vehicles, lined with trees to provide shade, and have sidewalks on both sides to create a place for pedestrians.

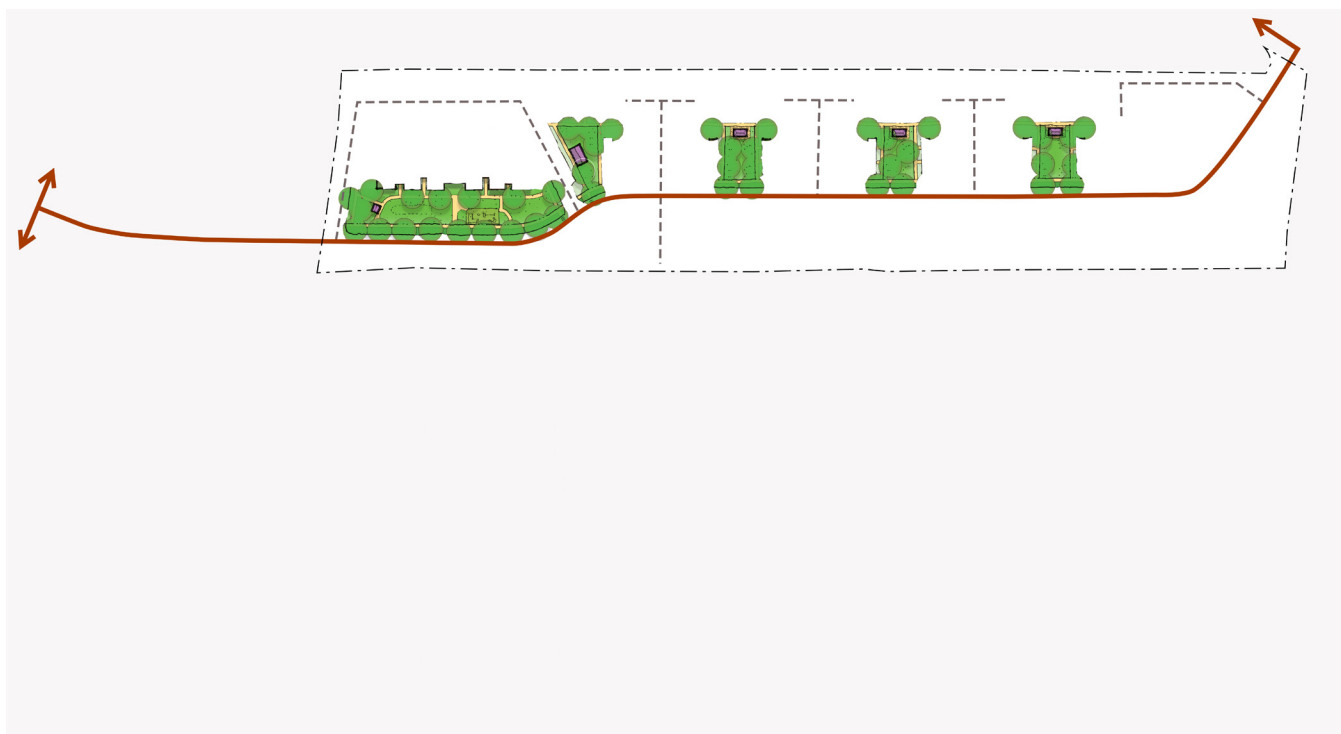
Currently the units front parking lots and back up to open spaces that are hidden from view. This Plan flips that relationship, placing parking lots behind the units and organizes the housing around newly programmed park spaces. This reflects the Crime Prevention through Environmental Design Principles (CPTED) that promote safe neighborhoods. Creating a clear distinction between what is someone's home and what is community space, increasing surveillance of parks and streets, and proposing architecture that responds to its environment will promote a safe place for all.

One of the most common criticisms of the current site is the lack of recreational amenities and outdoor places for children and families. The plan proposes two open spaces, with a large central green space that creates a place to gather. There are playgrounds for children, courts for recreation, gardens, shade structures, benches, and other amenities. These places are well-lit, easy to access, and highly visible.

VIEW OF GARDEN STYLE APARTMENTS AND PARK SPACE



CIRCULATION DIAGRAM



STREET VIEW, INCLUDING DUPLEXES AND TOWNHOUSES



PARKS AND OPEN SPACE DIAGRAM





"I'M HAPPY TO
SEE THAT WE'RE
INVESTING MORE
TIME AND MONEY
INTO THIS AREA"

ERIC MCLAURIN

PRINCIPAL, FERGUSON-EASLEY ELEMENTARY SCHOOL

ELLIOTT PROPERTIES EXISTING CONDITIONS

The 110-unit Elliott Properties development is owned and operated by North Carolina Indian Housing Authority. Community members have noted that the apartment complex has generally reached the end of its lifespan and is in need of redevelopment. Many of the existing units are vacant, and the site doesn't meet modern living standards for families or individuals. The site is perceived as a "hot spot" of negative activity that greatly impacts the surrounding neighborhood.

SITE ACCESS

Currently, the site has several access points including Henderson Avenue and Stout Street. The curvilinear internal street layout sets it apart from more traditional residential blocks surrounding.

BUILDING LAYOUT

Buildings are 1-story barracks-style apartments set back from the street. The site has 12 one-bedroom units and 98 two-bedroom units.

OPEN SPACES

The large site currently lacks and parks, playgrounds or common recreation areas for tenants. Many portions of the site are barren of trees and landscaping.

COMMUNITY FACILITIES

The site currently lacks any community facilities for tenants.





NEEDS ASSESSMENT

The Resident Needs Assessment Survey was administered in November 2022 as part of the Choice Neighborhood Plan. 20 Elliott Properties households completed some or all of the Survey.

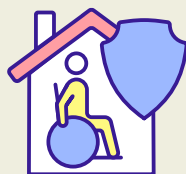
HOUSING PREFERENCES

56% OF RESIDENTS
HAVE LIVED IN ELLIOTT
PROPERTIES FOR **more
than 6 years**



58% OF RESIDENTS
ARE **SATISFIED**
WITH THEIR LIVING
ARRANGEMENTS

47% OF FAMILIES
WOULD LIKE TO
STAY AT
ELLIOTT PROPERTIES



58% ARE INTERESTED IN
LIVING IN A UNIT
SPECIFICALLY DESIGNED FOR
SENIOR / DISABLED
RESIDENTS

95% OF FAMILIES
ARE INTERESTED IN
TO A **RETURNING
RENOVATED**
UNIT



37% ARE INTERESTED IN
RELOCATING INTO A
PUBLIC HOUSING
UNIT IN FAYETTEVILLE

37% OF RESIDENTS ARE
INTERESTED IN BECOMING
HOMEOWNER

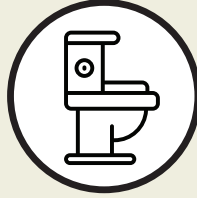
**AFFORDABILITY AND
EASY ACCESS TO
TRANSPORTATION**
ARE THE MAIN REASONS WHY
RESIDENTS CHOOSE
ELLIOTT PROPERTIES

HOUSING PREFERENCES

AREAS WHERE IMPROVEMENTS ARE NEEDED



1 kitchen



2 bathroom

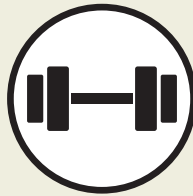


3 closets / storage

INDOOR COMMUNITY AREAS THAT ARE NEEDED



1 laundry room

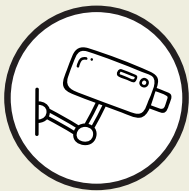


2 gym / fitness center



3 community kitchen

OUTDOOR COMMUNITY AREAS THAT ARE NEEDED



1 security cameras



2 bbq / picnic areas



3 lighting

SITE PLAN





PROGRAM

40 Senior Apartments
152 Garden-style Apartments
35 Townhouse Units
18 Duplex Units

245 Units Total
7,000 SF Amenity/Community Space

LEGEND

- Senior Apartments
- Garden-Style Apartments
- Townhouses
- Duplex Units
- Amenity/Community Space

ELLIOTT PROPERTIES PHASE 2 REDEVELOPMENT

The Housing Element anticipates a two-site approach that incorporates the redevelopment of Elliott Properties in Phases 2a and 2b of the project. Elliott Properties is in the center of the neighborhood and within walking distance of Fayetteville State University, Bronco Square, Seabrook Park, and many other neighborhood assets. Property acquisition of vacant sites along Murchison Road will create visibility into the site and provide a rejuvenated presence on the Corridor, critical for the safety and perception of the area. The current connections at Stout Street and Henderson Avenue would remain, but with some improvements.

Elliott Properties is connected to the surrounding neighborhood, yet it is often described as hidden. The Plan addresses this safety concern. It reimagines both its connection to Murchison Road and the residential portion of the neighborhood by creating an active open space at these two connection points. Both act as gateways into the site while creating an amenity that everyone in the neighborhood can enjoy. These parks will be well-lit and include playgrounds for children, courts for recreation, gardens, shade structures, benches, and other amenities.

While the site can accommodate up to 245 units, it would respect the surrounding character of the area. The street connections at Henderson and Stout would include townhouses and duplex units to create a seamless transition into the neighborhood. These duplexes and townhouses are appropriate building types for families, and 2-story walk-up garden apartments would provide a variety of housing options for others. A senior building would be located at the eastern portion of the site to provide much needed housing for the area's elderly population.

Streets are narrow with on-street parking to slow vehicles, lined with trees to provide shade, and have sidewalks on both sides to create a place for pedestrians.

VIEW OF TOWNHOUSES



CIRCULATION DIAGRAM



VIEW OF MULTI-FAMILY HOMES AND DOG PARK

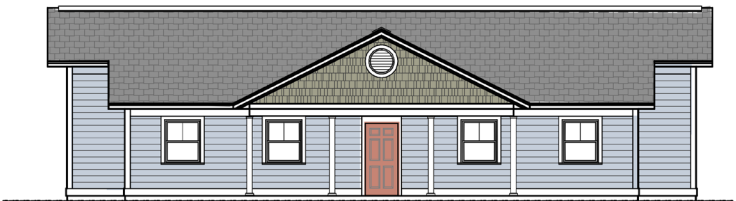


PARKS AND OPEN SPACE DIAGRAM



UNIT PLANS AND ELEVATIONS

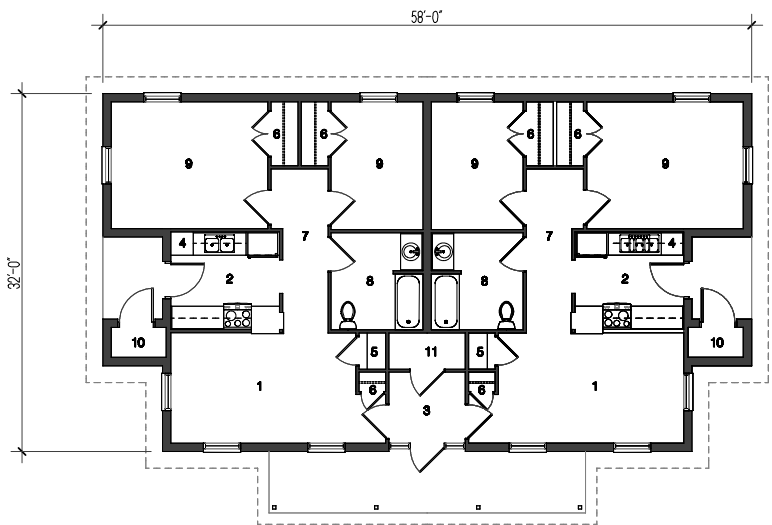
The following pages illustrate prototypical unit types that would be included in the redevelopment of both the Murchison Townhouses site and the Elliott Properties site.



FRONT



RIGHT SIDE



ROOM LEGEND:

1. LIVING ROOM
2. KITCHEN
3. VESTIBULE
4. PANTRY
5. STORAGE
6. CLOSET
7. HALL
8. FULL BATH
9. BEDROOM
10. OUTDOOR STORAGE
11. MECHANICAL CLOSET

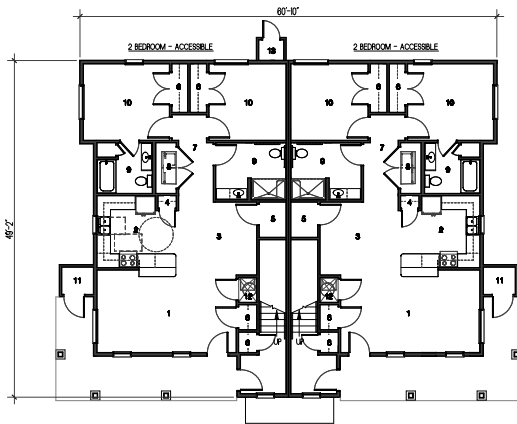
2 BEDROOM DUPLEX PLAN - BUILDING TYPE A



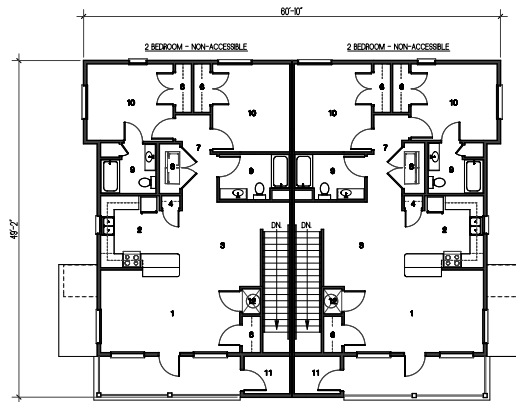
FRONT



RIGHT SIDE



FIRST FLOOR



SECOND FLOOR

ROOM LEGEND:

1. LIVING ROOM
2. KITCHEN
3. DINING AREA
4. PANTRY
5. STORAGE
6. CLOSET
7. HALL
8. LAUNDRY
9. FULL BATH
10. BEDROOM
11. OUTDOOR STORAGE
12. MECHANICAL CLOSET
13. SPRINKLER

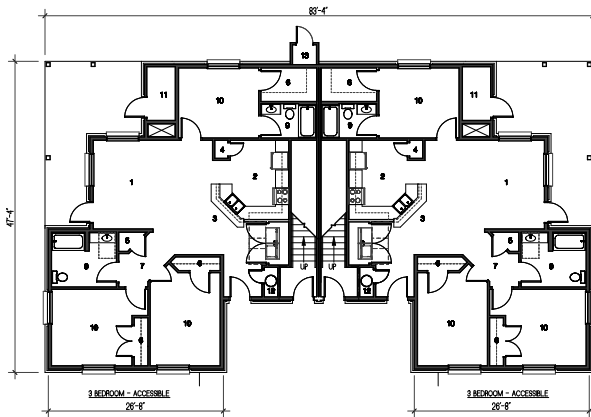
2 BEDROOM STACK-FLAT - BUILDING TYPE B



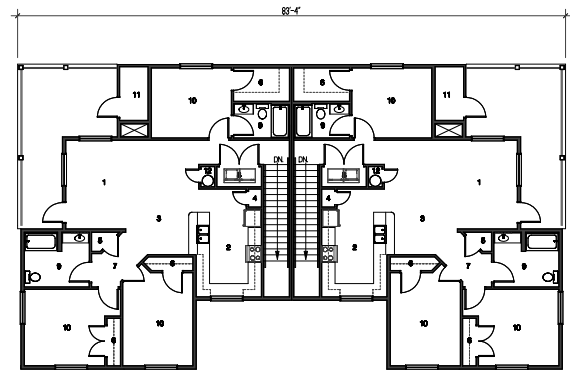
FRONT



RIGHT SIDE



FIRST FLOOR



SECOND FLOOR

ROOM LEGEND:

1. LIVING ROOM
2. KITCHEN
3. DINING AREA
4. PANTRY
5. STORAGE
6. CLOSET
7. HALL
8. LAUNDRY
9. FULL BATH
10. BEDROOM
11. OUTDOOR STORAGE
12. MECHANICAL CLOSET
13. SPRINKLER

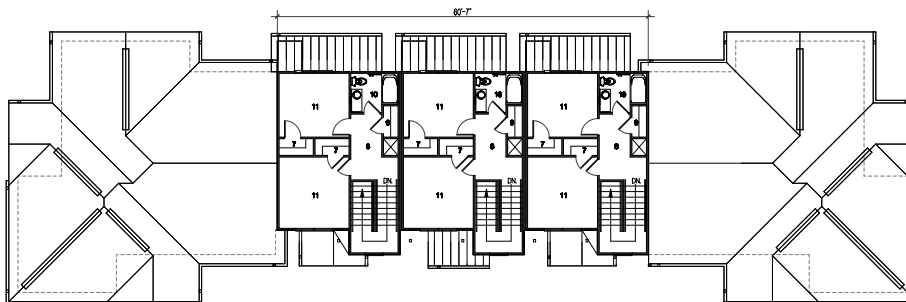
3 BEDROOM STACK-FLAT - BUILDING TYPE C



FRONT



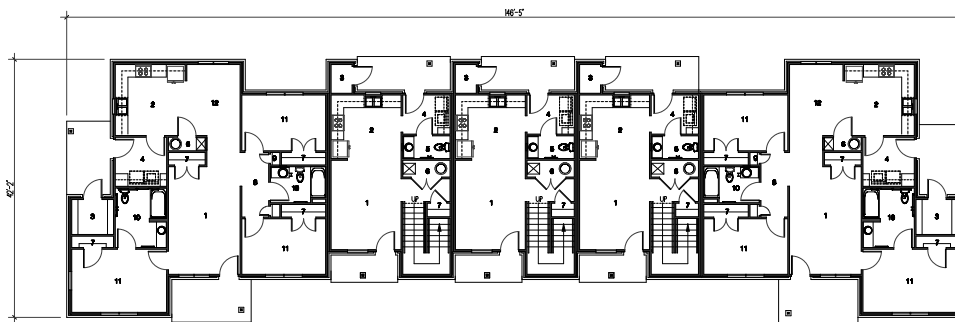
RIGHT SIDE



SECOND FLOOR

ROOM LEGEND:

1. LIVING ROOM
2. KITCHEN
3. OUTDOOR STORAGE
4. LAUNDRY
5. HALF BATH
6. MECHANICAL CLOSET
7. CLOSET
8. HALL
9. LINEN CLOSET
10. FULL BATH
11. BEDROOM
12. DINING AREA



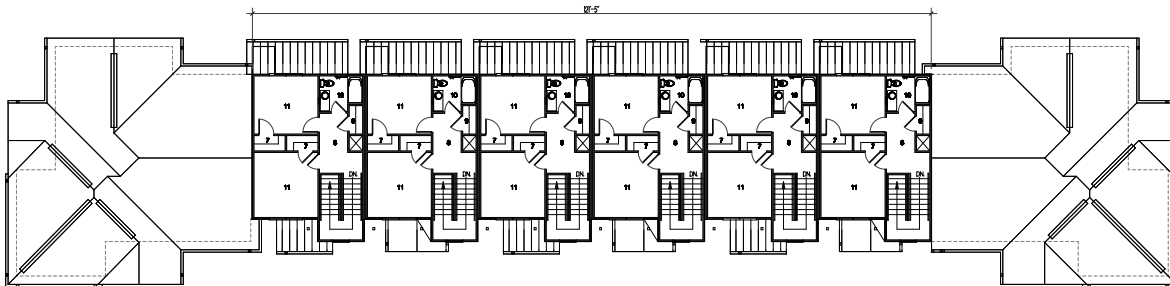
2 BEDROOM TOWNHOUSE AND 3 BEDROOM FLAT - BUILDING TYPE D1



FRONT



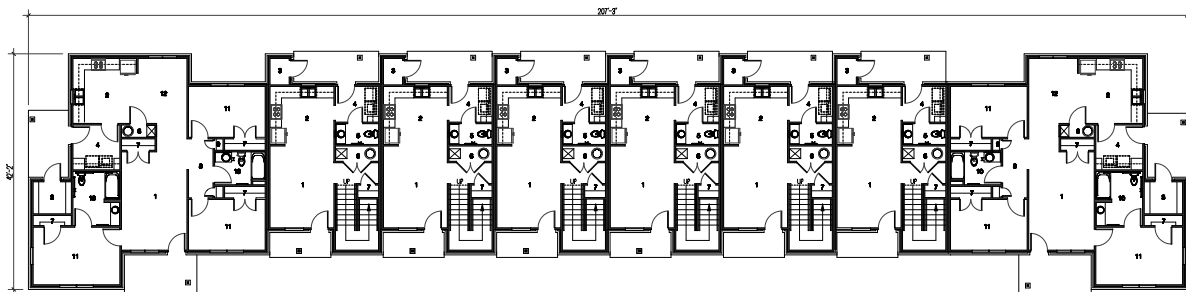
RIGHT SIDE



SECOND FLOOR

ROOM LEGEND:

- 1. LIVING ROOM
- 2. KITCHEN
- 3. OUTDOOR STORAGE
- 4. LAUNDRY
- 5. HALF BATH
- 6. MECHANICAL CLOSET
- 7. CLOSET
- 8. HALL
- 9. LINEN CLOSET
- 10. FULL BATH
- 11. BEDROOM
- 12. DINING AREA

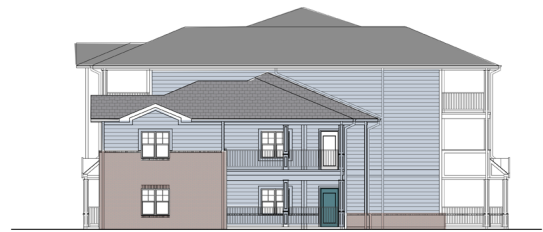


FIRST FLOOR

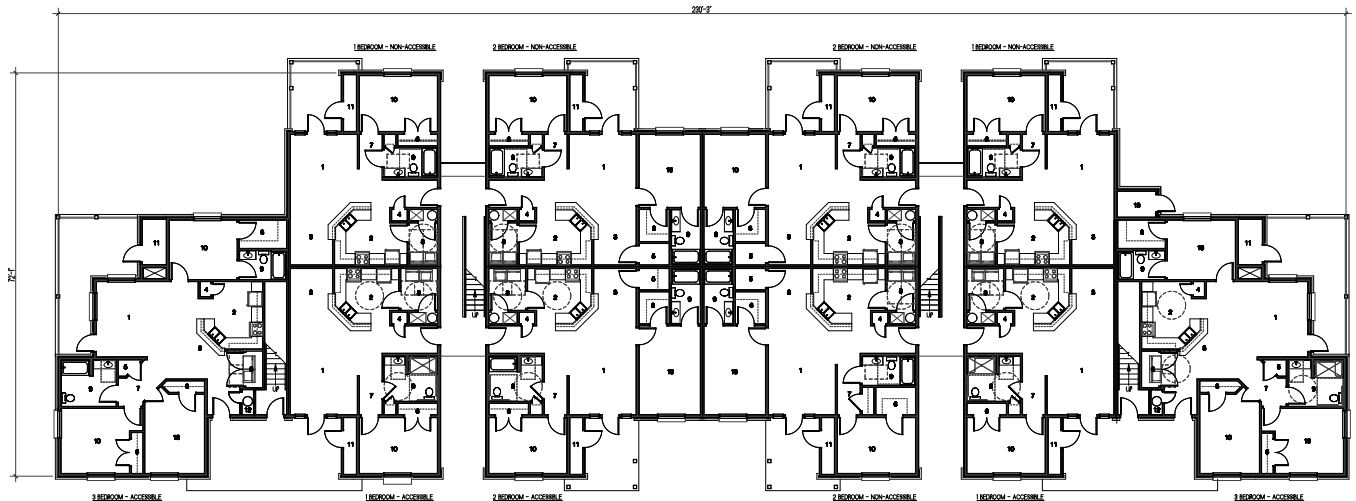
2 BEDROOM TOWNHOUSE AND 3 BEDROOM FLAT - BUILDING TYPE D2



FRONT



RIGHT SIDE



ROOM LEGEND:

1. LIVING ROOM
2. KITCHEN
3. DINING AREA
4. PANTRY
5. STORAGE
6. CLOSET
7. HALL
8. LAUNDRY
9. FULL BATH
10. BEDROOM
11. OUTDOOR STORAGE
12. MECHANICAL CLOSET
13. SWIMMER

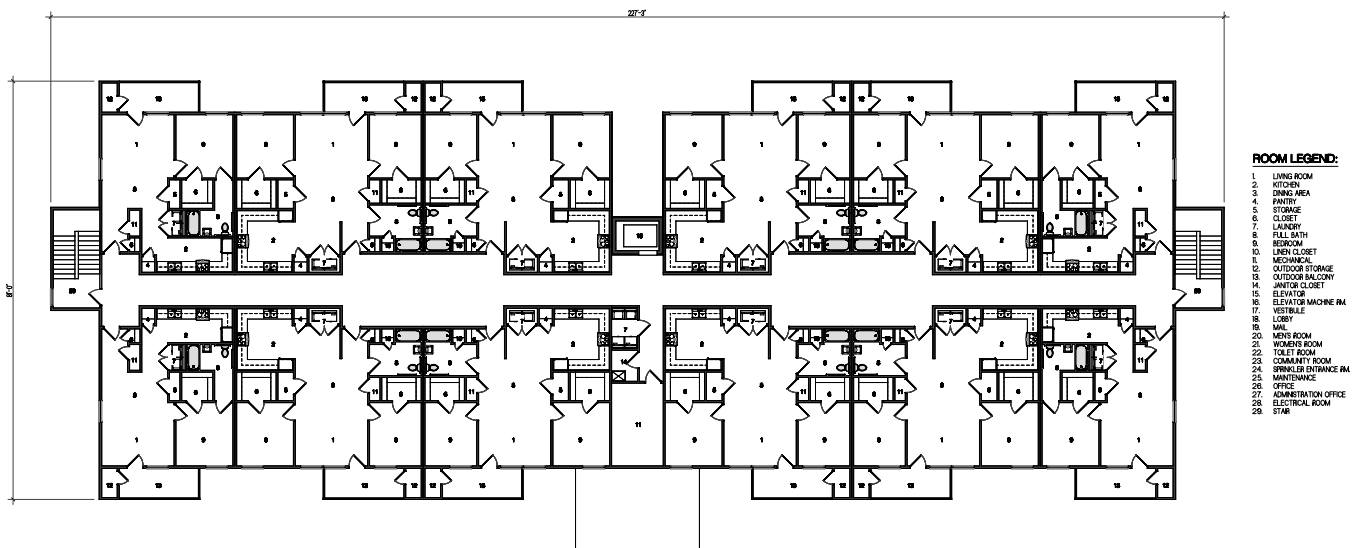
GARDEN STYLE APARTMENTS - BUILDING TYPE E



FRONT



RIGHT SIDE



- ROOM LEGEND:**
- 1. LIVING ROOM
 - 2. KITCHEN
 - 3. DINING AREA
 - 4. PANTRY
 - 5. STORAGE
 - 6. CLOSET
 - 7. LAUNDRY
 - 8. FULL BATH
 - 9. BEDROOM
 - 10. LINEN CLOSET
 - 11. MECHANICAL
 - 12. OUTDOOR STORAGE
 - 13. OUTDOOR BALCONY
 - 14. JANITOR CLOSET
 - 15. ELEVATOR
 - 16. ELEVATOR MACHINE RM.
 - 17. VESTIBULE
 - 18. LOBBY
 - 19. MAIL
 - 20. MEN'S ROOM
 - 21. WOMEN'S ROOM
 - 22. TOILET ROOM
 - 23. COMMUNITY ROOM
 - 24. SPRINKLER ENTRANCE RM.
 - 25. MAINTENANCE
 - 26. OFFICE
 - 27. ADMINISTRATION OFFICE
 - 28. ELECTRICAL ROOM
 - 29. STAIR

ELDERLY APARTMENTS - BUILDING TYPE F

ALL PHASES - MURCHISON TOWNHOUSES AND ELLIOTT PROPERTIES		353 Dwelling Units
Sources		Per Unit
4% Tax Credit Financing	\$ 28,958,800	\$ 82,036.26
First Mortgage	\$ 12,077,500	\$ 34,213.88
City of Fayetteville Sources	\$ 2,000,000	\$ 5,665.72
Choice Neighborhoods Funding	\$ 35,000,000	\$ 99,150.14
Total	\$ 78,036,300	\$ 221,066
Uses		
Hard Costs	\$ 62,429,040	\$ 176,852.80
Soft Costs (Including Financing Costs and Reserves)	\$ 15,607,260	\$ 44,213.20
Total	\$ 78,036,300	\$ 221,066

PHASE I - MURCHISON TOWNHOUSES		108 Dwelling Units
Sources		Per Unit
4% Tax Credit Financing	\$ 8,860,000	\$ 82,037.04
First Mortgage	\$ 2,565,000	\$ 23,750.00
City of Fayetteville Sources	\$ 1,000,000	\$ 9,259.26
Choice Neighborhoods Funding	\$ 10,850,000	\$ 100,462.96
Total	\$ 23,275,000	\$ 215,509
Uses		
Hard Costs	\$ 18,620,000	\$ 172,407.41
Soft Costs (Including Financing Costs and Reserves)	\$ 4,655,000	\$ 43,101.85
Total	\$ 23,275,000	\$ 215,509

PHASE 2A - ELLIOTT PROPERTIES (FAMILY)		205 Dwelling Units
Sources		Per Unit
4% Tax Credit Financing	\$ 16,817,300	\$ 82,035.61
First Mortgage (Including Land Acquisition Est. \$2,531,300)	\$ 9,016,900	\$ 43,984.88
City of Fayetteville Sources	\$ 800,000	\$ 3,902.44
Choice Neighborhoods Funding	\$ 19,600,000	\$ 95,609.76
Total	\$ 46,234,200	\$ 225,533
Uses		
Hard Costs	\$ 36,987,360	\$ 180,426.15
Soft Costs (Including Financing Costs and Reserves)	\$ 9,246,840	\$ 45,106.54
Total	\$ 46,234,200	\$ 225,533

PHASE 2B - ELLIOTT PROPERTIES (ELDERLY)		40 Dwelling Units
Sources		Per Unit
4% Tax Credit Financing	\$ 3,281,500	\$ 82,037.50
First Mortgage	\$ 495,600	\$ 12,390.00
City of Fayetteville Sources	\$ 200,000	\$ 5,000.00
Choice Neighborhoods Funding	\$ 4,550,000	\$ 113,750.00
Total	\$ 8,527,100	\$ 213,178
Uses		
Hard Costs	\$ 6,821,680	\$ 170,542.00
Soft Costs (Including Financing Costs and Reserves)	\$ 1,705,420	\$ 42,635.50
Total	\$ 8,527,100	\$ 213,178

SUSTAINABILITY

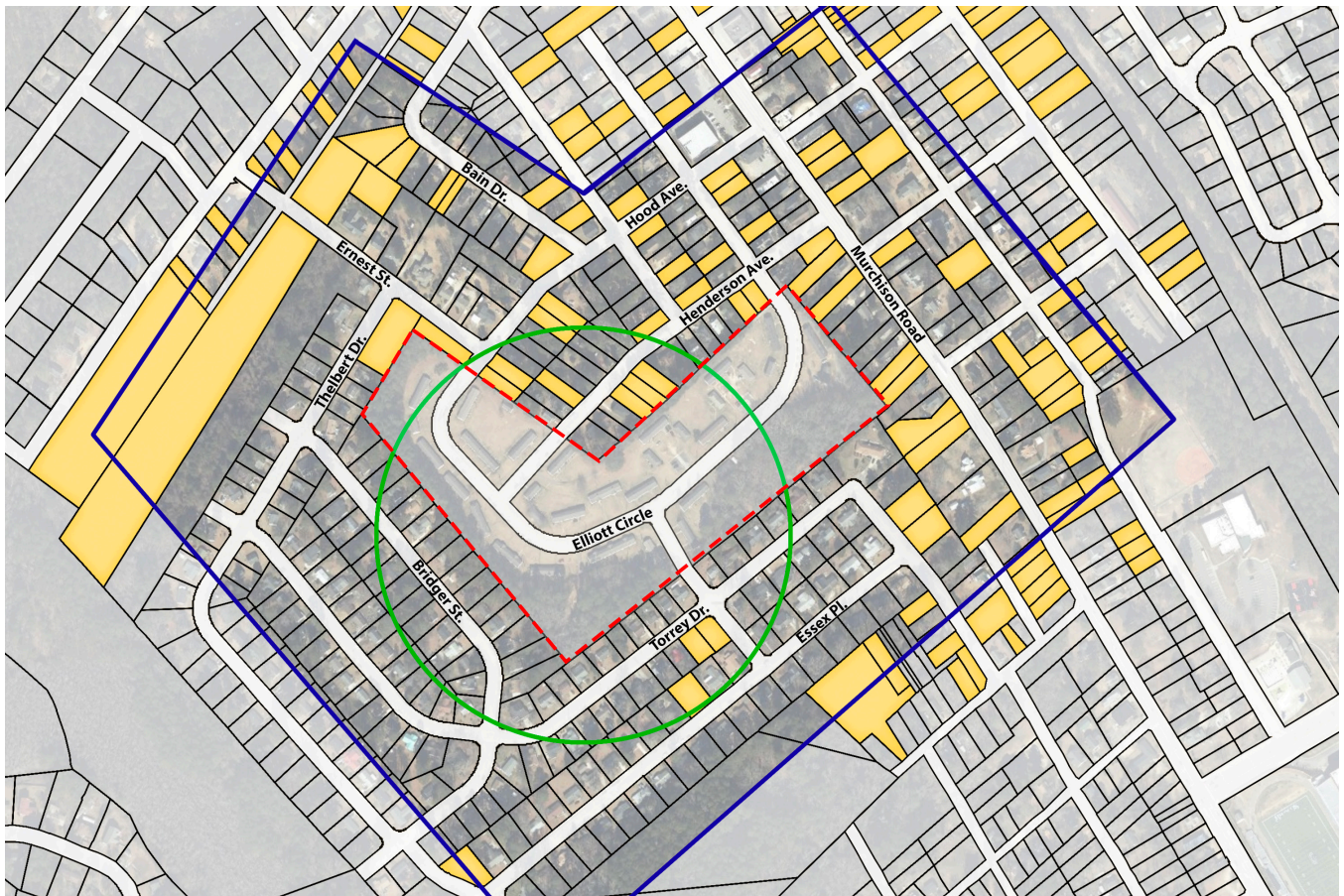
The Plan embraces the concept of mixed-income redevelopment. Both sites have been configured to create a walkable, handicap accessible environment with access to sidewalks, amenities, public transportation and many community resources. Buildings will be designed such that ground floor apartments do not have steps or accessible barriers and promote visitability for all residents and guests.

Parking variances will be pursued to reduce parking count requirements, expand green space and reduce heat-island effects. Both project sites were designed to infill with higher-unit-density which better leverages existing land. Landscaping, run-off storage and conveyance will all be considered to promote low-impact storm water management practices. Natural water features and drainage features will be maintained to the fullest extent.

The buildings will be of an energy-efficient design which includes the building shell, mechanical systems, appliances and lighting. The buildings will incorporate higher efficient windows to improve the thermal envelope. Exterior envelope walls will be insulated with Grade 1 insulation installation techniques. The HVAC systems will be sized per Manual J/S and will typically include high efficiency split-system heat pumps with an estimated 15-16 SEER cooling efficiency. The HVAC ducts will be air sealed with proper materials and will be tested for air leakage and HVAC air handler units will be located within the apartment's building envelope. Transfer grills will be installed in every room with a door, except bathrooms. Interior and exterior building lighting will be provided with high-efficacy LED fixtures that prevent envelope penetration and air leakage. The appliances, ceiling fans and bath fans will be ENERGY STAR certified.

Water is one of our most important natural resources. The Plan will embrace this natural resource thru various conservation practices such as low maintenance landscaping that is native or regionally appropriate for local growing conditions and hydro-zoning techniques. All units will have low-flow fixtures such as showerheads with 1.75 gallons per minute (GPM), Lavatory Faucets with 1.2 GPM and Water Closets with 1.28 Gallons per Flush (GPF). Centralized placement of the water heater and distance to the fixture will be considered in each apartment design to minimize the volume of water to be delivered.

Statistics indicate we spend nearly 90 percent of our time indoors, sometimes exposing ourselves to concentrations of pollutants multiple times higher than typical outdoor conditions. With this in mind, good design practices and material selection will be an important component to the building design. Pollutant source control, from the on-set, is an important design consideration, therefore the buildings will not include attached garages, in-unit fire places or combustion sources which would directly affect the indoor air quality. Material selection will be based on those with limited off-gassing or non-emitting materials and will include formaldehyde-free, Green Guard certified and low-VOC products. Spot ventilation and moisture management will be incorporated in each of the apartments. Bathroom exhaust fans will be installed on a timer switch that will allow the exhaust fan to continue to run for a pre-set time to mitigate humidity and the potential for mold. Kitchen ranges and clothes dryers will be exhausted to the exterior of the building. Radon mitigation will be included with the installation of a radon ventilation system.



INFILL OF VACANT PROPERTIES

The Plan has identified a number of vacant properties within close proximity to Elliott Properties that should be targeted for single-family homeownership opportunities. Within 1/8 mile from the edge of the property, there are between 65-70 vacant sites that could accommodate new homes, with larger sites potentially able to accommodate multiple homes. Infill development of these sites, in tandem with Elliott Properties redevelopment, could provide a wide range of housing options while helping to improve the neighborhood as a whole. The Plan encourages the City and FMHA to work with smaller developers and non-profit community development corporations to create approximately 60 homes by 2027 in this area.

A group of people, including a man in a blue shirt and a woman in a black jacket, are standing outdoors in front of a brick building. They are all wearing face masks. The text is overlaid on the image.

**"OUR GOAL IS
TO PROVIDE
DECENT, SAFE
AND SANITARY
HOUSING FOR ALL
INDIVIDUALS"**

DARCEL BURNS

FMHA DIRECTOR OF HOUSING MANAGEMENT

A close-up photograph of a person's hand, wearing a ring, pointing at a map. The map is covered with numerous colorful pushpins (red, green, blue, purple) and a white string or thread is laid across it. The background is blurred, showing some papers and containers.

NEIGHBORHOOD ELEMENT



THE NEIGHBORHOOD ELEMENT BUILDS
ON EXISTING COMMUNITY ASSETS,
AS WELL AS THE AREA'S CENTRAL
LOCATION, EDUCATIONAL AMENITIES,
AND NATURAL SPACES AS THE
FRAMEWORK FOR REVITALIZATION.

The Planning Team used active and ongoing community engagement to build consensus on the Neighborhood Element's desired outcomes and projects.

During the planning process, several other projects and initiatives were undertaken in the community that will create and enhance local assets, ensure new connections, and provide additional support for both local residents and existing businesses along the corridor.

Significant improvements are already underway, or are being planned in the Murchison Neighborhood. Some of these initiatives are outlined here:



**\$172M IN STATE FUNDING
EARMARKED FOR THE
MURCHISON NEIGHBORHOOD**

DEMOLITION OF VACANT AND
ABANDONED STRUCTURES

**\$600K PLANNED FOR
PEDESTRIAN SAFETY
IMPROVEMENTS**

\$8M SENIOR CENTER PLANNED
FOR FILTER PLANT AND
MURCHISON ROADS

**PUBLIC ART INSTALLED AT
CATALYST SITE**

\$750K PLANNED FOR
COMMUNITY HEALTH CENTERS

**BUSINESS WATCH PROGRAM
ORGANIZED AND OPERATIONAL**

UMOJA WALL OF HONOR
UPGRADES PLANNED



FSU MASTER PLAN IN PROGRESS
WITH \$139M IMPROVEMENTS
TARGETED



**\$250K IN SMALL IMPROVEMENT
GRANTS FOR BUSINESSES**

\$700K CITY INVESTMENT FOR
FACADE IMPROVEMENTS HAVE
LEVERAGED \$500K IN PRIVATE
SECTOR IMPROVEMENTS

**\$7M IN PLANNED
IMPROVEMENTS TO MARTIN
LUTHER KING JR PARK**



PLANNED \$47M NCDOT
IMPROVEMENTS TO MURCHISON
ROAD

**MURCHISON ROAD FOOD TRUCK
PARK ESTABLISHED**

\$2.37M ENTREPRENEUR &
BUSINESS HUB OPENED



OVERVIEW

The Neighborhood Element is greatly influenced by the community's desire to delineate Areas of Change and Growth from Areas of Preservation and Investment. Strategies are organized around four key Focus Areas, while also identifying important connections and community-wide improvements that are intended to help improve economic vitality, safety and community identity.

The Focus Areas are organized as follows:

FOCUS AREA A: Is the northern gateway to the community and includes the blocks immediately surrounding FMHA's Murchison Townhouses site, one of the housing redevelopment sites identified in the Plan. This Focus Area also includes the key commercial intersection of Murchison Road and County Club / Pamalee Drive.

FOCUS AREA B: Includes the important commercial intersection of Murchison Road and Jasper Street, as well as the blocks immediately to the north of the Elliott Properties housing redevelopment site.

FOCUS AREA C: Includes the area between Fayetteville State University and Glenville Lake, including academic, commercial and residential uses.

FOCUS AREA D: Is the southern gateway to the neighborhood and includes the City-owned "Catalyst Site"





Focus Area A is located at the northern gateway to the Murchison community. The Plan recommends the mixed-income redevelopment of the Murchison Townhouses property, along with additional commercial development of the vacant lot along Pamalee Drive. The former Walmart store should be adaptively reused as a grocery or to provide other community services. Bus shelters should be enhanced with public art incorporated to create a stronger identity along Murchison Road. Additional commercial and mixed-use development at the corner of Rosemary and Murchison would help to create a neighborhood hub. Over time, additional larger properties should be redeveloped along the east side of Murchison Road. A walking path to Westarea Elementary School should be established, along with a path in the natural / retention pond area to improve pedestrian access to these resources. Additional single-family development should be focused along Waddell Drive.

PROPOSED ELEMENTS

- A** MIXED-INCOME REDEVELOPMENT OF FMA'S MURCHISON TOWNHOUSE PROPERTY
- B** COMMERCIAL DEVELOPMENT OF VACANT LOT
- C** ADAPTIVE REUSE OF FORMER WALMART STORE
- D** NCDOT STREET IMPROVEMENTS TO MURCHISON ROAD
- E** ENHANCED BUS SHELTERS AND PUBLIC ART
- F** ADDITIONAL MIXED-INCOME MULTIFAMILY DEVELOPMENT
- G** MIXED-USE DEVELOPMENT
- H** COMMERCIAL REDEVELOPMENT
- I** FUTURE MIXED-USE DEVELOPMENT OF LARGER PROPERTIES
- J** WALKING PATH TO ELEMENTARY SCHOOL
- K** WALKING PATH IN NATURAL / RETENTION AREA
- L** SINGLE-FAMILY INFILL DEVELOPMENT

FOCUS AREA B



Focus Area B is located at the intersection of Jasper Street and Murchison Road. This intersection has been highlighted by residents as a blighted area and a hot-spot for criminal activities. The Plan recommends creating enhanced crosswalks at this corner to slow down traffic and create a safer pedestrian environment. Commercial development should be focused on the vacant lots at University Avenue, while townhouses are appropriate along Jasper Street to increase housing options in the area. Medical office development along Temple Avenue could help to complement the existing Stedman-Wade Medical Center. Single-family development between University and Temple Avenues would create additional homeowner options for local residents. South of Pennsylvania Avenue, a bicycle/pedestrian trail would help to connect and provide additional access to natural areas to the west.

PROPOSED ELEMENTS

- A** ENHANCED CROSSWALKS
- B** COMMERCIAL DEVELOPMENT OF VACANT LOT
- C** TOWNHOUSE INFILL DEVELOPMENT
- D** MEDICAL OFFICE DEVELOPMENT
- E** SINGLE-FAMILY INFILL DEVELOPMENT
- F** BICYCLE / PEDESTRIAN TRAIL CONNECTION



Focus Area C includes the redevelopment of key properties to the west of the FSU campus. This includes the development of an off-campus student center, and commercial development of vacant lots along College Street, with businesses catering to students and faculty. Additional multi-family and townhouse development west of Coley Drive could take advantage of new bicycle/pedestrian connections to Glenville Lake, including a new kayak/canoe dock. Additional new park space could be established west of Coley Drive to create an additional public amenity for residents. Bronco Midtown could be further enhanced with commercial development along Murchison Road to create a more pedestrian-friendly environment. New and enhanced crosswalks at Coley Drive and near College Street would help to improve both safety and identity in the Focus Area.

PROPOSED ELEMENTS

- A** FSU OFF-CAMPUS STUDENT CENTER
- B** COMMERCIAL DEVELOPMENT
- C** TOWNHOUSE DEVELOPMENT
- D** MULTI-FAMILY DEVELOPMENT
- E** NEW PARK SPACE
- F** NEW OR EXTENDED STREET
- G** NEW/ENHANCED CROSSWALK TO FSU
- H** GARDENS AT GLENVILLE LAKE
- I** BICYCLE / PEDESTRIAN TRAIL CONNECTIONS
- J** KAYAK AND CANOE LAUNCH/DOCK
- K** SINGLE-FAMILY INFILL DEVELOPMENT
- L** PRESERVATION OF MURAL
- M** SENIOR CENTER



Focus Area D is located at the southern gateway to the neighborhood, just past Martin Luther King Drive. The Plan proposes mixed-income apartment units and townhouses at the City-owned catalyst site property, along with new institutional and office uses. Along Murchison Road, a series of improved natural retention areas would be complemented by public art and sculpture. The MLK Drive overpass would be enhanced with new signage and artwork, celebrating arrival into the neighborhood. Active recreation areas and ballfields could connect directly to Cross Creek, as well as a new community center, through bicycle/pedestrian trail connections. Over time, the land that now houses the Mt. Sinai homes (located within the floodplain) would be transitioned into natural space.

PROPOSED ELEMENTS

- A** MIXED-INCOME DEVELOPMENT AT CATALYST SITE
- B** MULTI-FAMILY DEVELOPMENT AT CATALYST SITE
- C** TOWNHOUSE DEVELOPMENT AT CATALYST SITE
- D** INSTITUTIONAL / OFFICE DEVELOPMENT AT CATALYST SITE
- E** NATURAL RETENTION AREA
- F** PUBLIC ART
- G** OVERPASS GATEWAY SIGNAGE AND ART
- H** TRANSITION OF MT. SINAI HOMES TO NATURAL OPEN SPACE
- I** ACTIVE RECREATION / BALLFIELDS
- J** COMMUNITY CENTER
- K** LANDSCAPED BUFFER ALONG RAILROAD TRACKS
- L** BICYCLE / PEDESTRIAN TRAIL CONNECTIONS
- M** BICYCLE / PEDESTRIAN BRIDGE OVER CREEK



BUILD ADDITIONAL RENTAL HOUSING INCLUDING SENIOR HOUSING

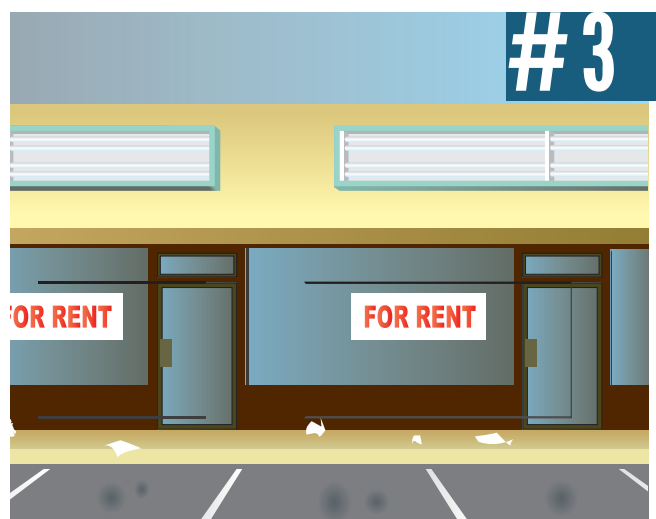
Focus on building new affordable and mixed-income housing in areas of growth and opportunity, starting with the replacement of FMHA's Murchison Townhouses units within the neighborhood.

- Consider FSU Employee Housing Initiative to incentivize local housing growth
- Consider starting a Community Land Trust to help ensure long-term affordability.
- Focus on transitional housing to allow seniors to age in place

ESTABLISH OR RECRUIT A GROCERY STORE

Set the stage for the establishment of a grocery store through public improvements, incentives and promotion.

- Utilize public service announcements to promote positive changes coming to Murchison Road
- Pharmacy and bank could be within a grocery space
- Focus on health-conscious stores
- Investigate co-op grocery model
- Tap into military and FSU population so support store
- Start with the re-establishment of the Murchison Farmers Market



EVALUATE AND INVENTORY VACANT BUILDINGS FOR POTENTIAL REUSE

Create and update a database of available and potentially available commercial properties to help identify spaces for new businesses to set up shop.

- Focus on the adaptive reuse of existing spaces
- Beautify and repurpose vacant buildings to attract new businesses
- Research and utilize tax records to help contact existing owners
- Help inspire existing owners to redevelop vacant and underutilized properties

PROMOTE MLK PARK AS A NEIGHBORHOOD ASSET

Improve the overall quality of MLK Park, while enhancing access and activity in order to help create a stronger community amenity.

- Implement plans to expand greenways and trails from Little Cross Creek
- Include additional murals and sculptures in the park
- Work to promote existing trails for community residents
- Hold bicycle events and partnerships to help create awareness
- Establish a trail running club
- Create a hub to access play and outdoor recreation spaces

#4



#5



CREATE NATURAL PLAYSPACES AND TRAIL CONNECTIONS

Utilize natural areas for new community connections and recreational amenities, including the creation of nature-based playspaces. Create access points to existing amenities such as Glenville Lake.

- Create a children's discovery garden
- Design spaces that are appropriate for all ages and accessibility levels
- Consider new activities like disc golf courses and dog parks
- Incorporate events and activities (food, ice cream, crafts, music) to attract people

EXPAND COMMUNITY GARDENS AND FARMS

Help to create a network of community gardens and urban farms within the neighborhood by supporting existing efforts and establishing and expanding to new vacant spaces.

- Consider a large-lot ownership program to give existing residents more space to garden near their homes
- Identify available and appropriate vacant parcels within the neighborhood
- Establish a teaching and training program
- Work together to share resources, building knowledge and community
- Connect to Murchison Farmers Market

#6



#1



CREATE A SATELLITE POLICE SUBSTATION WITHIN THE NEIGHBORHOOD

A satellite police station, or “Strong Neighborhoods House” could help to build trust between the police and community.

- Help to educate the community on new trends in crime
- Could help to be a deterrent for local crime
- Consider incentivizing police officer to move to the neighborhood
- Recruit current residents to join the police force
- Re-establishing a positive image of the police in the community
- Potential collaboration with existing Cumberland County Sheriff’s Office space

ESTABLISH A COMMUNITY CLEAN UP PROGRAM

Working with local community groups and partners to establish a sustainable community clean up program focusing on highly visible areas within the neighborhood.

- Help to change the image of the community
- Coordinate with code compliance efforts
- Cut back trees and brush for safety and visibility
- Ensure sustainability through organization and ongoing events

#8



#9



CREATE PLACEMAKING IMPROVEMENTS AT KEY INTERSECTIONS

Placemaking focuses on improving underutilized space to enhance the local community. It can include public art, landscape improvements, seating, signage and other enhancements that beautify the area and make it more welcoming.

- Downtown placemaking is a great model
- Include plants and greenery
- Help dispel the myth of Murchison Road
- Public art including murals and sculpture
- Enhanced bus stop areas

EXPAND HOME REHAB PROGRAM AND ESTABLISH A TOOL LENDING LIBRARY

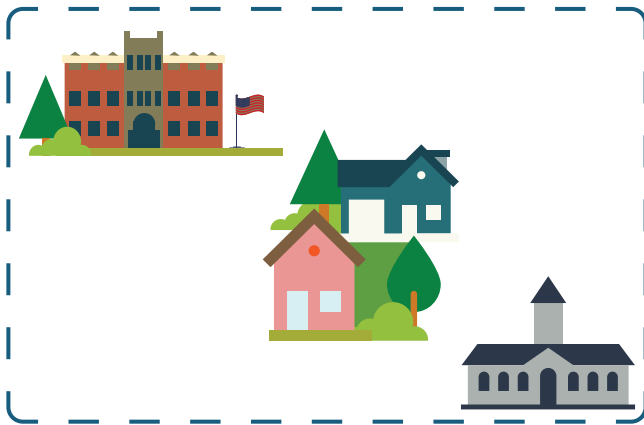
Assist existing homeowners in fixing their properties through training programs, technical assistance, and financial resources. In addition, establish a tool lending library in the neighborhood for local residents.

- Focus on assisting seniors and others in great need
- Tool lending library could also run training programs and classes
- Help to promote young families investing in the neighborhood
- Expand Fayetteville Urban Ministry's Nehemiah Project

#10



#11



CREATE DESIGNATED HISTORIC DISTRICTS

Placing areas of the Murchison neighborhood on the local, state or national registry, as well as designating individual buildings for preservation. Fayetteville currently includes 4 designated historic districts within the City.

- Research and documentation through local partners
- Creating inventory of existing listed buildings
- Connecting to other neighborhood art and history projects

INSTALL TRAFFIC CALMING FEATURES

Make streets safer for pedestrians and bicyclists by installing traffic calming features at key locations.

- Consider speed bumps in residential areas
- Create bulb-outs along Murchison Road in areas of higher pedestrian traffic, especially near FSU
- Work with Police and Fire Departments to ensure traffic calming features are appropriate for emergency response vehicles.





PEOPLE ELEMENT



THE PEOPLE ELEMENT OF OUR PLAN
IS CENTERED AROUND ENHANCING
OPPORTUNITIES AND ACCESS TO THOSE
OPPORTUNITIES FOR BOTH FMHA AND
MURCHISON COMMUNITY RESIDENTS.

The People Plan includes a range of strategies intended to improve the quality-of-life for Target Housing residents, as well as Murchison community neighbors, including residents of the Elliott Properties site. Strategies are organized into categories relating to Education (including both Early Learning and School-Aged Education), Health and Safety, and Income and Employment. Each People category includes a series of impact statements, baseline metrics, and expected outcomes in order to track success. Strategies include potential lead and supporting partners, as well as potential resources that could be utilized for implementation.

The Education Plan focuses on activities that will be undertaken to ensure all children living in the Target Housing site will enter kindergarten ready to learn. These services will help to enroll, track and support the attendance of children from birth to kindergarten in high-quality, evidence based early education programs. These programs will utilize statewide program standards that demonstrate high expectations of program excellence commensurate with nationally recognized standards and are linked to the State's licensing system. Programs outlined in the Plan are intended to actively engage parents as partners in early learning. The Education Plan is also intended to ensure all school-aged children living in the Target Housing site are proficient in core academic subjects, attending school consistently, and are graduating from high school college- and career-ready.

IMPACT STATEMENTS

- Local children enter kindergarten ready to learn. Children attend high-quality early childhood programs, and parents and caregivers have the tools to foster positive experiences optimize early childhood development.
- Local children are proficient in core academic subjects, and graduate high school college- or career- ready, and scholarship opportunities and paid internships are available for local students.

BASELINE METRICS	EXPECTED OUTCOMES
60% of households have kids under 18	N/A
38% of head of households have a high school diploma	50% in five years
38% of school aged children participate in youth programs	65% in five years
17% of FMHA families take advantage of Headstart Program	50% in five years
Sports is the #1 desired youth program. Arts/Music is the #2 desired youth program	Ensure children have adequate access to sports, arts and music programs
Ferguson-Easley Elementary 23% proficient or advanced in Reading	45% in five years
Ferguson-Easley Elementary 35% proficient or advanced in Math	45% in five years
Ferguson-Easley Elementary 34% proficient or advanced in Science	55% in five years



**"RESIDENTS HAVE
TO BE AT THE
FOREFRONT OF
THIS CHANGE AND
INVESTMENT."**

SHAKEYLA INGRAM
CITY COUNCILWOMAN

PRIORITY PROJECTS



1. EARLY CHILDHOOD EDUCATION EXPANSION PROJECT

Timeline	Medium (2-5 years)
Estimated Cost	\$100k - \$500k
Potential Lead Partners	• Head Start • FMHA • Cumberland County Schools
Potential Supporting Partners	• City of Fayetteville • FSU • FTCC • FCC Ministerial Council • United Way of Cumberland County • Communities in Schools North Carolina • Cumberland County Department of Social Services • Greater Life of Fayetteville • Partnership for Children of Cumberland County

Potential Resources

- Choice Neighborhoods Implementation Grant
- ARPA funding through the Child Care for Working Families Act
- United Way - Youth Growth Stock Trust
- Dolly Parton Imagination Library
- CFF Community Grants
- Preschool Development Grant Birth through Five (PDG B-5) Renewal Grant State-wide Birth to 3 Program Feasibility and Cost Study
- Preschool Development Grant Birth through Five (PDG B-5) NC Pre-K Program Outcomes-Driven Pilot Project

Making sure that children enter kindergarten ready to learn presents a host of challenges in low-income neighborhoods like the Murchison community. A lack of adequate early childhood education programs and limited capacity diminishes opportunities for early interventions. Achieving the desired school readiness outcomes is expensive and available facilities cannot begin to meet the current need. The current Head Start center at Murchison Townhouses is inadequate to meet the needs of the community. The facility is extremely small and holds only 16-18 children. Currently, a fairly low percentage (17%) of FMHA families with children take advantage of the Headstart Program.

There are only a few neighborhood-based early learning centers in the neighborhood, so families must look for resources far from their homes. Desired staff-to-child ratios increase the costs of providing early childhood education but also help ensure future academic success. Licensing, regulations and insurance requirements have also impacted the ability of potential service providers to expand capacity and early childhood opportunities. The cost of early childhood education is beyond the financial means of most low- and even middle-income Murchison families. The result is oftentimes children who are not academically ready being raised by parents who may not know the best way to prepare their children for future academic success or have access to the resources to prepare them for that success.

The Early Childhood Education Expansion Project is designed to expand the number and capacity of quality early childhood learning centers that can provide early childhood education and developmental childcare, allowing Murchison parents to work and/or go to school. Early childhood education facilities could be housed at neighborhood locations that may have appropriate, available space such as local elementary schools or may be incorporated into the design of new developments at the Murchison Townhouses or Elliott Properties sites.

This project will build upon local school readiness action plans and consider elements of other best practices and evidence-based early learning models. The intent is to offer center-based care, as well as parent education and other early childhood services. The Project would also provide a training and certification program for early childhood providers and centers to improve their quality and increase their ratings under the STARS system. This could also include new incentives (salary increases, professional development, scholarships, loans, work-study, housing down-payment assistance) to attract and retain quality early childhood staff.



2. YOUTH AND TEEN ENRICHMENT CENTER

Timeline	Medium (2-5 years)
Estimated Cost	\$1m - \$5m
Potential Lead Partners	• City of Fayetteville • Cumberland County Schools • FSU
Potential Supporting Partners	• FMHA • FTCC • FCC Ministerial Council • United Way of Cumberland County • Communities in Schools North Carolina • Cumberland County Department of Social Services • Greater Life of Fayetteville • Partnership for Children of Cumberland County • Fayetteville Arts Council • Cooperative Extension
Potential Resources	• Choice Neighborhoods Implementation Grant • The Woman's Giving Circle of Cumberland County • Specialized Family Child Care Technical Assistance Program • Ribbon of Hope Grants

This strategy is designed to help reduce achievement gaps that often widen between low-income and higher income children, especially during the summer and other out of school time. Students at Ferguson-Easley Elementary, where the majority of FMHA children attend, score far below the state average on Reading, Math and Science achievement tests. The establishment of a youth and teen center would include a focus on these core subjects, along with programing that will attract and appeal to younger community residents. This project would utilize FSU and E.E. Smith High School resources to create year-round tutoring programs for local youths. Enrichment programs could also focus on different topics including career exploration, arts, civic engagement and volunteering, STEM, health and fitness, life skills and financial literacy, science and environmentalism. All programs would focus on positive behaviors, retention of skills, maintaining personal integrity and striving for academic excellence. Local teachers could potentially be incentivized to help lead enrichment efforts. Through the incorporation of a community cafe space the Center could provide food-based classes.

Before and after school programs could be offered utilizing a curriculum-based model to

assist with traditional education. An immediate transition to college is not always the best fit for all youth so it is important that young people also have employment options to break the cycle of poverty. The Center could incorporate the existing High School Connections (HSC) program, which is a partnership with Cumberland County Schools and Fayetteville Tech Community College. HSC is part of a larger statewide effort called Career and College Promise. Service providers would be incorporated to help provide fast-track career pathway training and preparation. A model could be adapted to focus on technical, trade and career/ certificate training for professional careers, rather than college, and would support retention in these technical training programs through certification.

The Center should be sited in an accessible location with good access to public transportation. Existing youth programming through Parks and Recreation, the Arts Council, and the Cooperative Extension could also be incorporated.



3. ENHANCE THE E.E. SMITH HIGH SCHOOL ACADEMY OF MATH AND SCIENCE PROGRAM

Timeline	Medium (2-5 years)
Estimated Cost	\$1m - \$5m
Potential Lead Partners	• Cumberland County Schools • FTCC • Fort Bragg
Potential Supporting Partners	• City of Fayetteville • FSU • FMHA • FCC Ministerial Council • United Way of Cumberland County • Communities in Schools North Carolina • Cumberland County Department of Social Services • Greater Life of Fayetteville • Partnership for Children of Cumberland County • Fayetteville Arts Council • Cooperative Extension
Potential Resources	• Choice Neighborhoods Implementation Grant • Competitive Grant Process for Non-Profit Grant Funding for State-Wide Health & Human Services Initiatives • Ribbon of Hope Grants

E.E. Smith High School offers an innovative Math and Science Program that includes a rigorous course of study in science, mathematics, and technology. The Program provides access to unique experiences with virtual and augmented reality systems, drone technology, and cybersecurity to not only visualize ideas, but to create them.

It offers a variety of areas of study to include engineering, computer sciences, mathematics, life sciences and a variety of other STEAM (Science, Technology, Engineering, Arts, Mathematics) pathways with an emphasis on completion of five courses in mathematics relevant to the chosen area of focus, to include at least college or AP level courses, and completion of at least four courses in science within a chosen area of study, to include college or AP level courses.

The Math and Science Program engages students in field experiences including tours of STEAM programs at universities and guest speakers promoting STEAM careers while utilizing rigorous lab experiences that are thoughtful and reflective and place an emphasis on inquiry. In addition, the Program requires 40 hours of community service and/or STEAM enrichment each year.

Through the Math and Science Academy, E.E. Smith offers courses both within the school and with the CCS Career Pathways partnership with Fayetteville Technical Community College.

Through collaboration with the Math and Science Academy, Fire Science Academy, Career and Technical Education Department, and the Junior Air Force ROTC Program, students will have hands-on learning experiences through cross-curricular instruction in the follow areas:

- Integration of Augmented and Virtual Realities
- Drone Technology
- Aviation Science
- Computational Thinking

The 3-Year Strategic Plan for this program is outlined below:

1. Several Math, Science, and select CTE Teachers as well as Administration are nationally STEM Certified
2. E.E. Smith High School will be nationally STEM certified by May 2023
3. Beginning Fall 2023, ALL Students will have a CTE Concentration Area
4. Continued Implementation of Blended Learning, Computational Thinking, Augmented Reality, and Virtual Reality in ALL Curriculum Areas
5. Continue to foster partnerships with local universities, colleges and businesses to give ALL students opportunities for enrichment, internships and job-shadowing

The CN Plan proposes to increase funding for this program in order to widen the overall reach to serve more students in the area, while providing additional technological resources for student use.



4. PROMOTE NC PROMISE AND MILITARY TUITION PROGRAMS TO LOCAL STUDENTS

Timeline	Short (1-2 years)
Estimated Cost	\$100k - \$250k
Potential Lead Partners	• FSU
Potential Supporting Partners	• City of Fayetteville • Fort Bragg • FMHA • FTCC • Cumberland County Schools • FCC Ministerial Council • Pathways for Prosperity • United Way of Cumberland County • New Genesis Tutorial Services • Communities in Schools North Carolina • Cumberland County Department of Social Services • Greater Life of Fayetteville • Partnership for Children of Cumberland County
Potential Resources	• Choice Neighborhoods Implementation Grant • NC Promise Scholarships • Military Tuition Programs • CCF Scholarships

Through our engagement, we discovered that many FMHA families do not believe that there is a pathway forward to higher education based upon their current incomes.

The State of North Carolina established the NC Promise Tuition Plan to increase access to a quality university education by reducing student costs. Universities selected as NC Promise schools are able to offer reduced tuition rates to make earning a college degree more attainable. NC Promise puts earning a bachelor's degree in reach for more students. Fayetteville State University (FSU) has recently been designated as the state's newest NC Promise school. FSU will continue to offer the same high-quality degree programs and the same expansive course catalog. The funding for NC Promise has been awarded to FSU by the State of North Carolina. Starting fall 2022, undergraduate tuition at FSU will be \$500/semester for in-state students and \$2,500/semester for out-of-state students. There are no eligibility requirements to take advantage of NC Promise. All undergraduate students, including full and part-time new freshmen, returning students, transfer students, and students in online programs, receive the NC Promise tuition rate. Costs for part-time

students are pro-rated based on the number of credit hours taken.

The recent added state support through NC Promise made it feasible for FSU to boost its financial aid for the military community. Starting in 2022, Fayetteville State began covering full tuition for ROTC cadets, veterans, active-duty soldiers, and the spouses and children of service members. Currently, nearly 30 percent of FSU's more than 6,700 students are connected to the military. Because of Fayetteville State's sizable military community, the university has a veterans center where students can meet with advisers, as well as a learning center at Fort Bragg. The university is also expanding its online and hybrid courses to give military students more flexibility.

This project would promote these programs to families at EE Smith High School, Ferguson-Easley Elementary, and Westarea Elementary to encourage students to consider enrolling at FSU upon graduation.

The Health and Safety Plan includes a set of activities that will result in improved physical and mental health and safety outcomes and regular health care access for individuals and families living in the Target Housing sites. Health strategies consider individual family needs and goals, as well as structural barriers that impede routine healthcare use. Services will seek to support and connect uninsured adults and children to health insurance and ensure adults and children have a place of healthcare where they regularly go, other than an emergency room, when they are sick or need advice about their health. Strategies will also be designed to ensure that adults and children receive ongoing care and appropriate treatment for chronic conditions as well as preventative healthcare and connect children and adults to trauma informed care and mental health services.

IMPACT STATEMENTS

- Residents have health insurance coverage and access to high-quality preventative and primary medical care, including Support groups for people who are taking care of others.
- Residents experience a strong sense of well-being and have the resources needed to support their health Improved mental health for residents, including services and activities for the autistic and mentally challenged.
- Residents have access to affordable and healthful food options along with improved nutritional education.
- The neighborhood's physical environment is attractive, safe and promotes active living. People feel safe in interacting with police and reporting crime with a less tactical police presence, especially in dealing with youth.

BASELINE METRICS	EXPECTED OUTCOMES
Depression and Anxiety are the most reported health conditions followed by cardiovascular and weight problems	The establishment of free or low cost mental health services along with programs to address cardiovascular health and fitness
Fitness is a top 3 reported household need	Increased access to fitness programs for all ages
38% of residents have a physical or mental disability	N/A
Cape Fear Valley Medical Center is the clinic of choice for 75% of residents	N/A
33% of residents are in fair or poor health	20% in five years
72% of residents have health insurance	90% in five years
2 in 5 residents work out 3 to 5 days per week	4 in 5 residents in five years
54% of residents work out less than 2 days/week	30% in five years
Approximately 50% of residents eat fresh fruits or vegetables 2+ times/day	75% in five years
52% feel somewhat safe during the daytime	75% in five years
56% feel somewhat unsafe during the nighttime	20% in five years
65% view the police as someone they can call when they need assistance	75% in five years



5. EXPAND FREE OR LOW-COST MENTAL HEALTH SERVICES

Timeline	Medium (2-5 years)
Estimated Cost	\$100k - \$500k
Potential Lead Partners	• Carolina Collaborative Community Care • Cape Fear Health System • Stedman Wade Health Center
Potential Supporting Partners	• City of Fayetteville • FMHA • FSU • United Way of Cumberland County • Cumberland County Department of Social Services • Continuum of Care on Homeless • Cumberland HealthNET • Alliance Health • Endeavors • Cumberland County Schools
Potential Resources	• Choice Neighborhoods Implementation Grant • CFF Community Grants • Ribbon of Hope Grants

Through our engagement process, we heard numerous times regarding the lack of available mental health services within the Murchison community, especially for FMHA residents. This project would seek to improve the availability

and access to mental health services, which could result in healthier residents, reduction in crime, and the ability to connect to educational and employment opportunities. As residents that lack health insurance typically can't pay out of pocket for mental health care, low fee or free community mental health clinics can provide the care they need. This clinic would be staffed by professional psychotherapists and psychologists, and could include student psychologists, student mental health counselors, and student social workers who are supervised by licensed, experienced professionals. Services are often provided at no cost or at a remarkably reduced rate. At the clinic, mental health professionals would offer a variety of services, including individual and family counseling, medication management, and substance use disorder counseling. They're also trained to treat a wide range of psychological conditions, like depression, anxiety, bipolar disorder, and schizophrenia. The establish of these mental health services is vital in helping to connect with the community and building trust to foster a healthier, more supportive environment. A focus of these services should be on both substance abuse and trauma care, while potentially helping to address the local homeless population.



6. MURCHISON HEALTHY FOOD INITIATIVE

Timeline	Medium (2-5 years)
Estimated Cost	\$100k - \$500k
Potential Lead Partners	• Cumberland County Food Policy Council • Carolina Collaborative Community Care • YMUS Community Garden • Carolina Collaborative Community Care
Potential Supporting Partners	• City of Fayetteville • FMHA • FSU • United Way of Cumberland County • Cumberland County Department of Social Services • Continuum of Care on Homelessness • Cumberland HealthNET • Alliance Health • Endeavors • Cumberland County Schools

Potential Resources

- Choice Neighborhoods Implementation Grant
- Emergency Food and Shelter Program Grant
- CFF Community Grants
- USDA Regional Food Business Centers
- Food and Agriculture Service Learning Program
- Farm to School Grant
- Competitive Grant Process for Non-Profit Grant Funding for State-Wide Health and Human Services Initiatives
- Food Lion Feeds

Businesses along Murchison Road have suffered in recent decades as the neighborhood has undergone negative changes. This has only been exacerbated by COVID-19. The area is currently a food desert, with no local grocery stores within easy reach of current residents. Because of the lack of transportation options, many residents of the area have difficulty accessing resources including fresh food. One of the three community-defined Plan themes is called “Growing Green.” The Growing Green theme is focused on developing a sustainable system of food growing, production and

resources, building local wealth, and improving parks and vacant open spaces throughout the neighborhood. Implementation of the Murchison Healthy Food Initiative will ensure that we are transforming planning into action, while improving the quality of life for residents and helping to set the stage for future neighborhood reinvestment.

This project builds off of existing programs such as the YMUS Community Garden Early Action Project to help neighborhood residents access healthy, affordable food, improve nutrition, and ensure food security by creating a holistic food system. This system would be designed to offer healthier, affordable food through collective buying power while supporting the community through education, entrepreneurship and access. The project will be accomplished by drawing on local expertise and examining multiple healthy food hub models that have proven successful in the other cities. The goal would be to buy food in wholesale volumes, so that the consumers with a lower/budget price range could purchase whole & natural foods at an affordable price. Relationships would be established with farmers and distributors to learn about food, negotiate price and ensure food security. Additional goals would be to bring food to local residents in a place where they feel comfortable and safe, have foods that are familiar to the various cultures in the area, provide food education, cooking classes and tastings, and have a component that focuses on economic development and employment.

This program would also support the creation of additional community gardens and urban farms that are accessible to FMHA and community residents in order to increase employment opportunities and increase access to locally grown produce. By utilizing the YMUS Community Garden as a catalyst site, interested residents and community members should be encouraged to participate/volunteer and receive seasonal produce for their participation.

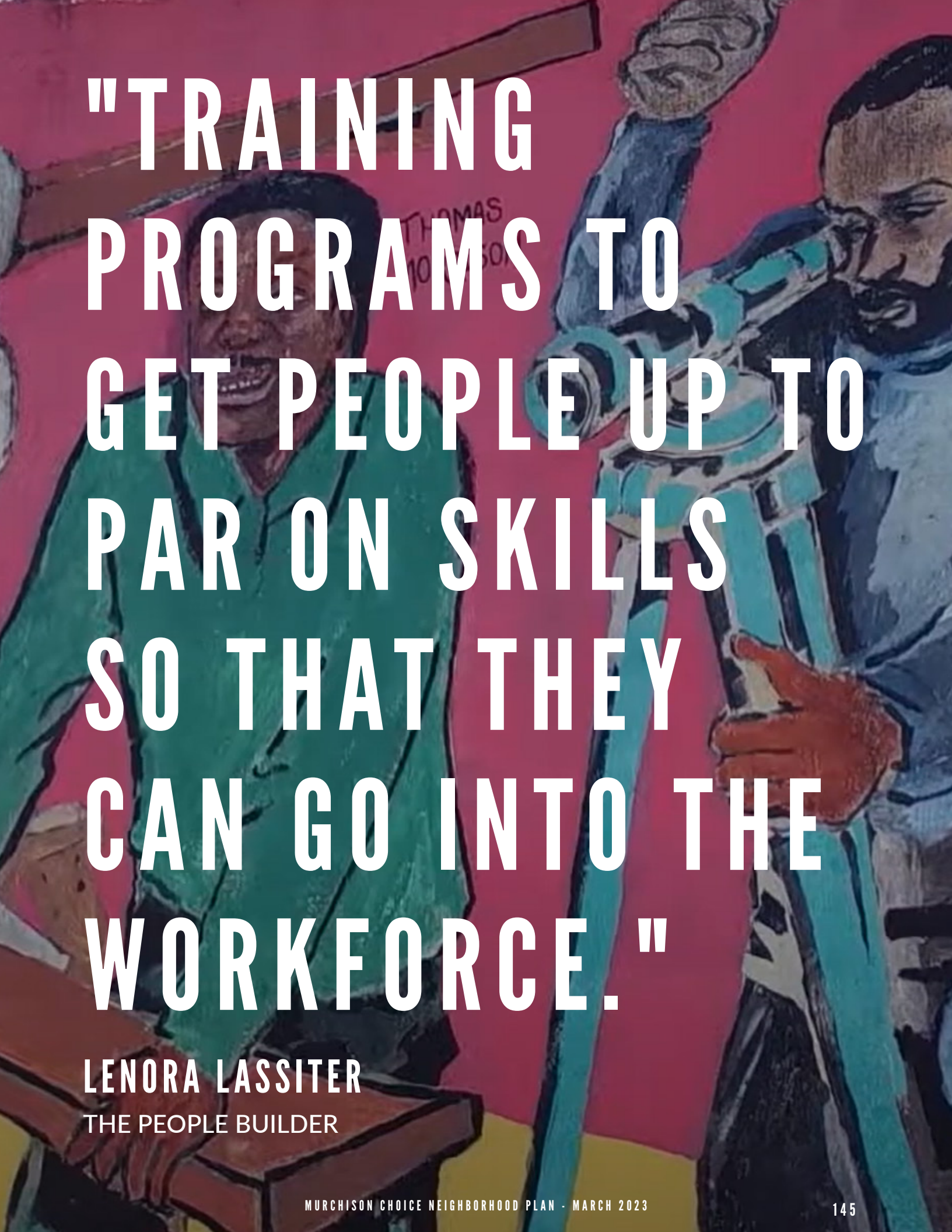


7. IMPROVE PARTICIPATION IN NEIGHBORHOOD WATCH PROGRAMS AND ENHANCE COMMUNITY POLICING PROGRAM

Timeline	Medium (2-5 years)
Estimated Cost	\$100k - \$500k
Potential Lead Partners	• Local Residents • City of Fayetteville Police Department • Cumberland County Sheriff's Office
Potential Supporting Partners	• FCC Ministerial Council • Fayetteville Fire Department • Existing Community Watch Groups • FSU Community Advocacy and Criminal Justice Department • National Crime Prevention Council • Community Neighborhood Watch • Realtors Associations
Potential Resources	• Choice Neighborhoods Implementation Grant • Community Safety Micro-Grant

FMHA residents at Murchison Townhouses do not currently participate in a Resident Board or other community organization. This leads to many feeling unsafe in the community, not knowing their neighbors, and not having an outlet to discuss local safety issues. This project

encourages greater participation and growth in neighborhood watch programs, helping to bring local FMHA residents, together with their neighbors to promote a safer environment. Community policing promotes strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. This project supports the idea that local changes need to be led by the people. Improving education regarding crime (who do we talk to, how and when?) will help the community to act while facilitating greater engagement with police and crime prevention efforts. Redefining and expanding the role of the neighborhood watch groups could also help to connect with community beautification and environmental interventions. A citizens training course would ensure that law enforcement and the community are working together to address these issues. Specific focus should be on helping people feel safe in establishing a new business in the community. Enhancing community connections among residents and breaking the negative connotations associated with the police can help to reach more people while potentially encouraging local residents to join the police force.



**"TRAINING
PROGRAMS TO
GET PEOPLE UP TO
PAR ON SKILLS
SO THAT THEY
CAN GO INTO THE
WORKFORCE."**

LENORA LASSITER
THE PEOPLE BUILDER

The Income and Employment Plan seeks to result in increased income and employment for Target Housing residents, especially employment in living wage jobs. The Plan seeks to help strengthen the career pathway pipeline available to work-able adults (including those who are unemployed, underemployed, or fully employed but seeking career advancement) that is tailored to resident needs and goals.

IMPACT STATEMENTS

- Ensure internet access and digital literacy.
- Access to reentry programs for formerly incarcerated residents.
- Break down traditional silos.
- Strong supportive services to ensure that people find training programs successful.

BASELINE METRICS	EXPECTED OUTCOMES
Small Business Training is a top 3 reported household need	Connect residents to training programs based on their skillsets.
Top job skills of residents are customer service and retail/sales	Strengthen connections to customer service and retail/sales positions for residents
52% of residents are unemployed or underemployed	25% in five years
22% say that child care is the biggest barrier to employment	10% in five years
91% do not use the Family Self Sufficiency Program and would like more information about it	40% in five years
20% of residents do not use any banking service	10% in five years
30% of residents are interested in receiving assistance with money management	Enroll additional residents in FSS Program
Financial Management and Credit Repair is a top 3 reported household need	Enroll additional residents in FSS Program



8. EXPAND JOB SKILLS TRAINING AND PRE-APPRENTICESHIP PILOT PROGRAM

Timeline	Short (1-2 years)
Estimated Cost	\$100k - \$500k
Potential Lead Partners	• FMHA • FTCC • Mid- Carolina Workforce Development
Potential Supporting Partners	• City of Fayetteville • Apprenticeship NC
Potential Resources	• Choice Neighborhoods Implementation Grant • Job Development Investment Grant • Golden LEAF Open Grants • Workforce Assistance – Golden LEAF • Workforce Investment Board • Community Development Block Grant • American Rescue Plan Funds

FMHA, in partnership with Fayetteville Technical Community College (FTCC), Mid-Carolina Workforce Development, the City of Fayetteville, and Apprenticeship NC, as a registered Apprenticeship Program, launched its first Job Skills Training/Pre-Apprenticeship Pilot Program in October 2021. FMHA public

housing residents were given an opportunity to complete an application to enroll in the Job Skills Training/Pre-Apprenticeship Pilot Program. Residents were interviewed and ten (10) were selected to begin the eleven-and-a-half-week course entitled “Construction Skills” that began on February 7, 2022. The Construction Skills course consisted of nine (9) modules that focused on the following skills: OSHA 10 for Construction (16 hours), Appliance Repair (16 hours), Basic Electrical (50 hours), HVAC (20 hours), Plumbing (50 hours), Carpentry (52 hours), Painting (24 hours), Computer Applications (8 hours), and Employability Skills (16 hours).

Upon successful completion of the class, a graduation ceremony was held on the campus of Fayetteville Technical Community College (FTCC) on April 27, 2022, and all ten (10) residents received a certificate in “Construction Skills” for completing 252 contact hours and 25.20 continuing education units from FTCC. Each participant was required to complete five (5) volunteer hours in the community to receive a hand drill and a tool bag filled with tools funded by the City of Fayetteville’s Economic and Community Development Department.

On May 16, 2022, the participants began the pre-apprenticeship with the FMHA Empowerment Institute, LLC. During this pre-apprenticeship, apprentices completed 160 hours of Work-Based Learning through FTCC, and 240 hours of paid Work Experience through Mid-Carolina Workforce Development's Work Innovation and Opportunity Act (WIOA) Program. They are earning \$13 per hour during year one and \$16 per hour in year two. The apprentices work part-time, an average of 20 hours per week. Most of our residents are single females with children, these work hours allow parents to be available to see their children off to school before reporting to work and return home before their children return from school. Monthly meetings are held with the apprentices to give them an opportunity to express their thoughts about their experiences in the program.

The apprentices are supervised by a Crew Leader who has over 30 years of work experience in this career field and a retired former FMHA maintenance employee. The Crew Leader provides supervision and mentorship to all apprentices on the worksite as they clean, make carpentry and plumbing repairs, install floor tile and paint to recondition the vacant public housing units. The apprentices make the necessary repairs to the units so that the units are ready to be leased in a timely manner. Through this program, the apprentices assist the agency in meeting the HUD mandated turnaround time for vacancies, which allows FMHA to maintain its "High Performing" status with HUD. After completing the two (2) year apprenticeship, the apprentices will be employed through the FMHA Empowerment Institute, LLC, and will serve as a contractor to make repairs for FMHA and turnaround vacant units.

Through this project, FMHA would expand the program to help further realize its goal of establishing a workforce of skilled workers who have been trained through the FMHA Empowerment Institute, LLC, and who meet the qualifications to be hired as part-time or

full-time employees for the Housing Authority. The Housing Authority plans to maintain a pool of qualified applicants to fill future maintenance positions. This program will allow our residents to obtain full-time or part-time employment, earn a livable wage and have medical insurance and additional benefits. Aside from the great benefit to our residents, the Housing Authority will be able to fill vacant maintenance positions with qualified employees and perform some much needed repair work in our housing stock.

Through the Job Skills Training/Pre-Apprenticeship Program, Public Housing residents are learning valuable construction skills in a classroom setting in an employment field that is in high demand in today's job market. They are gaining hands-on experience in a two (2) year apprenticeship, and will secure gainful employment while earning a livable wage.

The Job Skills Training/Pre-Apprenticeship Program, in partnership with local community partners, provides "free training" to an overlooked workforce - Public Housing residents. Seven (7) of the ten (10) participants in the program are women. Among the seven (7) women participating in the program are two ladies who also serve as Ambassadors at Murchison Townhomes, the targeted Public Housing site for the Choice Neighborhood Initiative Planning Grant. This program affords them the training and opportunity to increase their income so that they are able to better provide for their families in a career field typically viewed as "a man's job."



9. CREATE A COMMUNITY RESOURCE CENTER AS PART OF FSU INNOVATION AND ENTREPRENEURSHIP HUB

Timeline	Short (1-2 years)
Estimated Cost	\$100k - \$500k
Potential Lead Partners	• FSU • United Way of Cumberland County • FTCC
Potential Supporting Partners	• Ft. Bragg • Workforce Development Board • Cumberland County Department of Social Services • Operation Inasmuch • Pathways for Prosperity • Salvation Army • Veterans Empowering Veterans • NC Works
Potential Resources	• Choice Neighborhoods Implementation Grant • Program for Investors in Microentrepreneurs (PRIME)

Fayetteville State University is working to reimagine and invigorate the workforce through the Innovation and Entrepreneurship Hub where the university anticipates at least 30 new jobs or business will be fostered within two

years. The Innovation and Entrepreneurship Hub represents our commitment to be a resource to the city, county, and region. With FSU at the helm, the hub will offer open workspaces for students and community members, conference rooms, technology like laptops and 3D printers, faculty consultations, business skills workshops, entrepreneurial summits, experiential learning opportunities for students and more.

With sizeable investment from both the City of Fayetteville and Cumberland County, this state-of-the-art Entrepreneurship hub is the first of its kind for the region. Situated in a 6,500 square foot building that previously housed the university's bookstore within the Bronco Square Commercial Development, which totals 32,000 square feet, the Hub not only signifies added jobs, but FSU's commitment to be a continued resource to the city and region.

While a number of skilled partners currently provide direct services to Murchison community and FMHA residents, the desired outcomes for this strategic initiative would be enhanced through development of a community resource center set up as a one-stop shop. The creation of the resource center

would improve the coordination of resources and provide and connect FMHA and other low-income residents with necessary and beneficial services including training opportunities related to local employment. The community resource center could potentially be incorporated as part, or in tandem with FSU's new Innovation and Entrepreneurship Hub at Bronco Square. There would be an overall focus on providing great customer service in a comfortable environment, potentially including a cafe / restaurant space.

The center would provide comprehensive case management, service coordination, self-sufficiency and life skills services through FMHA's Family Self-Sufficiency (FSS) program, and additional programmatic offerings by FMHA partners. These services would be provided by property-based social workers and self-sufficiency staff and be available first to all property residents and offered to other low-income community residents, resources permitting. The model would consist of a centralized resident intake with a skilled intake specialist, who would assess the resident's needs and assign the resident to a social worker. The social worker would then assist the resident in developing an individual or family service plan, connect the household with the most salient services and provide follow-up on an ongoing basis. Partner organizations would provide various classes, seminars, workshops and services, and would operate on a set schedule, allowing residents to appropriately plan their participation. While program operations are simplified here, the pilot program would have clear criteria and expectations for local residents.

- Programming would include intergenerational education opportunities (adult education classes concurrent with early childhood education classes and related parent/child activities), parenting education, health and wellness education and life-skills training. Other educational classes and seminars would include: job readiness, workplace competency, basic

workplace skills (office skills, customer service, clerical) job training, digital training, application, resume, interview and job search skills and vocational and/or trade training.

- Safety net services would connect residents to mainstream benefits (TANF, SNAP, SSI, healthcare), utility assistance, transportation assistance and other supportive services necessary for daily living. Safety net services would be appropriately structured to require recipients to attend specific classes, as applicable. For instance, a recipient of utility assistance would be required to attend financial literacy classes, a resident applying for SNAP with staff support would be required to attend classes on how to shop for affordable and healthy food.
- Financial literacy services would include: money management, connecting to banking services, establishing savings, credit and credit repair, debt repayment, understanding loans, transitioning to market rate rental and understanding homeownership, Free Application for Federal Student Aid and student financial aid, to name a few.
- Legal services – legal advice on topics like living wills, medical bankruptcy, immigration and other potential impediments to achieving self-sufficiency would be offered.
- A repository of information on local social/supportive service/ self-sufficiency programs would be offered and would be available for use by both staff and residents.



10. ENHANCE CHILDCARE SUBSIDY AND TRAIN AND REGISTER NEW PROVIDERS

Timeline	Medium (2-5 years)
Estimated Cost	\$1m - \$3m
Potential Lead Partners	• Cumberland County Schools • FTCC
Potential Supporting Partners	• United Way of Cumberland County • Cumberland County Department of Social Services • Head Start • Greater Life of Fayetteville • Pathways for Prosperity • Partnership for Children • Boys and Girls Clubs • Faith-based Organizations • Bel Perazim Child Care
Potential Resources	• Choice Neighborhoods Implementation Grant • Specialized Family Child Care Technical Assistance Program • Preschool Development Grant B-5 – Renewal Grant Coaching Towards Mastery • Program for Investors in Microentrepreneurs (PRIME)

In order to open up employment opportunities for FMHA and community residents that have childcare skills, this project seeks to enhance overall childcare offerings in the community by expanding subsidies, training and registering new providers. Additional childcare options will also make it easier for parents to find and keep employment. This project would help to address the current lack of staff for daycares and Head Start Centers within the area while potentially offering scholarships to new childcare providers being established within the Choice Neighborhood. The focus within these centers would be on programs for infants and toddlers. In coordination with Cumberland County Schools, a childcare technical specialization option in high school could introduce younger people to the profession.



11. ENABLE GREATER UTILIZATION OF FAMILY SELF SUFFICIENCY PROGRAM

Timeline	Short (1-2 years)
Estimated Cost	\$100k - \$500k
Potential Lead Partners	• FTCC • FMHA • Operation Hope
Potential Supporting Partners	• The Women's Giving Circle of Cumberland County • The GOME Investment Partnership
Potential Resources	• Choice Neighborhoods Implementation Grant

Family Self-Sufficiency (FSS) is a program designed to help low-income families gain education and job skills in order to improve their family's financial situation and overall quality of life. FSS is a goal focused program to assist participants to increase financial stability and move forward on an individualized path toward economic independence and well-being. Each participant comes into the program with a unique set of personal goals, some of which include reducing debt/improving credit, earning a post-secondary degree, starting a new career, starting a business, or becoming a homeowner. FSS is open to low-income families and single persons who live in public

housing and are interested in pursuing further education in the form of GED, high school diploma, training certificate or a college degree. Applicants may currently be enrolled in a school or a job-training program, be receiving welfare, be employed or unemployed. The Family Self-Sufficiency Program can provide the kind of support necessary for residents, FMHA's Murchison Townhouse residents to reach their goals and become self-sufficient. Interested participants must be motivated and willing to enroll in school, vocational training and actively seek employment.

As part of the program, an escrow account is established by FMHA for each FSS participant. By participating in the FSS program, participants become eligible for an escrow account if they begin employment or report a pay increase. Money is deposited into their escrow account monthly. Services offered by the FSS program include:

- Comprehensive Case Management
- Education Assistance
- Quarterly Food Boxes
- Transportation Assistance
- Computer Lab
- Free Tax Preparation

- Homebuyer Workshops
- Career Counseling through Division of Employment Security
- Resume writing and job search assistance
- FSS participants have access to computers to post resumes, write cover letters and search for employment at the Old Wilmington Road Neighborhood Resource Center.
- Academic advising and financial aid assistance through Fayetteville Technical Community College
- Credit Counseling through Consumer Credit Counseling Service of Fayetteville

As part of this process, FMHA residents would be invited to participate in a credit score project. This would be a local neighborhood event where people could obtain their credit scores for free, receive a brief 1:1 information and counseling session and be provided with referrals for financial literacy training, financial coaching, credit counseling, and predatory lending intervention. These events would help to educate individuals and families on how to understand credit, avoid predatory lenders and develop good financial management and credit building habits. This should focus on the utilization of appropriate banking services, developing and maintaining credit and how loans impact credit.



IMPLEMENTATION



THE MURCHISON NEIGHBOURHOOD'S
TRANSFORMATION IS WELL UNDERWAY
AND WILL CONTINUE TO EVOLVE.
KEY PARTNERS ARE ALREADY MAKING
SIGNIFICANT INVESTMENTS IN THE
NEIGHBORHOOD.

However, the implementation of the specific priorities identified in this Plan is likely to be realized over 10-15 years or more, depending on financing and market conditions. This implementation of the Plan will also rely on a broad network of collaborative partners, some of whom are already implementing key projects in the neighborhood.

A high quality, mixed-income housing program with a comprehensive approach to self-sufficiency will allow the Murchison Neighborhood to evolve into a successful Choice Neighborhood and one of Fayetteville's complete communities, guided by a sustainable implementation and governance structure. Performance metrics established for our People strategies will allow progress to be tracked over time.

The City and FMHA are working and will continue to work with public and private agencies, philanthropic organizations, businesses, cultural entities and a variety of community stakeholders to gather and leverage the resources needed to support the financial sustainability of the Plan, and build community support for and involvement in its implementation. By focusing resources in targeted places, and by drawing on the compounding effect and collective impact of well-coordinated actions, the Murchison Choice Neighborhood Plan will attract the local support necessary to make the Murchison area one of Fayetteville's most livable communities.

As the City and FMHA prepared its Choice Neighborhoods Planning Grant application, it worked with long standing partner organizations, City departments and neighborhood entities to assess current and planned projects and services in the neighborhood and determine points of leverage and partnership.

The City of Fayetteville's Economic & Community Development Department has committed CDBG and other resources to help implement the Plan. The City will also look to leverage funds through other programs including homerepair, downpayment assistance and small business support programs.

Using the Plan as a resource, The City and FMHA will work to acquire funding to implement the People, Housing and Neighborhood Elements. This includes grant opportunities appropriate to fund various projects, their associated timelines and requirements, necessary partners and resources, and match commitments. A Choice Neighborhoods Implementation Manager will continue to meet individually with many implementation partners to discuss collaborative funding opportunities and expansion of funding for current programs that could be enhanced or further developed within planning area.

The City and FMHA will continue to seek resources and funding for early and ongoing implementation of projects and strategic initiatives designed to support the residents of Murchison Townhouses and other low-income neighborhood residents, initiate community improvements identified in the Plan and evaluate performance.

In addition to seeking funds specifically for projects in the Murchison Choice Neighborhood Plan, FMHA is fortunate to be engaged in a variety of other initiatives and efforts that will benefit Murchison Townhouse residents and establish best practices that may be drawn upon as FMHA moves forward with the revitalization of the property and other housing sites. This includes the Digital Equity Initiative and the Job Skills Training and Pre-Apprenticeship Pilot Program. Each of these initiatives have the potential to yield additional funding for similar programs that FMHA hopes to implement under the Murchison Choice Neighborhood initiative

Through established partnerships with multiple City of Fayetteville departments and key service providers, in addition to clear housing and economic development market interest in the area, FMHA is confident that it will be able to attract the investment needed to implement the housing vision contained in the Plan and support a number of related neighborhood improvement strategies and projects.

IMPLEMENTATION STRUCTURE

The Implementation of this Transformation Plan cannot be accomplished alone by a single entity. The many private, non-profit, and philanthropic partners who helped shape the CN Plan also remain committed to playing significant roles in implementation. As strategies were drafted and developed, the City and FMHA worked diligently to align strategies with the appropriate partners within their broad network. The Implementation Matrix provides a detailed list of the partners who will work together to implement each strategy.

PEOPLE LEAD

FMHA will serve as the People Lead. With extensive experience supporting families within the community, and strong connections to a broad base of other social, health, and educational supports, FMHA will provide the bulk of cross-agency coordination and organization. FMHA will also grow its staff, creating Resident Coach positions dedicated to working with FMHA residents, throughout plan implementation and relocation, while also adding new Community Navigator and Health Equity Coordinator positions. FMHA will work with other partners to track the progress of each FMHA household and to produce aggregate results for an annual Implementation Report. Metrics that measure change among neighborhood residents and households throughout the community will also be tracked over time.

HOUSING LEADS

FMHA will serve as the Housing Lead, working in partnership and collaboration with Smith Duggins Companies as development moves forward. SDC has experience in developing affordable housing for low- and moderate-income persons locally. The Housing Leads will work to secure the resources necessary to develop the replacement housing and will coordinate with private investors and developers working on rehab and smaller-scale infill efforts to dramatically improve the housing stock throughout Murchison community. SDC will report on the unit types, sizes, and price points of new homes developed for rent and for sale. SDC and FMHA will track households living in the new homes and will maintain information on HUD-assisted housing units and tenants living in these homes.

NEIGHBORHOOD LEAD

The City of Fayetteville, lead applicant for this Choice Planning Grant, will serve as the Neighborhood Lead. The City will assume responsibility for public infrastructure improvements and will allocate CDBG and HOME funding for improvements that complement and reinforce Choice-funded implementation activities. The City will also continue to work closely with the Murchison community, the Implementation Advisory Committee, and other partners in implementation. They will continue to organize and undertake community-led projects while holding all project leads accountable to the plan's vision and the community's shared values and priorities. The City will maintain updated administrative data tables with the most current American Community Survey and Census data, plus supplemental data derived from future community surveys, data collection, and analysis undertaken by project partners.

EVALUATION

IMPLEMENTATION ADVISORY COMMITTEE

The existing Steering Committee, comprised of leadership from nearly 30 community organizations, Community Ambassadors, will evolve into an Implementation Advisory Committee (IAC). The Committee will meet quarterly to provide strategic guidance, review progress on activities to ensure that they address community needs and catalyze investment in a way that produces measurable beneficial outcomes to residents and the overall neighborhood. Representatives from the Lead entities will remain in active communication with the IAC, attending meetings and providing updates on progress quarterly.

DATA TRACKING

FMHA (People Lead) will establish a data tracking and sharing strategy to help all project partners and funders measure progress and implementation impact. As a first step to implementation, FMHA will work with the City and community members to confirm performance measures for each strategy, as well as a data sharing agreement to ensure that as the work is implemented, the community and partners will be able monitor progress toward each goal and track long-term change. Through data sharing, partners will also be able to identify early on when strategies may not be working and need to be revised. The Lead entities will produce an annual report for the community at-large each year while Choice implementation activities are underway.

HOUSING IMPLEMENTATION

SITE CONTROL AND LAND USE APPROVALS

The CN Team has been actively working to establish site control for all sites indicated in the Housing Plan. The City and FMHA have established an MOU which sets out the understanding between the North Carolina Indian Housing Authority (NCIHA) and the CN Team for the planning of the Elliott Properties Site, located at 1002 Elliott Circle, for the Choice Neighborhoods Implementation Grant that the Grantees intend to pursue immediately following the completion of the HUD Choice Neighborhoods Planning Grant for the Murchison Neighborhood. The NCIHA and the CN Team will cooperate for the purposes of applying for CNI Grant funds and undertaking or assisting in undertaking eligible activities identified in the application for Implementation funds if awarded a grant. The NCIHA and the CN Team have a commitment to work collaboratively throughout the entirety of the process leading up to applying for the CN Grant, including the establishment of site control for the application. Elliott Properties will be included as one of the identified properties for replacement housing and NCIHA will work with the Grantees to ensure that current residents are relocated in an efficient and equitable manner.

The Housing Leads will continue to work with City staff to align the housing designs for the replacement homes with the zoning code and prior plans and studies. Consideration has been given to building scale, massing, and materials, which complement the adjacent fabric of the Murchison Neighborhood.

DEVELOPMENT FINANCING

Implementation of the Plan will require a range of funding sources to create the conditions necessary to redevelop the replacement housing sites, attract private investment, and produce the types of housing at the density supported by the community with an appropriate mix of affordable and market rate units. Potential sources include:

- Tax Credit Equity – Low Income Housing Tax Credits (LIHTC) are expected to be a primary source of funding for all multifamily residential development phases. Both nine percent and four percent LIHTC credits will be needed to finance the planned replacement housing. Securing the nine percent credits will require active pursuit of these competitive resources with the North Carolina State Housing Authority, while the four percent credits are more readily available. Planning for a mix will enable the development of replacement units to proceed more quickly, even concurrently.
- Choice Neighborhood Implementation Funds – The Choice Neighborhood Program can provide between \$30-\$50 million in implementation funds to replace distressed public and assisted housing like Murchison Townhouses, to invest in the neighborhoods surrounding them, and to support the health, education, and economic success of families that live in both.
- City of Fayetteville Affordable Housing Trust Fund – The Fayetteville City Council recently approved funding to go toward a Housing Trust Fund that will address the lack of affordable housing in the city. The funding includes grants valued at \$1 million from the state and more than \$2.5 million from the U.S. Department of Housing and Urban Development's HOME Investment Partnerships Program. Nearly \$3.4 million in funding has been allocated toward the Trust Fund from the American Rescue Plan Act, federal legislation that provides funding to local governments to address the effects of the COVID-19 pandemic.
- Community Development Block Grant (CDBG) and HOME Funding – The City will utilize CDBG and HOME funding to advance the plan. CDBG funds must benefit low- and moderate-income persons, prevent or eliminate blight, or address community needs for which other funding is not available. HOME funds can be dedicated to provide home purchase or rehabilitation financing assistance to eligible homeowners and new homebuyers, build or rehabilitate housing for rent or ownership, or undertake site acquisition, improvement, or demolition to prepare sites for HOME-assisted development, among other uses.
- Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP) – FMHA and SDC may have the opportunity to apply to a regional FHLB via a member financial institution for funding to support affordable housing development. Though FHLBs typically focus on the region that they cover, they may provide AHP funding for projects outside their jurisdiction for applications submitted by a member institution, as the amount of funding available varies by FHLB.
- New Markets Tax Credits (NMTC) - NMTC may be used for the retail developments in the Plan. The federal NMTC program provides capital markets funding (equity and/or debt at below market terms) for economic development projects in low-income communities. NMTC funding can be used for commercial projects and for rental housing (though operating income from housing in a NMTC transaction cannot exceed 80%). NMTC cannot be combined with LIHTC, though these financing structures can be side-by-side in a development.
- Private Equity and Conventional Debt – As a mixed-income development approach with market rate and workforce housing, the replacement housing projects will be able to support private investment through conventional mortgages. The newly enacted

Federal Opportunity Zone Tax Incentives present an additional mechanism for attracting private investment in the Choice Neighborhood.

- **Grant Funding** – Local project partners, including Fayetteville State University, have also demonstrated success in accessing grant funding. With this plan as an organizing document with broad buy-in, Lead entities and other project partners will align future grant-funded projects with implementation activities tied to the Murchison CN Plan to the greatest extent possible.
- **Public Housing Funding** – FMHA will work to secure Section 8 Project-Based Vouchers to support some of the family rental units built at the replacement housing sites. When the homeownership components of the Plan move forward, FMHA and SDC will work to link Section 8 Housing Choice Vouchers Homeownership Program Participants with the new for sale or rent-to-own units.
- **Deferred and Reinvested Developer Fee** - As developer or co-developer, FMHA may receive all or some of the developer fee for planned residential and non-residential development projects and reinvest these fees to implement future phases of the plan.
- **Tax Increment Financing** - TIF can be an important source of financing for the Plan and should be explored, to the extent feasible.

RELOCATION STRATEGY

The Murchison CN Plan will be carefully phased to best accommodate current families. Experienced FMHA staff will closely coordinate relocation services and mobility counseling with Resident Coaches to help ensure a smooth transition process. FMHA will work with residents to develop a detailed relocation plan that fully complies to the Uniform Relocation Act while meeting the needs of Murchison Townhouse households. Relocation options will be maximized to the greatest extent possible, and ample replacement housing units will be created so that all families who desire to will have the opportunity to return. FMHA is committed to full and dutiful execution of the following agreements with the residents of Murchison Townhouses as they relate to any potential demolition, renovation, construction or temporary displacement that may occur as part of the redevelopment of Murchison Townhouses:

- FMHA will adhere to the Uniform Relocation Act (The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, or “URA”) which applies to the relocation of a tenant because of reconstruction.
- FMHA will employ the services of a qualified Resident Coach (Relocation Specialist) to individually assist each household in assessing their unique housing needs and finding an appropriate unit for temporary relocation.
- Each tenant to be relocated will be provided a copy of FMHA's Relocation Plan and provided a minimum of 90 days written notice prior to relocation date.
- FMHA will develop an appropriate and adequate schedule of timelines for “move-out notices”, based on the phasing for the proposed property redevelopment.
- During any period of demolition, renovation or construction, no tenant shall be required to relocate from a unit without

FMHA complying with the components of this agreement, unless that tenant is being evicted for a violation of the lease agreement – including but not limited to non-payment of rent.

- FMHA shall not impose a charge upon a tenant of a unit that will be reconstructed or demolished for: 1) any incidental physical damage to a unit, but may charge for severe damages to a unit or any fixtures or appliances; 2) cleaning of the unit, but may charge for unreasonable amounts of garbage or filth left behind.
- Each tenant to be relocated will be provided with the services of a moving company to pack and move the tenant's belongings, or a pre-determined stipend to arrange for such professional services.
- FMHA shall not seek an additional security deposit from a tenant for a temporary relocation unit, or for a reconstructed unit should they choose to move back to a replacement housing site post-redevelopment.
- Financial assistance will be provided for utility hook-ups for units where residents are temporarily relocated. With specific regard to any potential temporary tenant displacement and relocation from Murchison Townhouses, FMHA shall abide by the following agreements and make its best effort to use best practices in relocation to minimize disruption for tenants:
- Should FMHA receive a Choice Neighborhoods Implementation Grant, and thus Tenant Protection Vouchers, FMHA will offer any Murchison Townhouses resident that will be temporarily displaced the choice of either a Housing Choice Voucher or another FMHA public housing unit.
- FMHA shall make every reasonable effort to help households who wish to stay in the Murchison neighborhood to find a comparable unit within the neighborhood.

FMHA will assist the household in finding an available and appropriate unit in the neighborhood where their Housing Choice Voucher can be used. FMHA will work to ensure that the household secures a unit at one of FMHA's other public housing properties, based on a pre-determined admissions priority plan.

- Tenants will be offered a unit for purposes of temporary relocation that will not exceed the rent, utilities, or any other fees currently paid by the tenant (but for changes in tenant household income, fair market rent, salary, household or other qualifying factors), unless FMHA pays for such costs and fees or there is agreement regarding such between FMHA and tenant.
- Tenant's rent will continue to be calculated at 30% of adjusted gross income, both during temporary relocation and potential re-occupancy at Murchison Townhouses.
- Affirmative steps will be taken to help locate housing that may accommodate groups of families or friends that desire to remain together for beneficial social supports.
- FMHA will work closely with the Cumberland County School District to minimize disruption of student's school schedules.
- FMHA and its Resident Coaches will develop an appropriate priority plan to offer temporarily relocated Murchison Townhouses tenants the first right to return to newly redeveloped units at replacement housing sites.

FMHA will also work closely with the North Carolina Indian Housing Authority to ensure adequate relocation measures for all current residents of Elliott Properties upon redevelopment.

PEOPLE ELEMENT - IMPLEMENTATION MATRIX

EDUCATION

Top Ten Community Priority	Strategy	Potential Lead Partners	Potential Supporting Partners	Potential Resources	Timeline Short Term (0-2 years) Medium Term (2-5 years) Long Term (5-15 years)	Estimated Cost
	Early Childhood Education Expansion Program	- Head Start - FMHA - Cumberland County Schools	- City of Fayetteville - FSU - FTCC - FCC Ministerial Council - United Way of Cumberland County - Communities in Schools North Carolina - Cumberland County Department of Social Services - Greater Life of Fayetteville - Partnership for Children of Cumberland County	- Choice Neighborhoods Implementation Grant - ARPA funding through the Child Care for Working Families Act - United Way - Youth Growth Stock Trust - Dolly Parton Imagination Library - CFF Community Grants - Preschool Development Grant Birth through Five (PDG B-5) Renewal Grant State-wide Birth to 3 Program Feasibility and Cost Study - Preschool Development Grant Birth through Five (PDG B-5) NC Pre-K Program Outcomes-Driven Pilot Project	Medium	\$100k - \$500k
X	Youth and Teen Enrichment Center	- City of Fayetteville - Cumberland County Schools - FSU	- FMHA - FTCC - FCC Ministerial Council - United Way of Cumberland County - Communities in Schools North Carolina - Cumberland County Department of Social Services - Greater Life of Fayetteville - Partnership for Children of Cumberland County - Fayetteville Arts Council - Cooperative Extension	- Choice Neighborhoods Implementation Grant - The Woman's Giving Circle of Cumberland County - Specialized Family Child Care Technical Assistance Program - Ribbon of Hope Grants	Medium	\$1m - \$5m
	Enhance the E.E. Smith High School Academy of Math and Science Program	- Cumberland County Schools - FTCC - Fort Bragg	- City of Fayetteville - FSU - FMHA - FCC Ministerial Council - United Way of Cumberland County - Communities in Schools North Carolina - Cumberland County Department of Social Services - Greater Life of Fayetteville - Partnership for Children of Cumberland County - Fayetteville Arts Council - Cooperative Extension	- Choice Neighborhoods Implementation Grant - Competitive Grant Process for Non-Profit Grant Funding for State-Wide Health & Human Services Initiatives - Ribbon of Hope Grants	Medium	\$1m - \$5m

EDUCATION

Top Ten Community Priority	Strategy	Potential Lead Partners	Potential Supporting Partners	Potential Resources	Timeline Short Term (0-2 years) Medium Term (2-5 years) Long Term (5-15 years)	Estimated Cost
	Promote NC Promise and Military Tuition Programs to Local Students	FSU	- City of Fayetteville - Fort Bragg - FMHA - FTCC - Cumberland County Schools - FCC Ministerial Council - Pathways for Prosperity - United Way of Cumberland County - New Genesis Tutorial Services - Communities in Schools North Carolina - Cumberland County Department of Social Services - Greater Life of Fayetteville - Partnership for Children of Cumberland County	- Choice Neighborhoods Implementation Grant - NC Promise Scholarships - Military Tuition Programs - CCF Scholarships	Short	\$100k - \$250k

HEALTH AND SAFETY

Top Ten Community Priority	Strategy	Potential Lead Partners	Potential Supporting Partners	Potential Resources	Timeline Short Term (0-2 years) Medium Term (2-5 years) Long Term (5-15 years)	Estimated Cost
X	Expand Free or Low-Cost Mental Health Services	- Carolina Collaborative Community Care - Cape Fear Health System - Stedman Wade Health Center	- City of Fayetteville - FMHA - FSU - United Way of Cumberland County - Cumberland County Department of Social Services - Continuum of Care on Homeless - Cumberland HealthNET - Alliance Health - Endeavors - Cumberland County Schools	- Choice Neighborhoods Implementation Grant - CFF Community Grants - Ribbon of Hope Grants	Medium	\$100k - \$500k
	Murchison Healthy Food Initiative	- Cumberland County Food Policy Council - Carolina Collaborative Community Care - YMUS Community Garden - Carolina Collaborative Community Care	- City of Fayetteville - FMHA - FSU - United Way of Cumberland County - Cumberland County Department of Social Services - Continuum of Care on Homelessness - Cumberland HealthNET - Alliance Health - Endeavors - Cumberland County Schools	- Choice Neighborhoods Implementation Grant - Emergency Food and Shelter Program Grant - CFF Community Grants - USDA Regional Food Business Centers - Food and Agriculture Service Learning Program - Farm to School Grant - Competitive Grant Process for Non-Profit Grant Funding for State-Wide Health and Human Services Initiatives - Food Lion Feeds	Medium	\$100k - \$500k
	Improve Participation in Neighborhood Watch Programs and Enhance Community Policing Program	- Local Residents - City of Fayetteville Police Department - Cumberland County Sheriff's Office	- FCC Ministerial Council - Fayetteville Fire Department - Existing Community Watch Groups - FSU Community Advocacy and Criminal Justice Department - National Crime Prevention Council - Community Neighborhood Watch - Realtors Associations	- Choice Neighborhoods Implementation Grant - Community Safety Micro-Grant	Medium	\$100k - \$500k

INCOME AND EMPLOYMENT

Top Ten Community Priority	Strategy	Potential Lead Partners	Potential Supporting Partners	Potential Resources	Timeline Short Term (0-2 years) Medium Term (2-5 years) Long Term (5-15 years)	Estimated Cost
	Expand Job Skills Training and Pre-Apprenticeship Pilot Program	- FMHA - FTCC - Mid- Carolina Workforce Development	- City of Fayetteville - Apprenticeship NC	- Choice Neighborhoods Implementation Grant - Job Development Investment Grant - Golden LEAF Open Grants - Workforce Assistance – Golden LEAF	Short	\$100k - \$500k
	Create a Community Resource Center as Part of FSU Innovation and Entrepreneurship Hub	- FSU - United Way of Cumberland County - FTCC	- Ft. Bragg - Workforce Development Board - Cumberland County Department of Social Services - Operation Inasmuch - Pathways for Prosperity - Salvation Army - Veterans Empowering Veterans - NC Works	- Choice Neighborhoods Implementation Grant - Program for Investors in Microentrepreneurs (PRIME)	Short	\$100k - \$500k
	Enhance Childcare Subsidy and Train and Register New Providers	- Cumberland County Schools - FTCC	- United Way of Cumberland County - Cumberland County Department of Social Services - Head Start - Greater Life of Fayetteville - Pathways for Prosperity - Partnership for Children - Boys and Girls Clubs - Faith-based Organizations - Bel Perazim Child Care	- Choice Neighborhoods Implementation Grant - Specialized Family Child Care Technical Assistance Program - Preschool Development Grant B-5 – Renewal Grant - Coaching Towards Mastery - Program for Investors in Microentrepreneurs (PRIME)	Medium	\$1m - \$3m
	Enable Greater Utilization of Family Self Sufficiency Program	- FTCC - FMHA - Operation Hope	- The Women's Giving Circle of Cumberland County - The GOME Investment Partnership	Choice Neighborhoods Implementation Grant	Short	\$100k - \$500k



MURCHISON CHOICE
NEIGHBORHOOD PLAN
— FAYETTEVILLE, NC —