

City of
Fayetteville
North Carolina

PLAN INVENTORY & ASSESSMENT

April 2018





CITY OF FAYETTEVILLE North Carolina

DEVELOPMENT SERVICES DEPARTMENT

Plan Inventory & Assessment

Prepared by
Benchmark Planning

April 2018



Table of Contents

Introduction	1
Plan Summary	3
Plan Inventory	33
Policy Themes & Recommendations	39
Appendix: Inventory Spreadsheet	57



1

Introduction

INTRODUCTION

In an effort to ensure compatibility and cohesiveness among existing plans, the City of Fayetteville has produced this document to summarize, inventory, and assess the goals and strategies of past relevant planning efforts.

RELEVANT PLANS

Since the early 1970s, the City of Fayetteville has made efforts to plan for its future. This is evidenced by the more than 40 plans and studies completed since that time. The focus of these plans varies from general land use to transportation to small area studies, each with a general or specific purpose. Of the previous plans, City planning staff has identified 13 plans of particular relevance and importance to future planning and implementation efforts. These include two general land use and growth management plans and eleven focused corridor and small area plans that span the course of three decades:

- Cumberland County 2010 Land Use Plan - 1996
- Cumberland County 2030 Growth Vision Plan - 2008
- Cedar Creek Road Land Use Plan Re-evaluation - 1987
- McPherson Church Road Corridor Study - 2000
- Deep Creek Road Redevelopment Plan - 2002
- 71st District Community Redevelopment Plan - 2002
- North Fayetteville Study Area Land Use Plan - 2003
- Massey Hill Community Redevelopment Plan - 2003

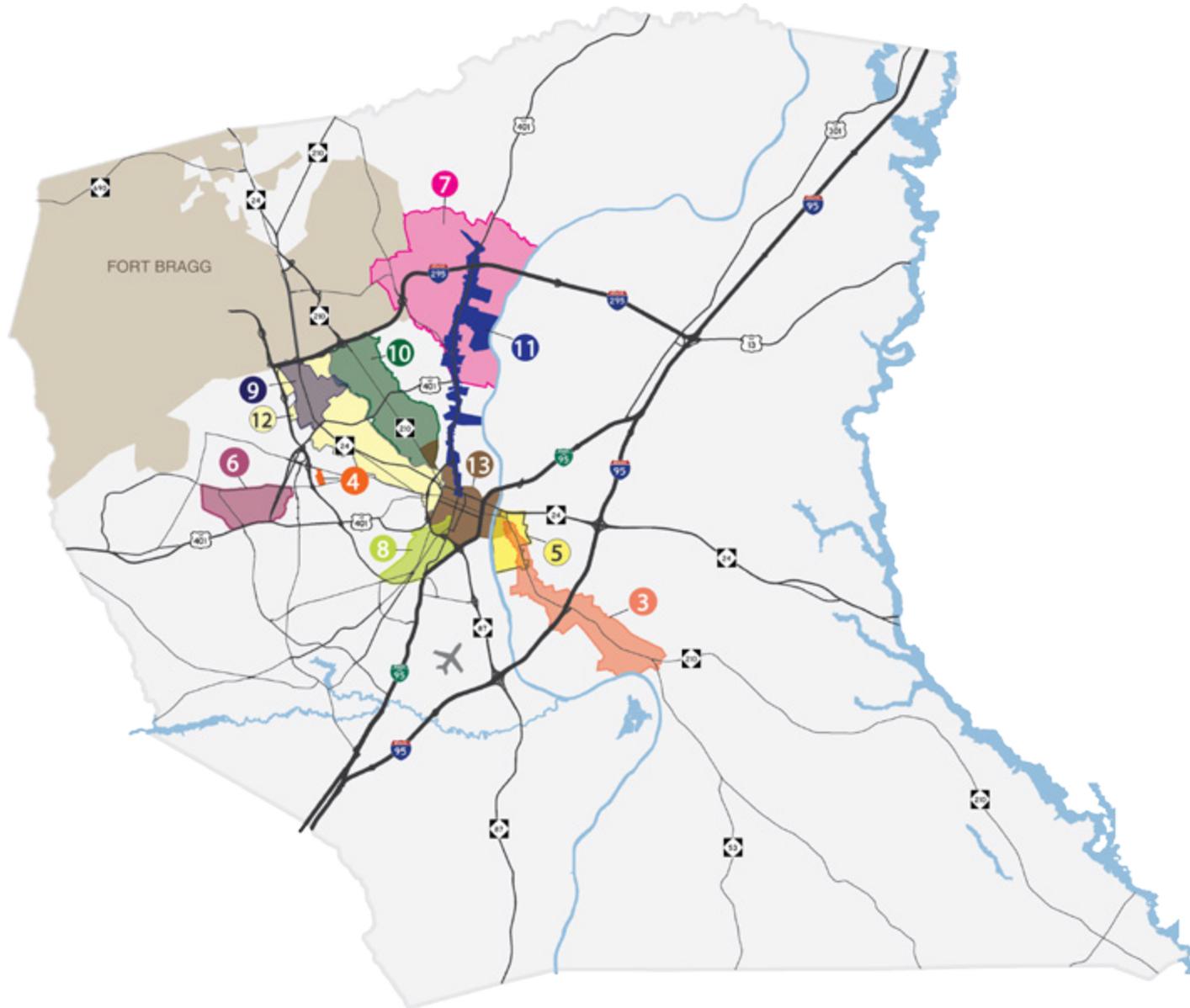
- Bonnie Doone Redevelopment Plan - 2003
- Murchison Road Corridor Plan - 2008
- Ramsey Street Corridor Plan - 2008
- Bragg Boulevard Corridor Plan - 2012
- Downtown Renaissance Plan Update - 2013

METHODOLOGY & STRUCTURE

Each plan was reviewed to identify its purpose and components and to summarize its major themes and goals. This exercise is presented in the second section of this document entitled “Plan Summary”. After summarizing the plans, all of the implementation strategies from each plan were compiled into a spreadsheet in order to catalogue, categorize and analyze them. This exercise is presented in the third section of this document entitled “Plan Inventory”. Strategies were then sorted by category to identify any contradictions or redundancies. An assessment and list of recommendations of how the plans can operate more cohesively is presented in the final section of this document entitled “Plan Assessment & Recommendations”.

- 1 Cumberland County 2010 Land Use Plan - 1996
- 2 Cumberland County 2030 Growth Vision Plan - 2008
- 3 Cedar Creek Road Land Use Plan Re-evaluation - 1987
- 4 McPherson Church Road Corridor Study - 2000
- 5 Deep Creek Road Redevelopment Plan - 2002
- 6 71st District Community Redevelopment Plan - 2002
- 7 North Fayetteville Study Area Land Use Plan - 2003
- 8 Massey Hill Community Redevelopment Plan - 2003
- 9 Bonnie Doone Redevelopment Plan - 2003
- 10 Murchison Road Corridor Plan - 2008
- 11 Ramsey Street Corridor Plan - 2008
- 12 Bragg Boulevard Corridor Plan - 2012
- 13 Downtown Renaissance Plan Update - 2013

▼ MAP 1 COUNTY & AREA RELEVANT PLANS





2

Plan
Summary

PLAN SUMMARY

The thirteen plans reviewed for this inventory and assessment focus on a variety of elements from general growth and development patterns to integrated transportation and land use for specified areas.

The Cumberland County 2010 Land Use Plan and 2030 Growth Vision Plan both provide generalized recommendations regarding the growth and development of the County as a whole with focus areas around each of the eight municipalities within the County, including Fayetteville, the largest city. The other plans in the assessment focus on smaller areas and corridors with varying degrees of emphasis on land use, character, economic development, transportation, and community services. Many of the small area and corridor plans that were developed stem from recommendations in the 2010 Land Use Plan to provide additional study of specific locales including the Downtown, Murchison Road, Massey Hill, Deep Creek, and Bonnie Doone areas.

The summary identifies the purpose, components, and primary goals for each of the 13 plans. Each summary is accompanied by a map excerpt that embodies the primary focus of the plan. The major themes that emerge at varying degrees from each of the plans include:

- Focusing growth around established municipalities, infrastructure, and strategic nodes
- Ensuring safe, multi-modal transportation options with adequate connectivity
- Promoting compatible economic and commercial development in key identified areas
- Providing a variety of housing options that will support desired commercial development
- Fostering safe, stable, and attractive neighborhoods
- Protecting, preserving, and enhancing environmental features and open space opportunities
- Recognizing the strategic importance of military installations and educational institutions within and adjacent to the community

CUMBERLAND COUNTY 2010 LAND USE PLAN - 1996

PURPOSE

The Cumberland County 2010 Land Use Plan was completed in 1996 to serve as a guide for development and redevelopment with Cumberland County and its eight municipalities. It was intended to be an integral component of an overall Cumberland County Comprehensive Plan, which was to include the Community Facilities & Services Plan, Economic Development Plan, and Transportation Plan. The Land Use Plan also specifies areas that need additional detailed plans including many of the small area plans summarized herein.

PLAN COMPONENTS

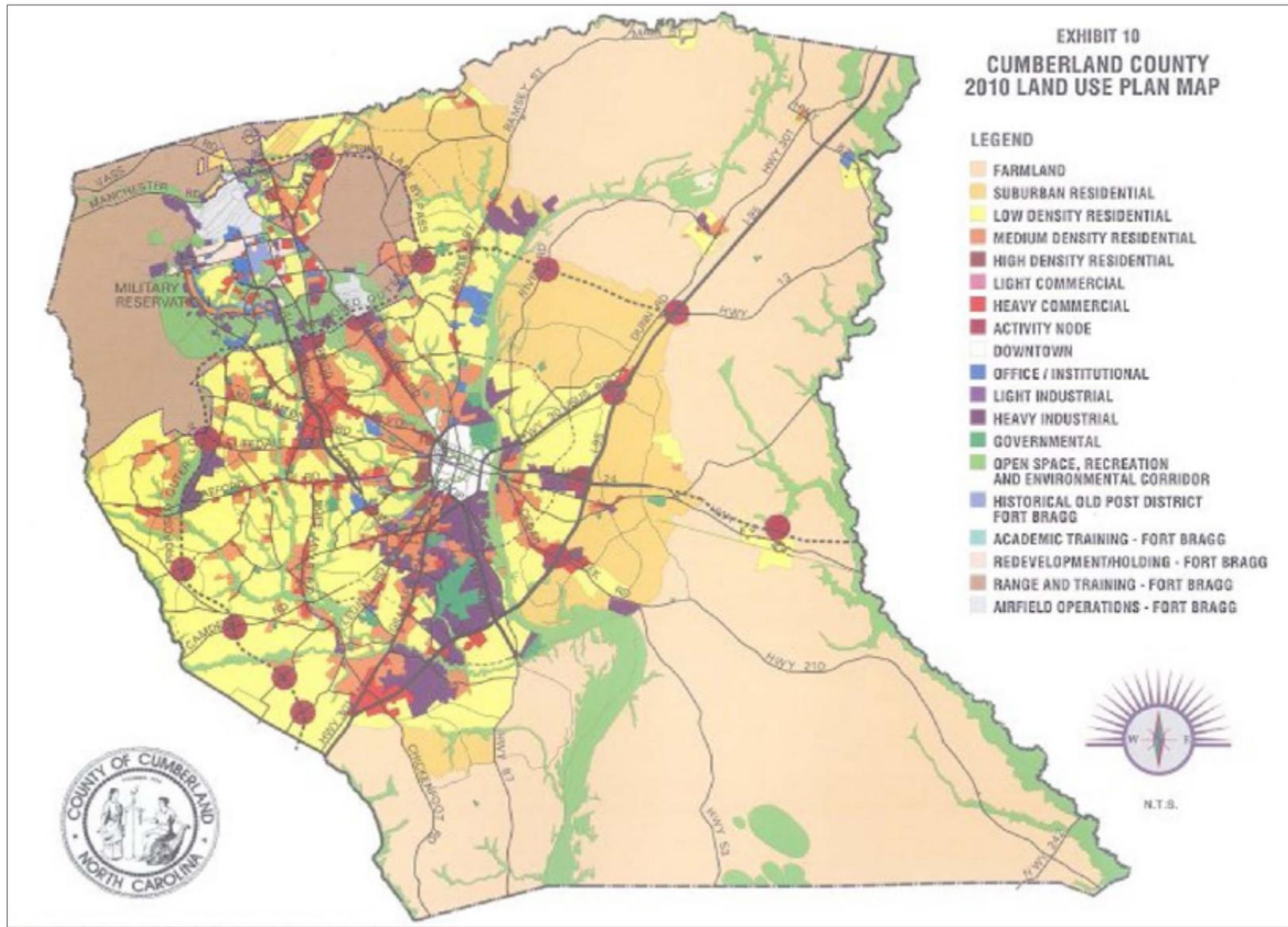
The plan includes three elements including Setting, Recommendations, and Implementation. The Setting section includes information on growth trends and community input. The Recommendations section includes general, policy, and specific land use recommendations. The specific land use recommendations address each land use category along with goals and objectives for each category. The plan includes an overall land use map for the County, as well as land use maps for each of the eight municipalities. The Implementation section provides specific steps to be taken including the delineation of areas in need of neighborhood or small area plans and the preparation of ordinances, regulations and policies.

PRIMARY GOALS

The primary goals of the 2010 Land Use Plan include:

- Establish Municipal Influence Areas (MIA) within each of the municipal urban service areas, designate gateways and entrance corridors, and focus more intense development at specified nodes and corridors with surrounding transitional zones.
- Meet present and future residential needs by providing a variety of attractive living areas that are convenient to shopping and amenities, while promoting infill and respecting the environment, protecting established residential areas, and preventing encroachment of incompatible land uses.
- Promote “market-driven” commercial development that is socially and environmentally sensitive, flexible and convenient, with a healthy atmosphere for new relocating, and expanding commercial activities.
- Attract “clean” high-tech and other types of industries by promoting a stable, diversified economic base, providing a variety of prime industrial sites, mitigating the deleterious effects of industry on surrounding areas, protecting prime industrial land, attracting related businesses, and restricting heavy industry to areas served by rails, highways, and ports.
- Protect and preserve natural resources, the environment, farming, rural character, and quality of life while providing a network of accessible parks and green areas.

▼ MAP 2 CUMBERLAND COUNTY 2010 LAND USE PLAN MAP EXCERPT



CUMBERLAND COUNTY 2030 GROWTH VISION PLAN - 2008

PURPOSE

The 2030 Growth Vision Plan was completed in 2008 as a joint venture between Cumberland County, the City of Fayetteville, and the Towns of Hope Mills, Eastover, Falcon, Godwin, Linden, Spring Lake, Stedman, and Wade. The plan was completed in order to guide and coordinate future growth and development in Cumberland County in light of Base Realignment and Closure (BRAC) Commission actions, resulting in an increase in both military and civilian population within Cumberland County. The primary purposes of the plan are to provide guidance for local government decisions, a source for technical information, and a forum for public participation and input.

PLAN COMPONENTS

The plan includes a growth factor analysis, vision statements, policy statements, a growth strategy map, and implementation actions to guide future development and redevelopment. Recommended growth patterns show future growth areas concentrated around the County's municipalities while preserving rural and conservation areas. The plan also provides guidance regarding economic development, transportation, infrastructure, services, community appearance, and quality of life.

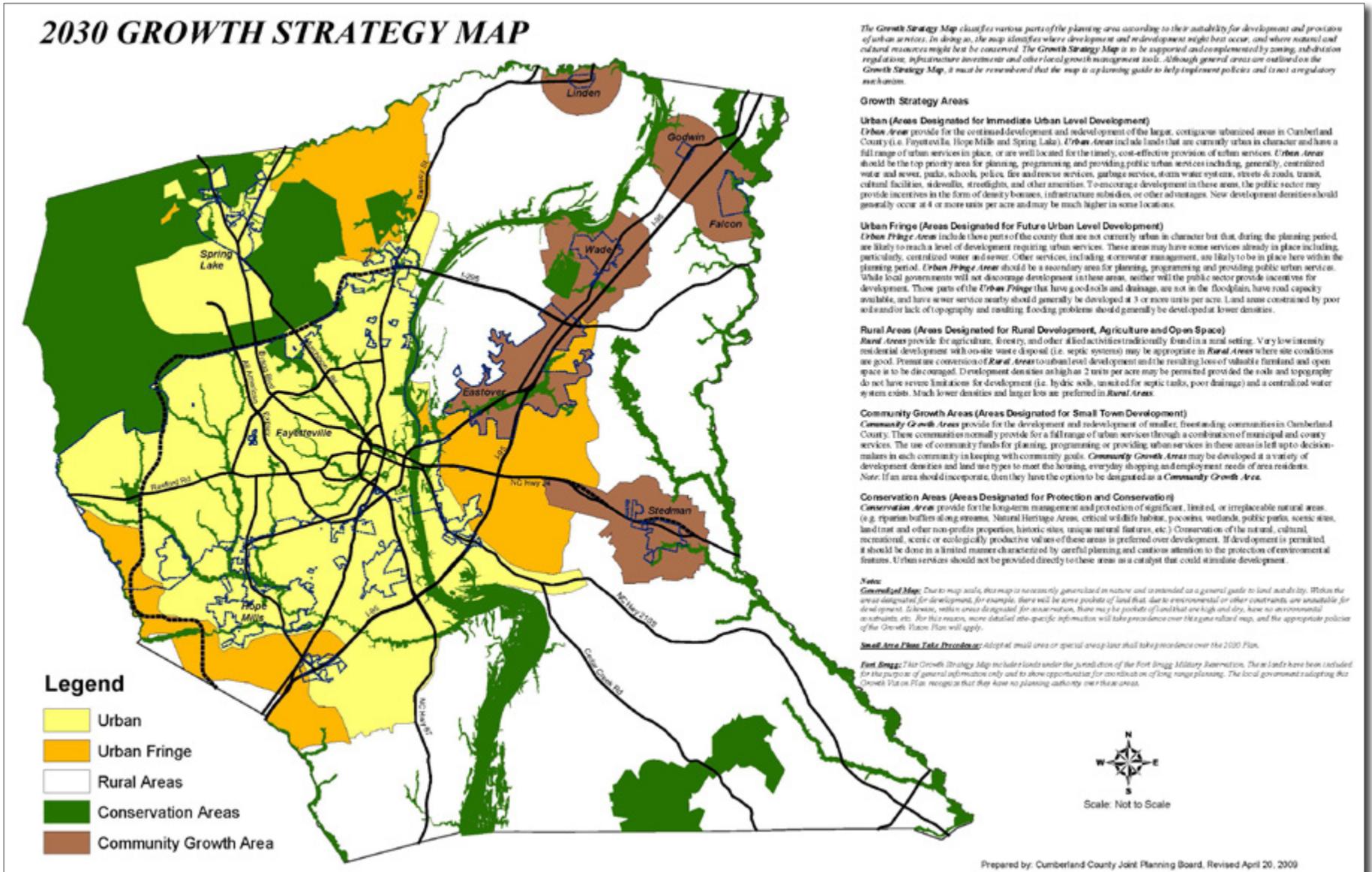
PRIMARY GOALS

The primary goals of this plan are presented as vision statements, and include:

- Well-managed growth
- Infrastructure that keeps pace
- Balanced transportation system
- Community-oriented schools
- Expanded parks and recreation
- Preserved open space and rural character
- Quality housing & residential development
- Compatible commercial development and services
- Attractive community appearance and image
- Healthy, sustainable environment
- Vibrant downtown areas
- Cape Fear River as a regional asset
- Public safety services closer to the people
- Senior citizens well-served
- Intergovernmental cooperation and efficiency
- Active, involved citizenry

Each goal is accompanied by a set of policies and actions necessary to achieve the goal. These policies and actions are listed in detail in the Inventory Section of this assessment.

MAP 3 2030 GROWTH VISION MAP EXCERPT



CEDAR CREEK ROAD LAND USE PLAN RE-EVALUATION - 1987

PURPOSE

This plan seeks to re-evaluate the existing conditions along Cedar Creek Road and determine if the proposed future land uses in the 1971 Cumberland County Land Use Plan are still relevant. The land use re-evaluation is part of the second phase of a comprehensive review of the 1971 plan. Policies from the 1978 Land Use Policies Plan were also included as reference for the re-evaluation. The study area is along the east and west side of Cedar Creek Road, from Clinton Road in the north, under I-95, to the intersection of Cedar Creek Road and US 210 in the south.

PLAN COMPONENTS

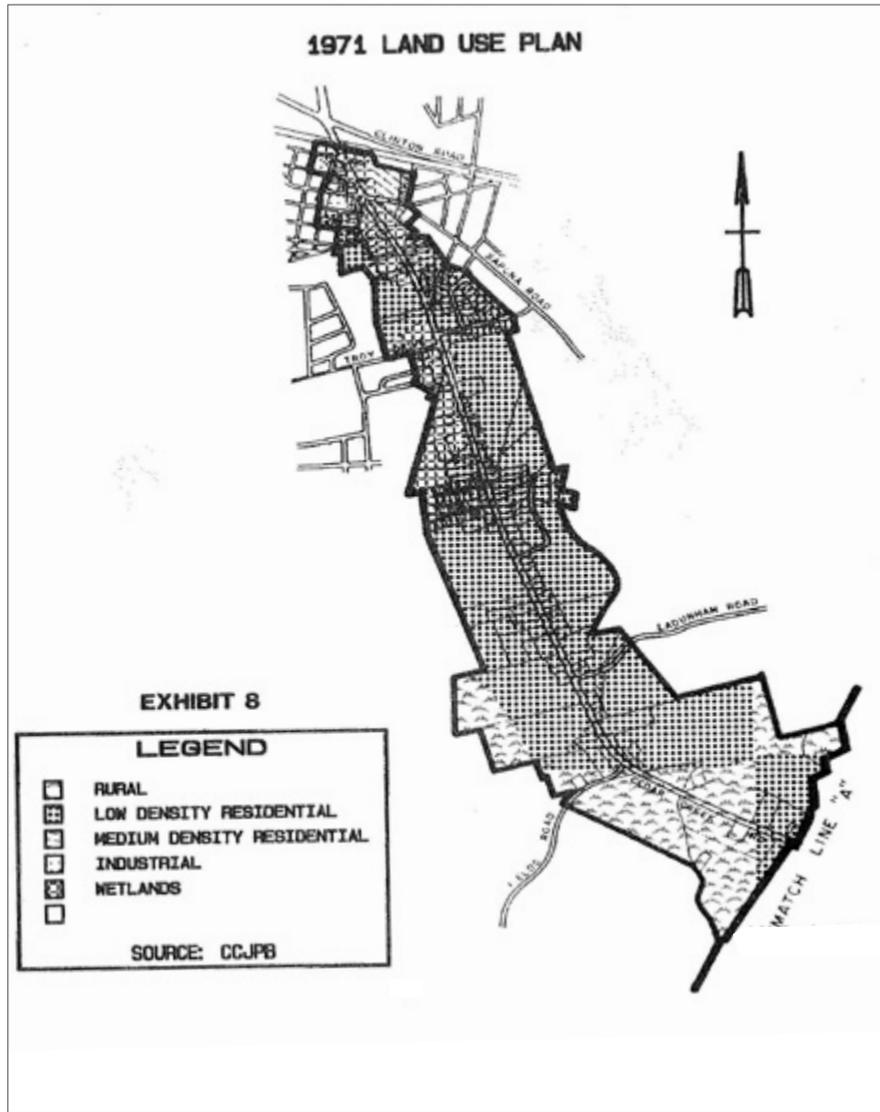
The plan includes the identification of goals and objectives applicable to the area, a review of existing physical and man-made features, and a list of concerns for analysis. Five alternative land use plans were determined based on this analysis. However, after a public meeting held in July of 1987, a future land use plan was recommended and adopted, including discussion of commercial, industrial, nonresidential, and residential areas.

PRIMARY GOALS

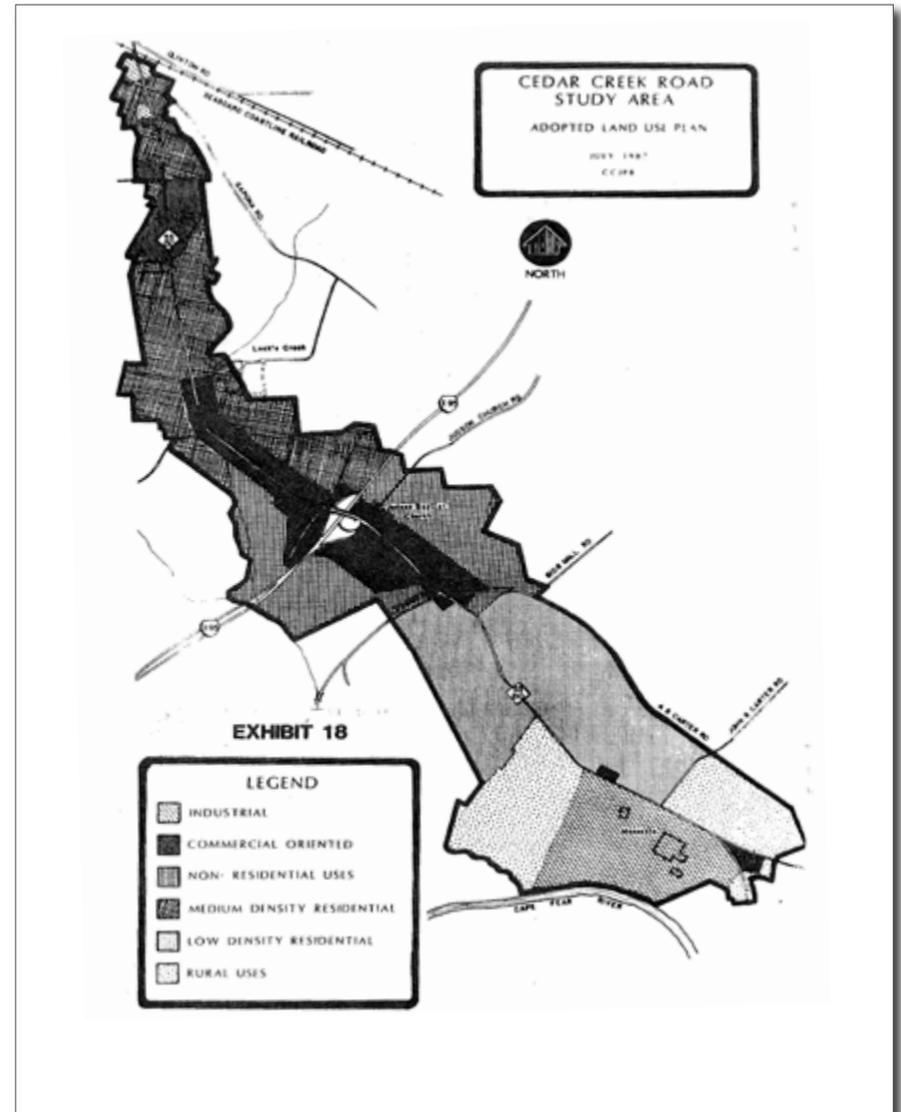
The primary goals for this re-evaluation are derived from the 1971 Cumberland County Land Use Plan and the 1978 Land Use Policies Plan, and include:

- Provide a living environment which is safe, healthy, convenient, efficient, and attractive,
- Provide residential, commercial, social and cultural development to meet the needs of all County residents,
- Prevent the intrusion of incompatible land uses in residential areas and bring about the removal of existing incompatible land use,
- Prevent further strip development along highways and to improve the appearance and traffic safety of existing commercial strips,
- Facilitate the orderly and efficient provision of shopping areas geared to the needs of the community.
- Provide for the various types of shopping centers with appropriate market areas.
- Attempt to stem the expansion of strip commercial development through the implementation of the business streets policy.

▼ MAP 4 1971 LAND USE PLAN MAP EXCERPT



▼ MAP 5 CEDAR CREEK ROAD LAND USE PLAN MAP EXCERPT



MCPHERSON CHURCH ROAD CORRIDOR STUDY - 2000

PURPOSE

Due to numerous rezoning requests along McPherson Church Road, planning staff studied the potential of a transitional area between a shopping center and residential neighborhood. This study assesses 82 properties, 74 residential lots and eight (8) commercial lots bounded by Kirkwood Drive on the east, Palomar Street to the west. The plan references current zoning and rezoning history, current land use and the 2010 Land Use Plan. Ultimately, the study determines if this area functions as a transitional area between residential and commercial.

PLAN COMPONENTS

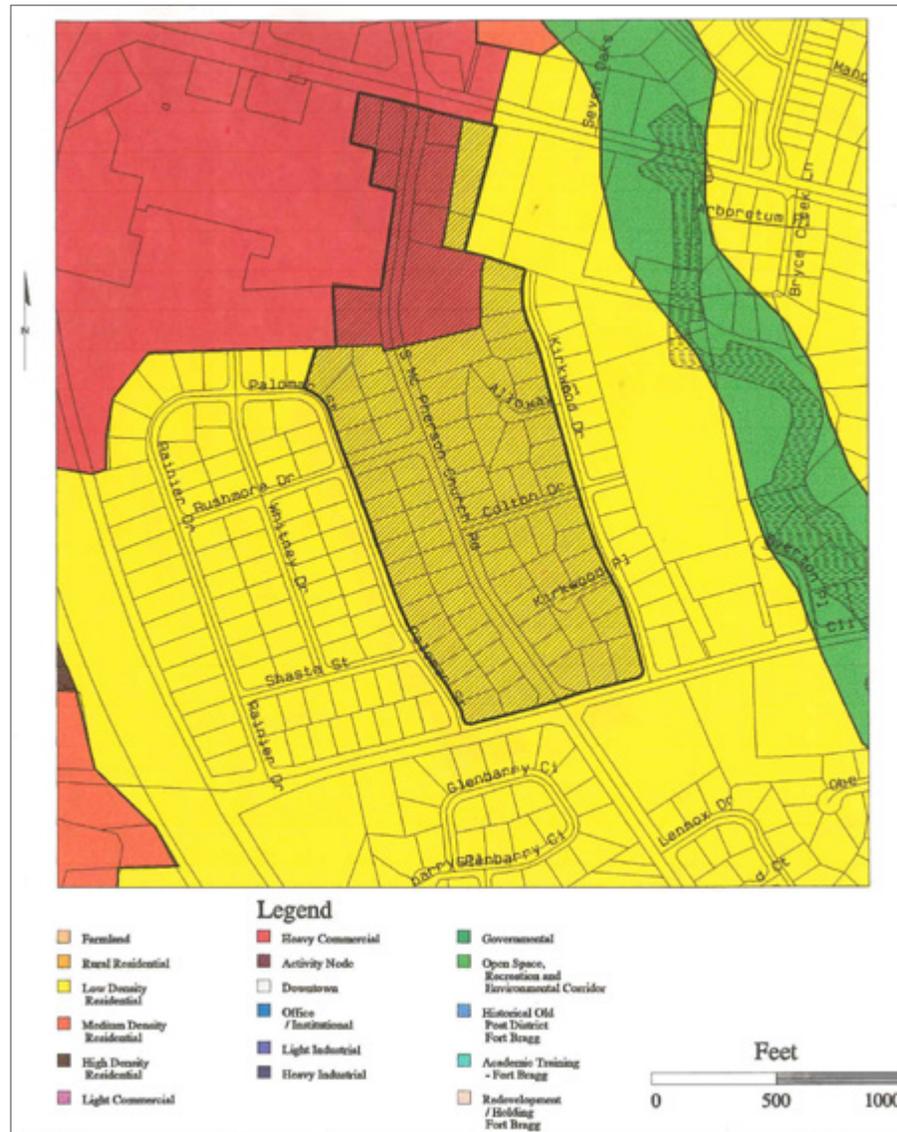
This study includes a review of current zoning, rezoning history, current land use, references the 2010 Land Use Plan, reviews the land values and total assessed values, discusses owner occupancy in the area, along with the year structures were built, and the potential development of a new district. After reviewing this information and a holding a neighborhood meeting, options and recommendations are given. Included in this study are a citizen letter, minutes from the neighborhood meeting, traffic results from traffic services, a copy of a land database and a memo to the County Tax Assessor, along with associated maps.

PRIMARY RECOMMENDATIONS

For this corridor, the planning staff recommended that the residential lots abutting McPherson Church Road be rezoned to the new P4 District. The goal is to maintain as much residential character along the corridor as possible, while still allowing the area to transition to a use that is more appropriate for high volume traffic. Recommendations of the study include:

- Applications by the individual land owners would be favorable to requests for P4, if this district were developed, and the 2010 Land Use Plan changed for this area to reflect this district.
- Staff does not recommend rezoning to any other zoning classification because it would not be in keeping with the area neighborhood and would not retain the residential character of the area.
- This area has not changed to the point where P2 would be appropriate considering most of the homes are still owner-occupied and the ratio of rental properties is the same as the city-wide average.
- Staff feels that the signs and other options available in the P2 District would not be compatible with the surrounding residential neighborhood.

▼ MAP 6 MCPHERSON CHURCH ROAD CORRIDOR LAND USE MAP EXCERPT



DEEP CREEK ROAD REDEVELOPMENT PLAN - 2002

PURPOSE

The Deep Creek Road Redevelopment Plan focuses on an area that has developed largely without land use controls, though annexed by the City of Fayetteville in 1988. The area has a mix of uses, sometimes incompatible, and 36 percent of structures within the study area are considered dilapidated, contributing to blight. The study area lies to the east of Fayetteville's downtown and is bounded in the north by Grove Street, the west by the Cape Fear River, the south by the southern municipal boundary, and to the east by the eastern municipal boundary.

PLAN COMPONENTS

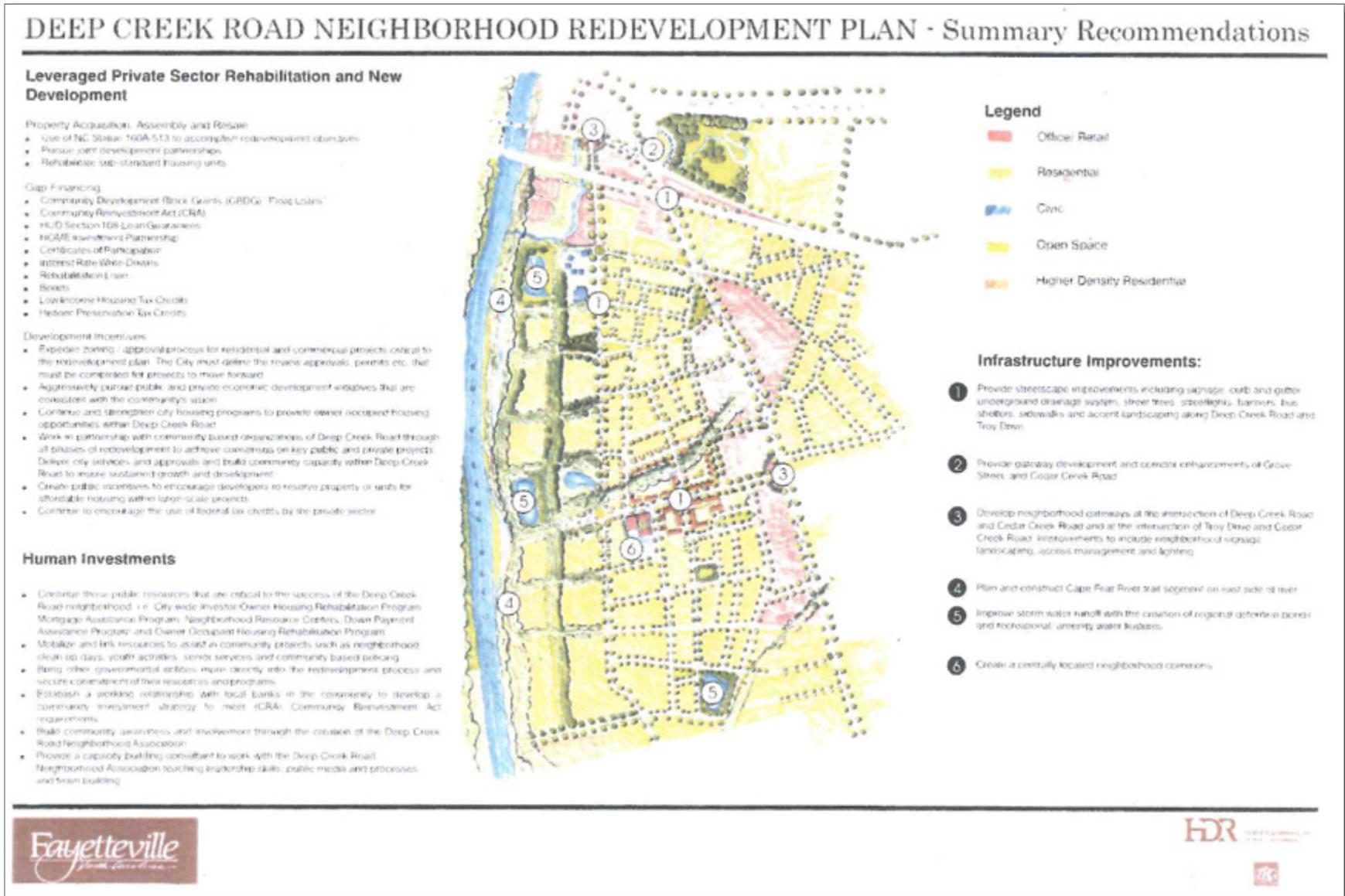
Three key factors were identified as core components for the plan including infrastructure improvements, leveraged private sector rehabilitation and new development, and human investment. After a review of the neighborhood, community services, existing land uses, land parcels and ownership, access and circulation, infrastructure, and structural conditions, the plan details extensive public involvement with six workshops. The outcome includes 33 objectives broken out by seven topic areas, culminating in one plan with three subareas for implementation.

PRIMARY GOALS

Goals of the Deep Creek Redevelopment Plan include:

- Establish integrated, focused development activity centers while encouraging employment, neighborhood-oriented retail, and service uses within walking distance.
- Preserve, stabilize, and enhance existing housing stock and neighborhood character with effective housing code enforcement and historic preservation while encouraging new residential development and higher density mixed use development along the Cape Fear River.
- Increase public participation and planning for low and moderate income families while increasing housing options for an ethnically and economically diverse population.
- Develop a safe and efficient multi-modal transportation network including improved transit options and provide high quality infrastructure and streetscape enhancements
- Provide for parks and greenways while protecting and preserving environmental resources
- Provide a greater police presence and improve communications with community residents, property owners, and business operators
- Identify and meet human service needs giving emphasis to educational opportunities for residents.

▼ MAP 7 DEEP CREEK ROAD NEIGHBORHOOD REDEVELOPMENT PLAN MAP EXCERPT



71ST DISTRICT COMMUNITY REDEVELOPMENT PLAN - 2002

PURPOSE

This plan was intended to encourage revitalization in the Glenbrook, Marlboro, Glenhaven, Hollywood Heights, and Chesnutt Hills neighborhoods, making up the 71st District in the western portion of the City. The study area is bounded by Cliffdale Road to the north, Skibo Road to the east, Raeford Road to the south, and 71st School Road to the west. This plan serves to assess the conditions of the study area, identify improvement opportunities, develop recommendations, and create a strong, sustainable community.

PLAN COMPONENTS

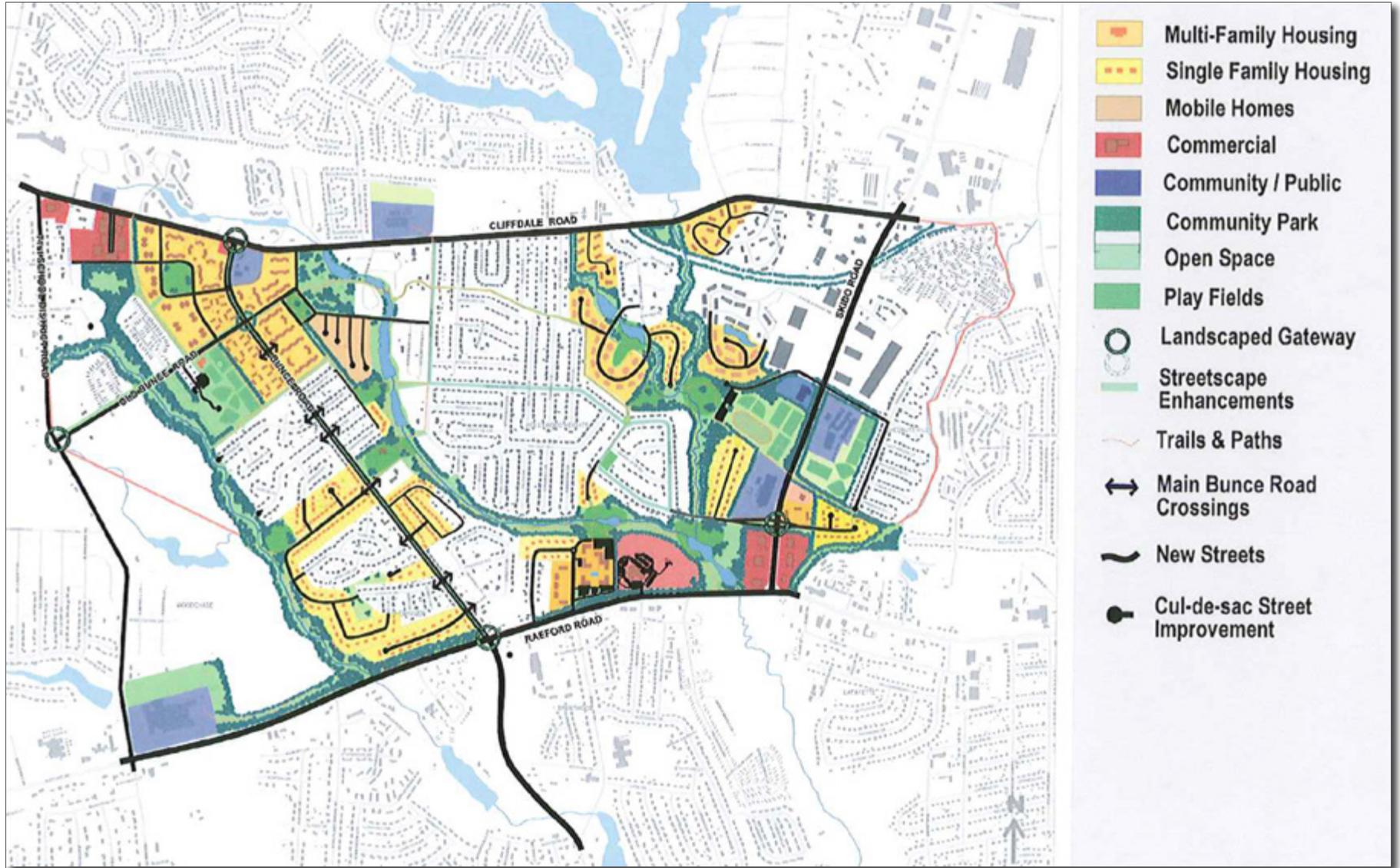
The redevelopment plan includes an evaluation of existing land use, demographics, housing, market, environment, transportation, and community conditions followed by a summary of stakeholder input. The preferred plan is presented, along with detailed snapshots for five Focus Areas. The culmination of the plan is 27 implementation strategies attached to seven guiding principles. The plan has a specific preferred plan option in graphic form, highlighting land use designations, new streets, streetscape enhancements, and other improvements. Each of the five focus areas are presented more specifically with actions to improve the area based on the guiding principles.

PRIMARY GOALS

The primary goals for this plan are separated into guiding principles for the overall area. These principles include:

- Build community by encouraging the neighborhoods to work together to facilitate improvements.
- Guide growth toward areas that are experiencing development and away from environmentally sensitive areas, concentrating commercial development at major roads and intersections.
- Manage open space to maintain buffers between incompatible uses, and preserve and add open space to create recreation amenities as connectors between neighborhoods.
- Connect amenities through greenways and parks, enabling residents to walk to nearby recreation and community amenities.
- Enhance neighborhoods through beautification and infrastructure improvements.
- Promote homeownership to discourage absentee landlords and encourage younger families to settle in the area through innovative incentives and a mix of housing types.
- Protect single-family areas by encouraging similar infill housing, home maintenance standards, and connecting dead-end roads.

▼ MAP 8 71ST DISTRICT COMMUNITY REDEVELOPMENT PLAN MAP EXCERPT



NORTH FAYETTEVILLE STUDY AREA LAND USE PLAN - 2003

PURPOSE

This land use plan is a joint study by the Cumberland County Joint Planning Board and the Fayetteville Planning Commission, overseen by the North Fayetteville Study Area Citizens Planning Committee. This plan builds off of the Cumberland County 2010 Land Use Plan as one of the detailed small area plans. The study area is the north central part of Cumberland County, bounded by the Fort Bragg Military Reservation Boundary to the west, lots along McArthur Road to the south, the Cape Fear River to the east, and Bethune Drive and an unnamed tributary of the Cape Fear River to the north. A 45 percent growth in population over twenty years, expansion of public utilities, increased traffic and the construction of the Outer Loop prompted this study.

PLAN COMPONENTS

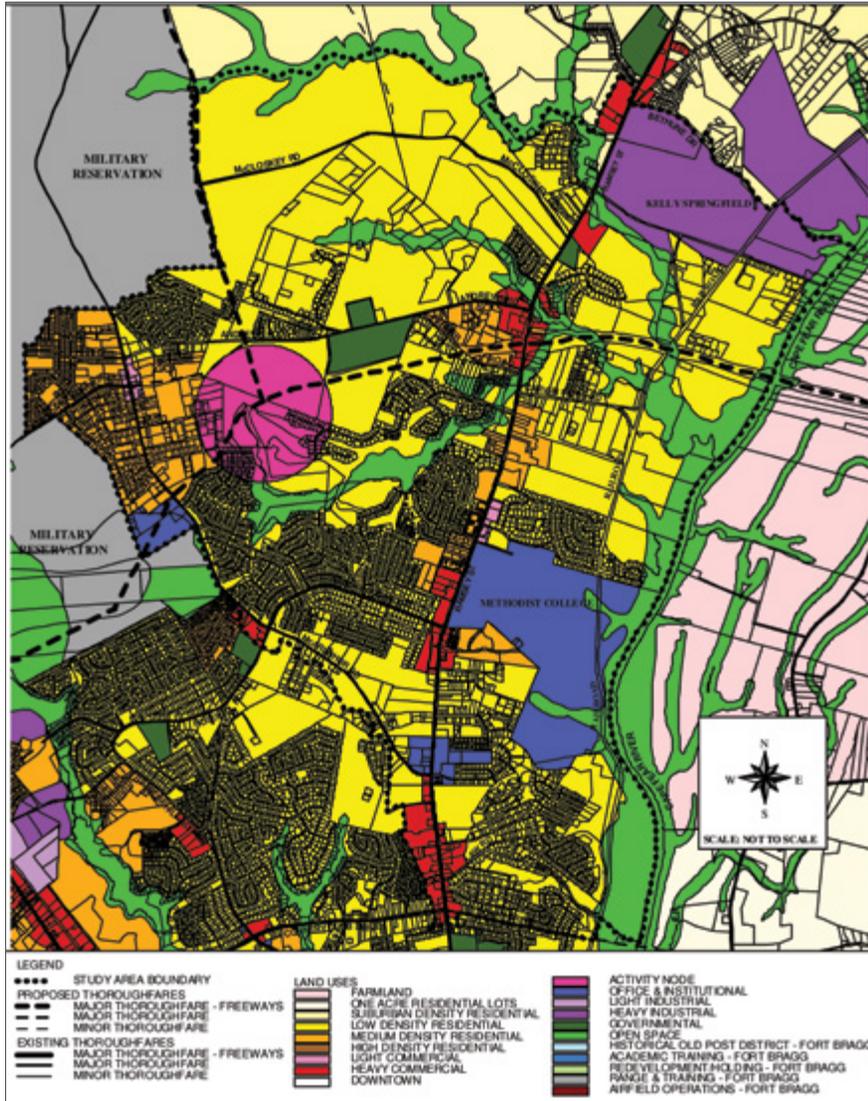
This plan includes a review of existing conditions; community facilities; environmental issues; cultural resources; past plans, policies, and regulations; and public participation. The plan concludes with goals separated by focal areas with numerous objectives to complement each goal. Additionally, the plan includes a North Fayetteville Study Area Recommended Detailed Land Use Plan map.

PRIMARY GOALS

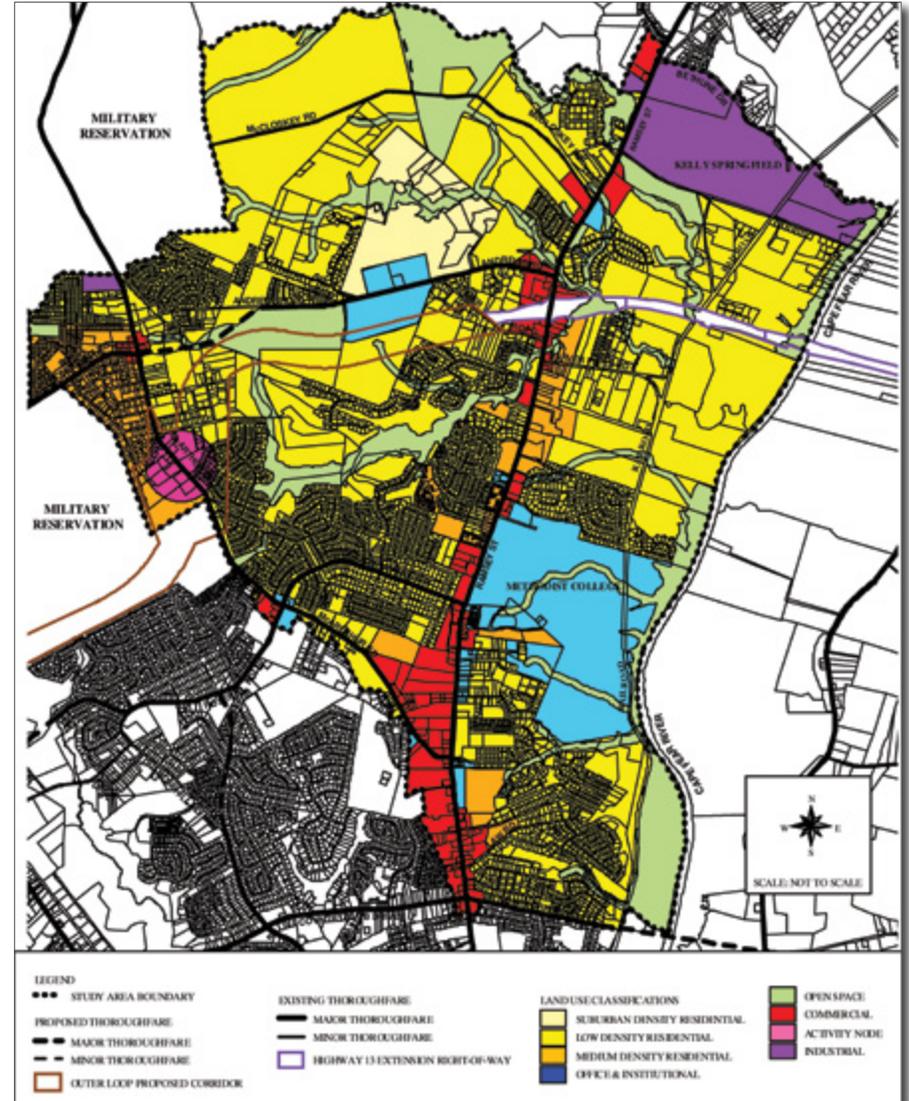
The primary goals for this plan are grouped by focal areas that include:

- Encourage a safe, clean and harmonious environment and provide a balanced combination of land uses.
- Maintain and provide adequate utilities to meet current and future needs.
- Preserve and further enhance visual appearance.
- Encourage commercial activities that are responsive to market needs and are appropriately located and designed to be safe, attractive and compatible with surroundings.
- Establish a community-wide recreational network that will offer a wide range of recreational opportunities.
- Provide a variety of housing types and prices, which are attractive, well-maintained, safe, and appropriately located.
- Provide adequate and efficient emergency, health and law enforcement service.
- Provide a network of streets and highways, mass transit, bicycle trails, greenways, and sidewalks to allow for the efficient movement of people and goods.
- Provide a centralized area for industrial development while providing an atmosphere that is conducive to clean, high tech, and high paying industries.

▼ MAP 9 2010 LAND USE PLAN MAP EXCERPT



▼ MAP 10 NORTH FAYETTEVILLE RECOMMENDED LAND USE PLAN MAP EXCERPT



MASSEY HILL COMMUNITY REDEVELOPMENT PLAN - 2003

PURPOSE

The City of Fayetteville targeted the development of revitalization strategies for identified neighborhoods, which included the Massey Hill community. This was a collaborative effort between the City's Department of Community Development and the residents of the Massey Hill neighborhood team. The purpose of the study is to assess the existing conditions and identify neighborhood issues and strengths, identify opportunities for improvements and potential redevelopment, create a framework for a strong and sustainable community that is a desirable place to live, and develop recommendations that address physical improvements, community and social programs, and preferred land use patterns.

PLAN COMPONENTS

This plan includes existing land use, zoning, demographics, housing, historic character, environment, transportation and community resources. A summary of issues and opportunities discusses community and market concerns, followed by a preferred concept plan and implementation strategies. The process was collaborative with the community coming to a consensus on the preferred concept plan and developing the recommended actions. Funding sources are included in an appendix.

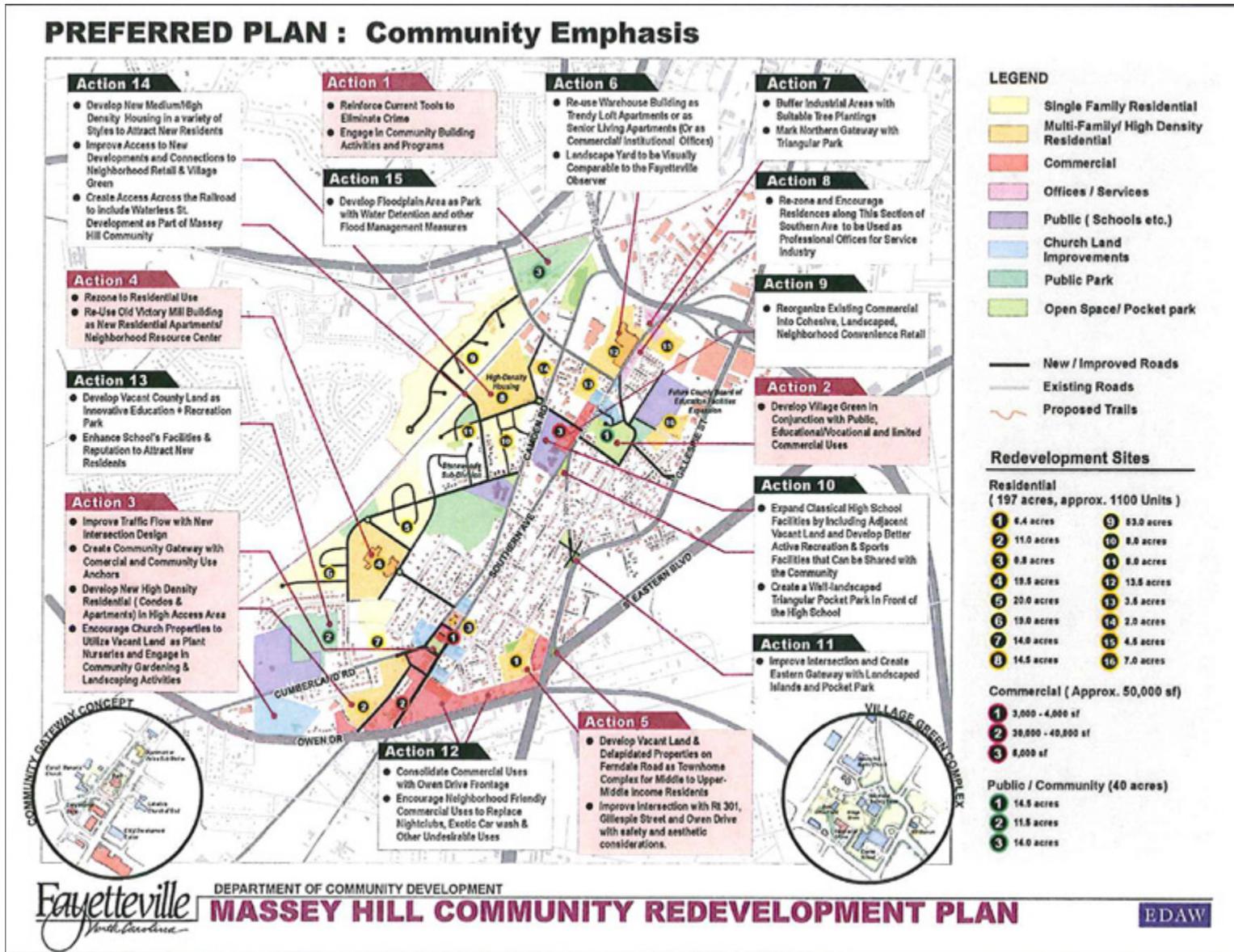
PRIMARY GOALS

The primary goals of the Massey Hill Community Redevelopment Plan are presented as main concepts and include:

- Reverse the declining population, and grow the community by attracting new residents.
- Diversify the community's age groups by attracting new families and young professionals.
- Improve economic conditions by inviting new investment and employment opportunities.
- Consolidate uses to protect residential character and designate space for commercial uses.
- Create well-defined areas to maximize shared public amenities, establish gateways, emphasize historic references, and strengthened the edges of the community.
- Encourage community participation, independence and empowerment for improvement initiatives.

The plan also includes 15 recommended actions to achieve the goals. The plan specifically highlights the first five recommended actions as priority actions. Each action has numerous specific implementation strategies identified.

▼ MAP 11 MASSEY HILL REDEVELOPMENT PLAN COMMUNITY MAP EXCERPT



BONNIE DOONE REDEVELOPMENT PLAN - 2003

PURPOSE

This redevelopment plan was created to assist a neighborhood in transition, as 68 percent of structures in the area are deteriorated or dilapidated. The plan focuses on five strategic components including community ownership, public/private partnership, housing and physical development, economic development, and human investment. The study area is located in the northwest portion of the City of Fayetteville, bounded on the north by the Fort Bragg boundary, to the east by Fuji Drive and Stansfield Drive, to the south by Skibo Road and Johnson Street, and to the west paralleling the All-American Freeway.

PLAN COMPONENTS

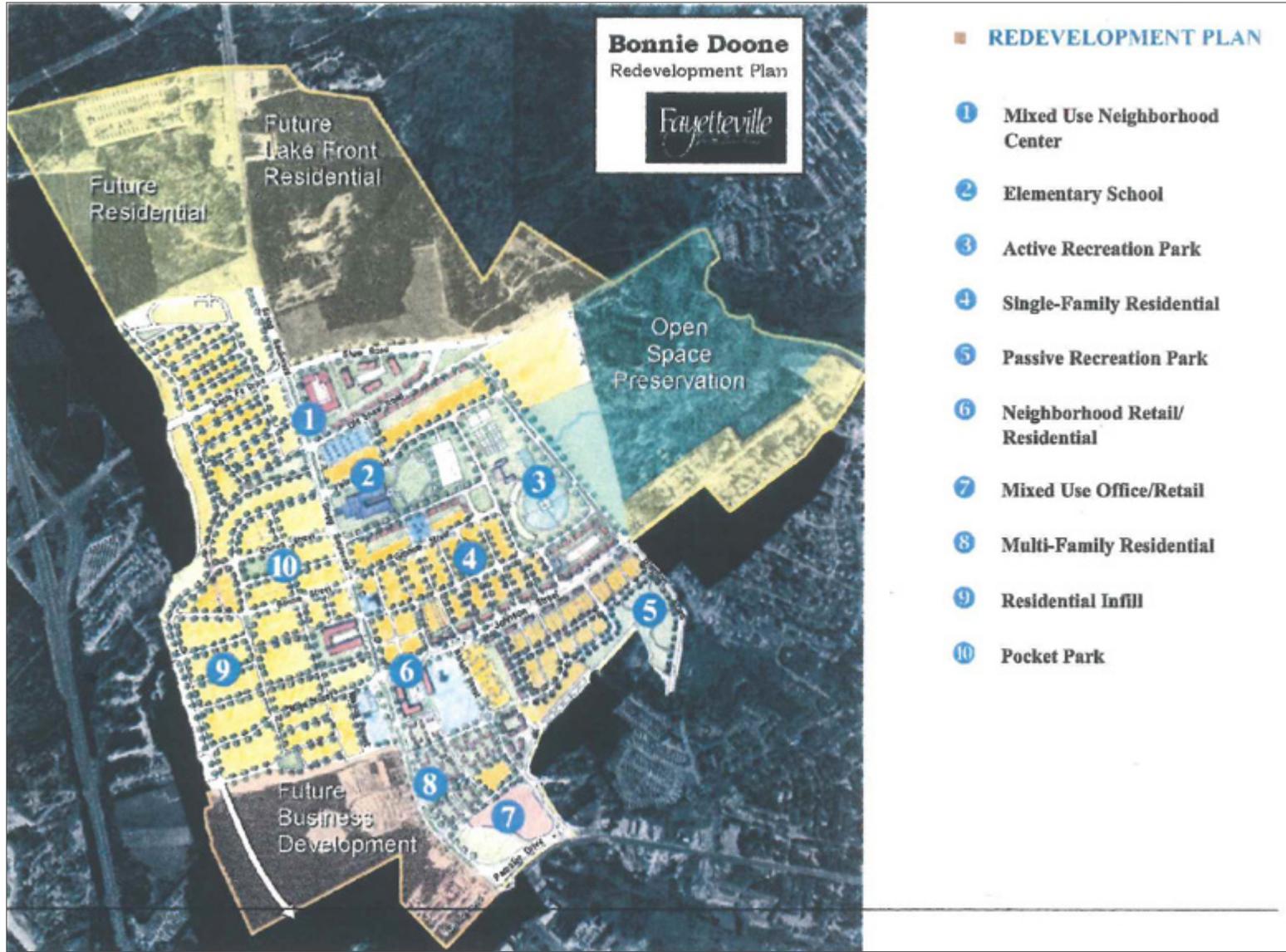
The plan is separated into seven sections detailing the process; context of the neighborhood; existing conditions, issues and opportunities; the redevelopment plan; and the implementation strategies. The results of a windshield survey, highlight two areas as contributing to blight, necessitating specific recommendations for the areas. This plan concludes with 16 identified objectives, redevelopment maps for the study area, specific blighted areas, and a list of implementation strategies.

PRIMARY GOALS

The goals of the Bonnie Doone Redevelopment Plan include:

- Encourage home ownership; include opportunities for first-time buyers.
- Establish a consistent neighborhood structure.
- Clean up Bragg Boulevard and internal street fabric.
- Consider corridor overlay zoning designation.
- Improve street lighting throughout the area.
- Remove blighting influences, including junk cars and undesirable business activities.
- Acknowledge and encourage the continued beneficial development of church/neighborhood relations.
- Incorporate social programs to deal with human and social, as well as physical, problems of the area.
- Encourage a significant amount of new housing.
- Seek a balance between saving existing structures and tearing down those that are a blighting influence.
- Provide low interest loans, tax credits, or grants in support of housing rehabilitation and development.
- Promote/nurture new businesses, which will serve the area in a positive way.

▼ MAP 12 BONNIE BOONE REDEVELOPMENT MAP EXCERPT



MURCHISON ROAD CORRIDOR PLAN - 2008

PURPOSE

The Murchison Road Corridor Plan establishes land use and economic development goals for the US 210/Murchison Road corridor, stretching from downtown Fayetteville to Fort Bragg. This plan focuses on economic development and supporting land use decisions. The plan includes a review of various transportation and small area studies to synthesize data from 1999 - 2008, along with Fort Bragg expansion data and community input, to determine key strengths, issues, and opportunities for the corridor.

PLAN COMPONENTS

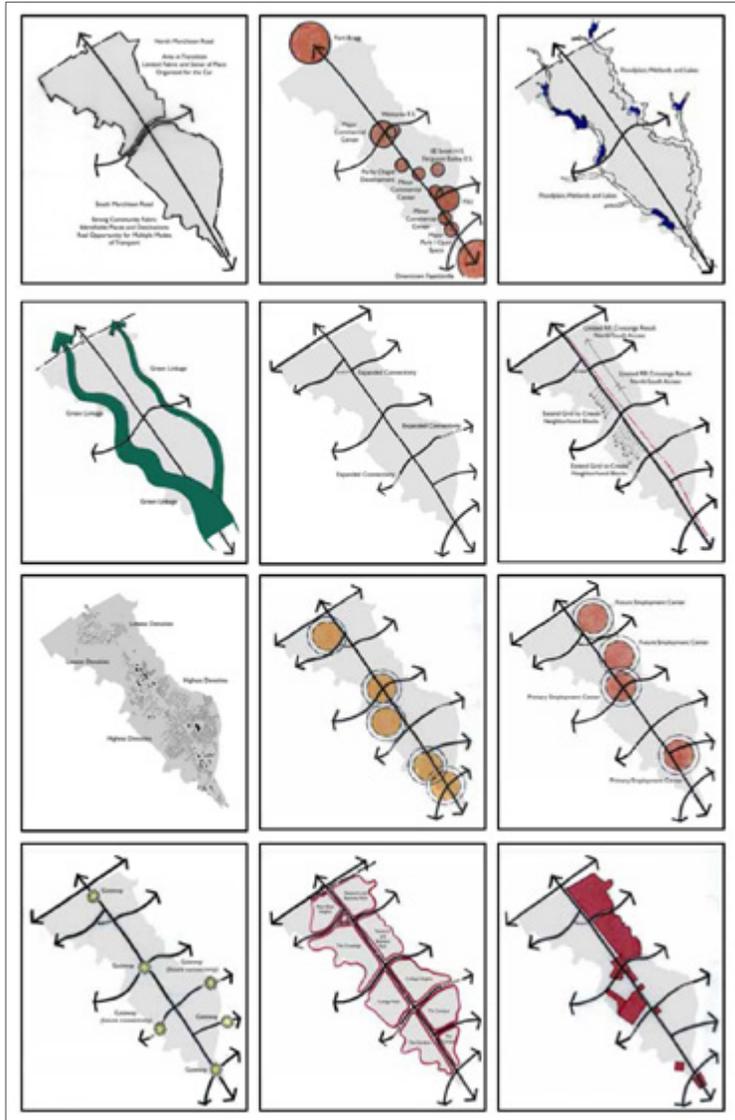
The plan document is comprised of the purpose, planning process, summary of issues and conditions, corridor market and economic analysis, a planning framework and associated land use strategies and catalyst site recommendations. The summary of issues and conditions includes land use, environmental features, transportation, ownership, parks, open spaces, and historic preservation. The market analysis looks at various market sectors, considers the Fort Bragg expansion and inclusion of Fayetteville State University in the study area, as well as market capture opportunities. There are 11 established frameworks with strategies, 15 recommendations, and nine highlighted catalyst sites.

PRIMARY GOALS

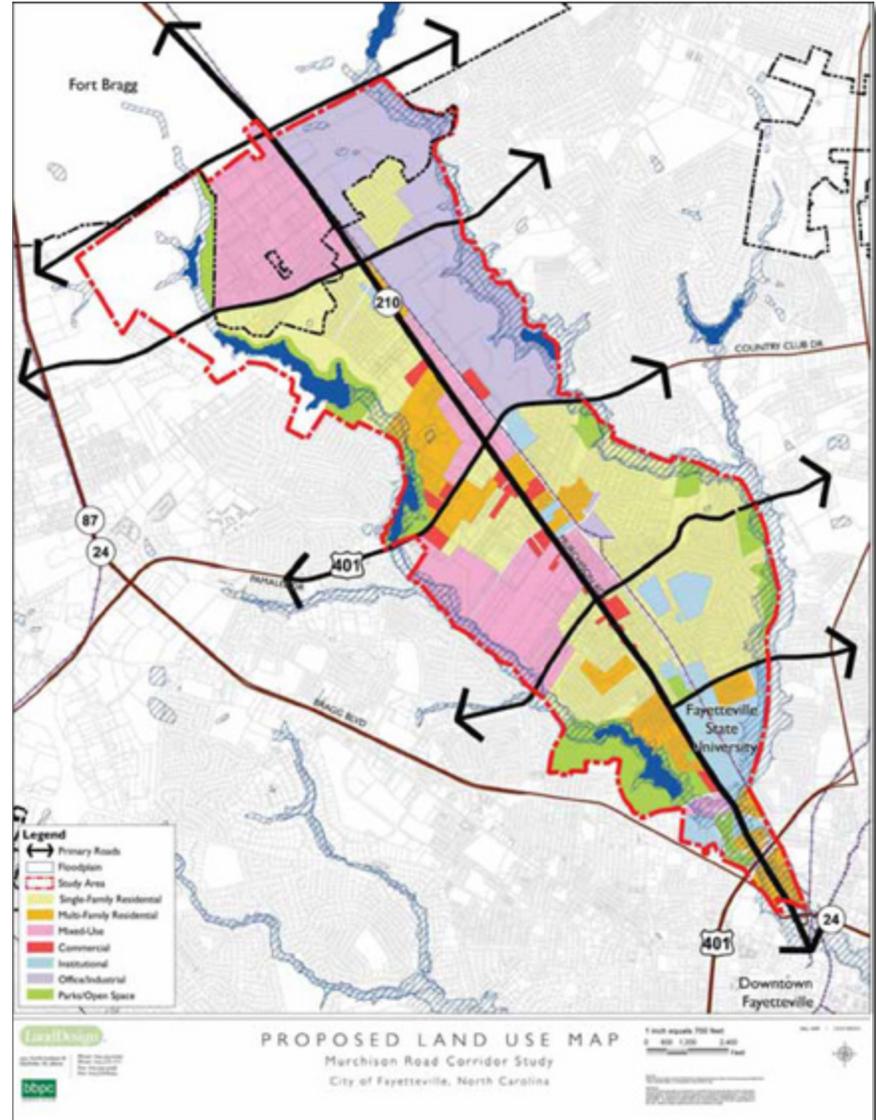
Planning frameworks are presented as goals for this plan, along with associated discussion and strategies. These goals include:

- Organize land use and economic responses tailored to the strengths and weaknesses of the “Two Murchison Roads”.
- Broaden and enhance linkages to area points of gravity.
- Orient development towards edges.
- Create green linkages and corridors.
- Improve east/west movement through the study area by weaving an expanded network of arterials.
- Establish an improved grid and block system to key areas, opening the development potential of longer parcels along the western edge.
- Expand residential densities, especially close to Downtown.
- Expand residential and employment center densities, especially close to Downtown and key activity centers.
- Seek key locations for gateway creation.
- Establish a series of rebranded neighborhoods and districts.
- Support catalyst site development.

▼ MAP 13 PLANNING FRAMEWORK FACTORS MAP EXCERPTS



▼ MAP 14 MURCHISON ROAD CORRIDOR LAND USE MAP EXCERPT



RAMSEY STREET CORRIDOR PLAN - 2008

PURPOSE

The Ramsey Street Corridor Plan is intended to establish a guide for land use, development character and the timing of future growth along Ramsey Street from Rowan Street in Downtown to McCloskey Road, stretching approximately 6.5 miles. The plan is also intended to identify key improvement efforts along the corridor needed to enhance the overall character and quality of Ramsey Street in the future.

PLAN COMPONENTS

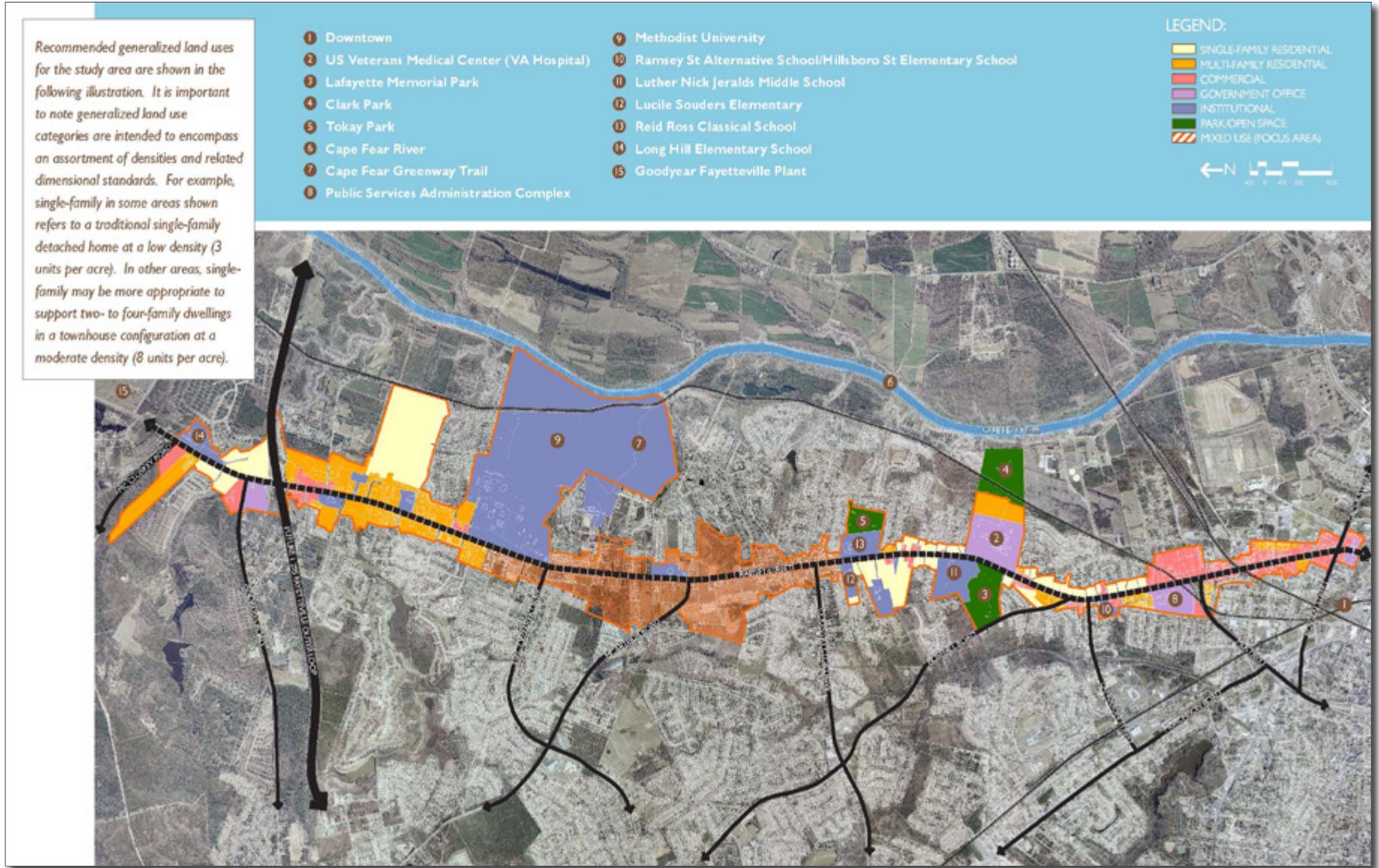
The plan analyzes existing conditions along the corridor including land uses and development patterns, transportation features, environmental features, property ownership, and community facilities. It also includes a summary of public concerns and desires regarding the corridor gathered through a series of community meetings and design charrettes. The corridor is examined in six different segments, with general descriptions of the desired future character of each area. An illustrative plan and recommended key enhancements are also presented for a specific focus area surrounding the segment of Ramsey Street from Country Club Drive to Methodist University. The document concludes with an implementation plan including action items, priorities, and responsible parties.

PRIMARY GOALS

The primary goals of the Ramsey Street Corridor Plan are to:

- Organize land uses and elements tailored to the strengths and weaknesses of the six primary corridor zones.
- Encourage focused activity nodes supporting a mix of uses at key points.
- Limit growth of new commercial retail areas and focus on expanded activities and vibrancy within traditional commercial areas.
- Protect and enhance the area's environmental features and open spaces while seeking opportunities for infill parks, greenways, and other "linking" features, ensuring connectivity to the Cape Fear River Trail and other amenities.
- Establish a series of public realm improvements, including gateways, landscaping, signage, and multi-modal transportation features, to provide functional and visual harmony and distinction for Ramsey Street.
- Seek transportation improvements, including access management, connectivity, and walkability, to decrease traffic congestion and maximize public safety.
- Ensure a balanced, pragmatic approach to plan development, inclusive of consideration of infrastructure, roads, beautification and taxes.

▼ MAP 15 RAMSEY STREET CORRIDOR PLAN LAND USE MAP EXCERPT



BRAGG BOULEVARD CORRIDOR PLAN - 2012

PURPOSE

The Bragg Boulevard Corridor Plan has a transportation focus and presents a multi-modal corridor concept that strengthens mobility, accessibility, and prosperity for the region. The study area includes Bragg Boulevard from Downtown Fayetteville in the east to Fort Bragg in the West, and is divided into six segments. This plan coordinates with previously adopted plans including the 2030 Growth Vision Plan, the Fayetteville Transit Development Plan, the Fort Bragg Comprehensive Transportation System Plan, the Comprehensive Regional Growth Plan for the Fort Bragg Region, the Regional Housing Market Study, and the Fort Bragg Regional Sustainable Growth Management Strategy.

PLAN COMPONENTS

The plan provides information and analysis of existing conditions for each of the six segments including land use, zoning development patterns, demographics, economic characteristics, natural, cultural, and community resources. The planning process included key stakeholder interviews and a multi-day charrette process. The plan presents three alternative concepts: Existing Trends, Strategic Highway Corridor, and Activity Center/Multi-modal. A phased implementation plan is included within the document.

PRIMARY GOALS

After evaluating the challenges and benefits of each of the three alternative concepts, the plan recommends Alternative 3: Activity Center and Multi-modal. This alternative achieves all of the goals for the corridor as identified through the charrette process. These include:

- Promote multi-modal transportation choices, including travel by bus, bike, and foot.
- Improve mobility while offering more efficient access to corridor destinations.
- Improve the safety and visual character.
- Use green space to enhance the look, feel, and function.
- Implement well-designed and well-placed signage.
- Develop collaborative partnerships to implement a shared vision for redevelopment.

The plan also presents conceptual plans for the eight activity centers, two transit hubs, and future land located along the corridor. Additionally, it provides access management concepts, recommended transit improvements, preferred street cross sections, and sidewalk and bike lane improvements.

▼ MAP 16 BRAGG BOULEVARD CORRIDOR PLAN MAP EXCERPT

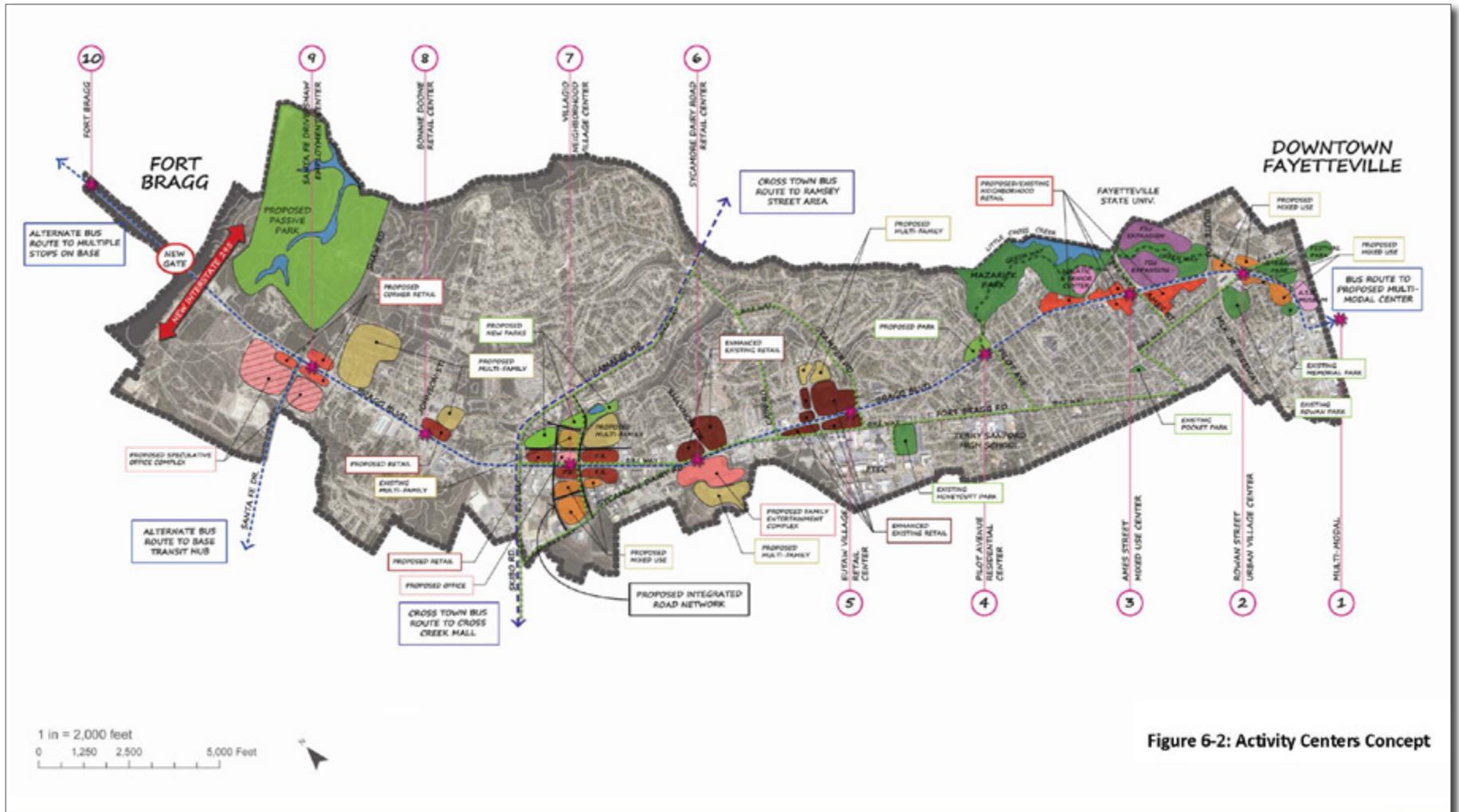


Figure 6-2: Activity Centers Concept

DOWNTOWN RENAISSANCE PLAN UPDATE - 2013

PURPOSE

The 2013 Downtown Renaissance Plan updates the 2002 Renaissance Plan. After more than ten years, many of the recommendations of the 2002 plan had been implemented or had become less relevant. This plan sought to build on the components of the 2002 plan while suggesting new priorities and directions under an overall vision for the Downtown. The planning area includes more than 3,000 acres, extending slightly more than a mile in every direction from the Market House and reaching northward to Fayetteville State University, eastward to the Cape Fear River and bounded on the west and south by Martin Luther King, Jr. Freeway.

PLAN COMPONENTS

The plan includes general information about existing conditions and previous planning efforts, as well as a summary of a public questionnaire and five topical public workshops. The plan provides a vision for the Downtown, key components and strategic concepts as guide for recommended projects. An implementation plan for recommended projects is also provided. The plan draws on recommendations and projects from the 2002 Renaissance Plan and 2004 Implementation Study, as well as the Bragg Boulevard, Murchison Road, Ramsey Street, and Cape Fear River corridor plans.

PRIMARY GOALS

The goals of the Downtown Renaissance Plan Update reflect a strategic connection to the future of downtown, culture and the arts, gateways, the Cape Fear River, neighborhoods, institutions, connectedness, industry, and relationships. The primary goals for the plan are embodied in the Vision Statement:

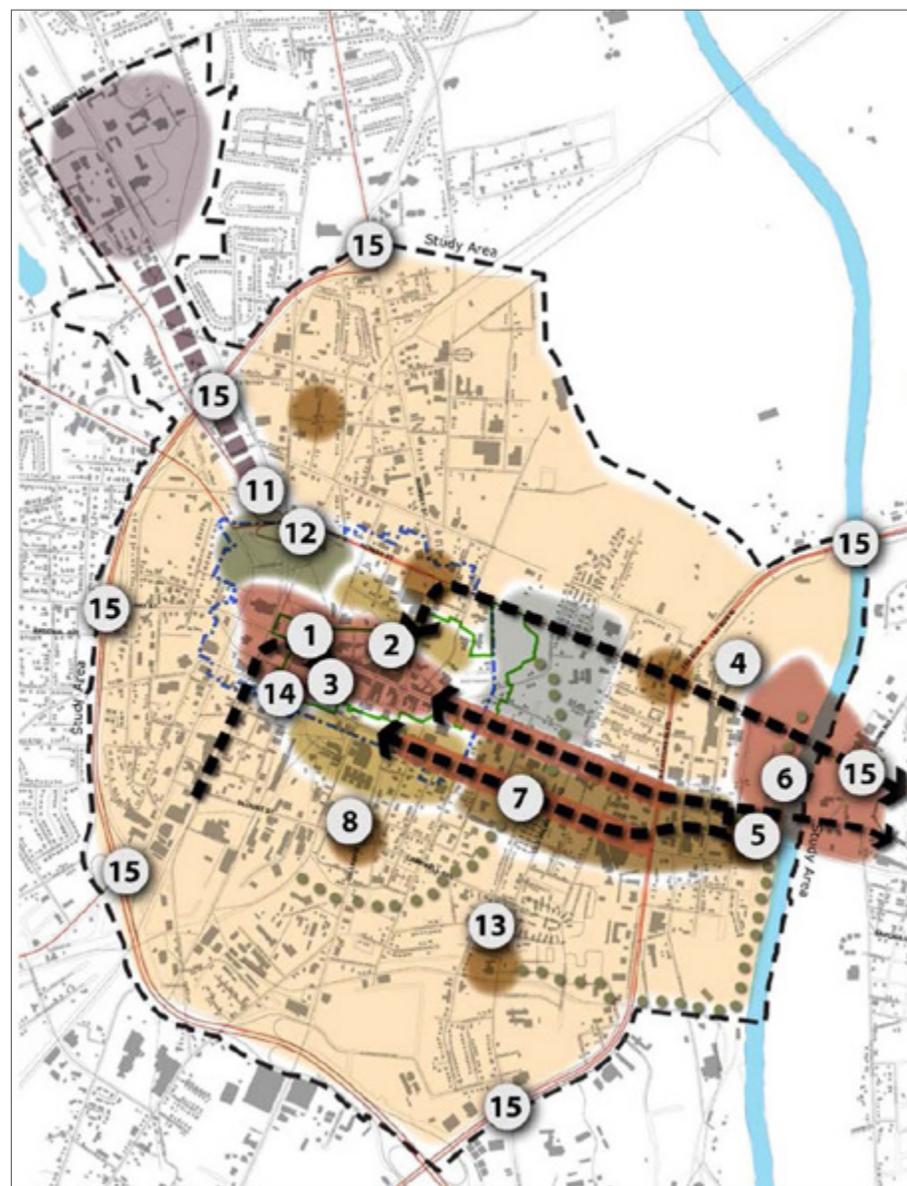
“Downtown Fayetteville may be generally characterized by a bold crescent, connecting Fayetteville State University through the downtown core to the Cape Fear River. This crescent defines a two-mile long curve of activity, tracing its arc through the educational, civic and historic heart of the community. Surrounding neighborhoods, each with distinct identity and character, connect directly to this crescent through a series of walkable streets and trails. The industrial district of downtown is envisioned to gradually transition from today's condition of pure industry and derelict buildings to a budding artists' community, with disused buildings converted to house lofts, studios and galleries.”

▼ MAP 17 RENAISSANCE PLAN SPATIAL STRATEGY & PROJECTS MAP EXCERPT

The goals of the plan include:

- Emphasize the “Fayetteville Crescent” with the essential connection between Fayetteville State University, the central core and the historic Campbelton settlement on the Cape Fear River.
- Develop and enhance relationships with Fayetteville State University to enrich the economic, cultural, and educational dimensions of Downtown.
- Provide for variety and intensity in housing development to sustain retail in the core, and institutional fabric/support for development of unique neighborhood identities for those residential districts within the planning area.
- Continue efforts to increase safety, perceptions of safety, and multi-modal transportation safety.
- Connect natural resources in the planning area into an accessible recreational and ecological network for trails, storm water management, and urban habitat.

The plan also includes 40 recommended projects to help achieve these goals that are prioritized in a four-step implementation plan that spans 12 years.





3

Plan
Inventory

PLAN INVENTORY

Each of the plans summarized in the previous section contains multiple policy and action strategies for implementation. The strategies from each plan were placed into a spreadsheet to facilitate categorization and analysis.

PLAN FOCUS

Each plan had a specific area of focus. The Cumberland County 2010 Land Use Plan and Cumberland County 2030 Growth Vision Plan focus on land use and growth policies for the County at-large, while the Cedar Creek Land Use Plan Re-evaluation, McPherson Church Road Corridor Plan, and North Fayetteville Land Use Plan emphasize land use policies for targeted areas. The Deep Creek Road Redevelopment Plan, 71st District Community Redevelopment Plan, Massey Hill Community Redevelopment Plan, and Bonnie Doone Redevelopment Plan primarily focus on neighborhood revitalization and redevelopment. The Murchison Road Corridor Plan, Ramsey Street Corridor Plan, and Bragg Boulevard Corridor Plan integrate a multi-disciplinary analysis and recommendations regarding land use, transportation, infrastructure, and economic development along high profile corridors within the City. The Downtown Renaissance Plan Update revisits a plan completed a decade prior and focuses on strategies to revitalize and strengthen the Downtown and surrounding neighborhoods.

STRATEGY COMPILATION

Plan strategies were extracted from each plan and entered into a spreadsheet. Each strategy was then categorized as one or more of the following for analysis:

- Character
- Land Use
- Land Stewardship
- Economic Development
- Downtown
- Infrastructure
- Transportation
- Parks & Recreation
- Services
- Engagement/
Cooperation

The spreadsheet was then organized according to category in order to facilitate identification of similarities, redundancies, and contradictions between strategies. Strategies were sorted by primary category. Secondary categories were assigned, if present. Strategies were also identified as either policies or actions. Potential mechanisms for implementation were also identified for each strategy. The complete spreadsheet is included as in the Appendix of this report.

BY THE NUMBERS

13 Plans

4 Plan Types

857 Strategies

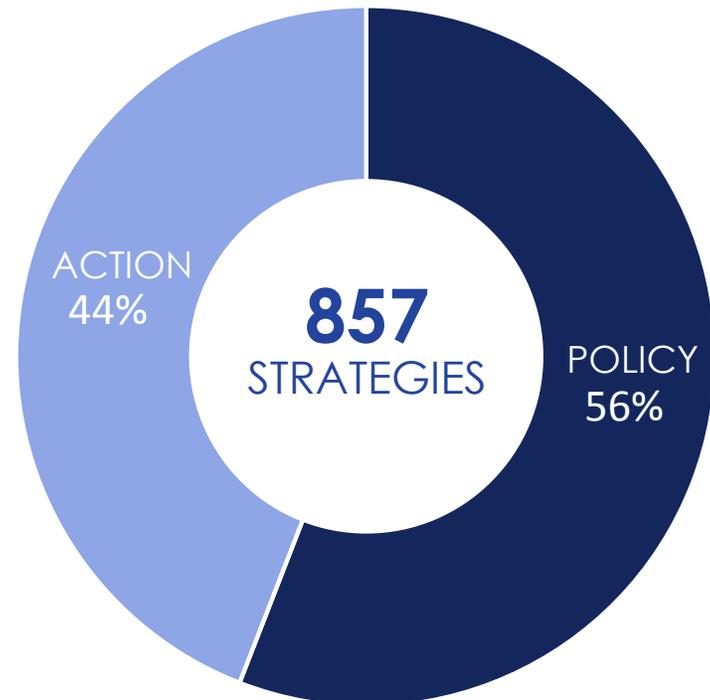
10 Strategy Categories



INVENTORY STATISTICS

The inventory catalogs 857 strategies from the 13 plans reviewed. Approximately 56% of these strategies are more policy-oriented while 44% are more action-oriented. The table on the page to the right shows the total number of strategies for each plan by category.

▼ FIGURE 1 STRATEGY TYPES CHART (POLICY OR ACTION)



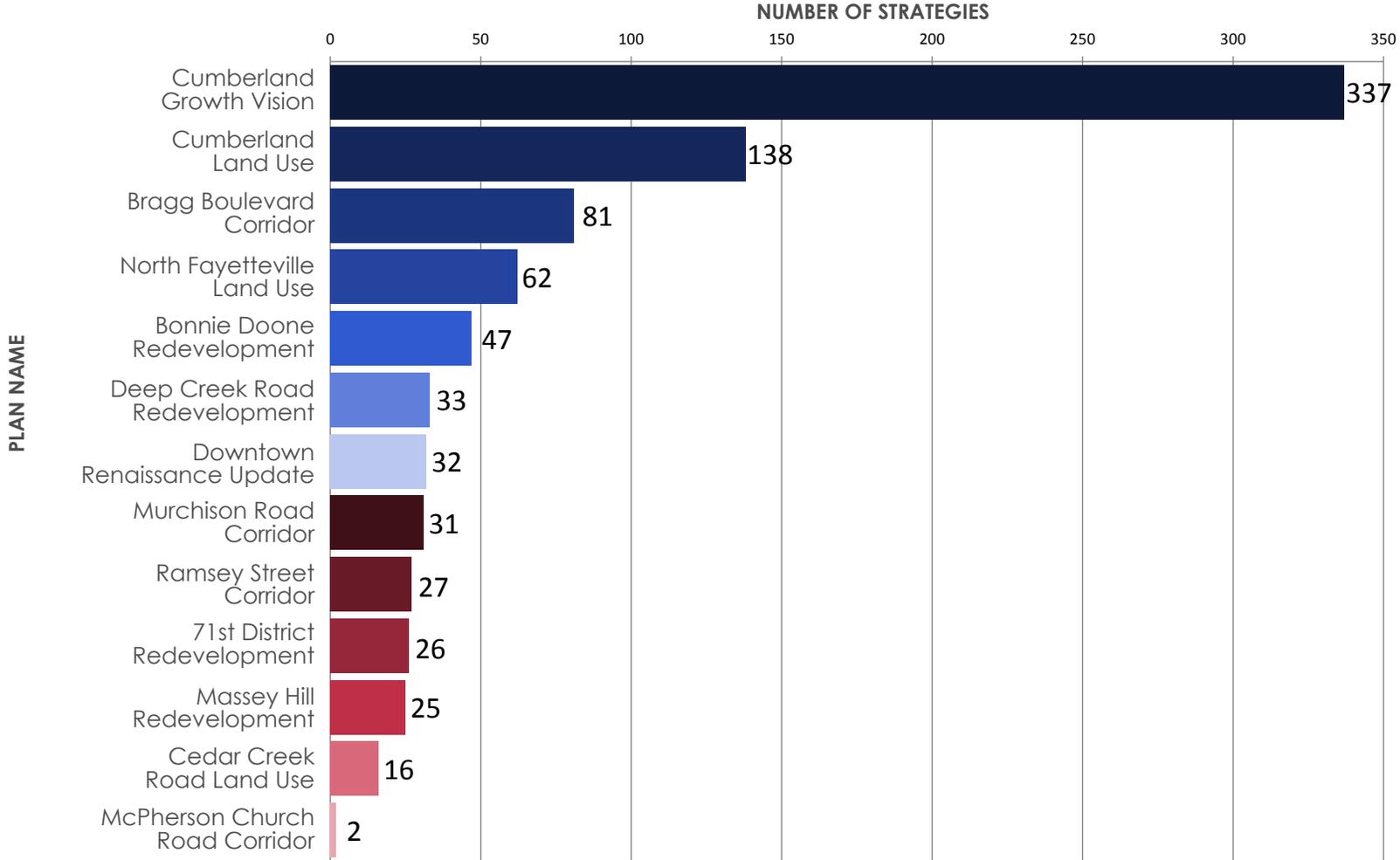
▼ TABLE 1 STRATEGY CATEGORY STATISTICS

PLAN TITLE	CHARACTER	LAND USE	LAND STEWARD.	ECON. DEV.	DOWNTOWN	INFRASTR.	TRANSP.	PARKS & REC.	SERVICES	ENGAGE/ COOPERATE	TOTAL
Cumberland County 2030 Growth Vision	22	66	13	11	0	3	5	5	2	11	337
Cumberland County 2010 Land Use	42	83	14	26	25	33	32	35	25	22	138
Cedar Creek Road Land Use	1	14	0	1	0	0	0	0	0	0	16
McPherson Church Road Corridor	0	2	0	0	0	0	0	0	0	0	2
North Fayetteville Land Use	13	18	0	4	0	4	13	4	6	0	62
Deep Creek Road Redevelopment	5	11	1	2	0	2	5	2	2	3	33
71st District Redevelopment	2	3	0	3	0	0	2	6	1	9	26
Massey Hill Redevelopment	2	13	0	0	0	0	4	4	2	0	25
Bonnie Doone Redevelopment	7	8	1	8	0	0	9	2	4	8	47
Murchison Road Corridor	3	18	0	1	0	1	5	1	1	1	31
Ramsey Street Corridor	7	6	0	5	0	0	7	1	0	1	27
Bragg Boulevard Corridor	10	15	0	1	0	3	48	4	0	0	81
Downtown Renaissance Update	0	0	0	0	32	0	0	0	0	0	32
TOTAL	114	257	29	62	57	46	130	64	43	55	857
% OF TOTAL	13%	30%	3%	7%	7%	5%	15%	7%	5%	6%	100%

Plan Inventory

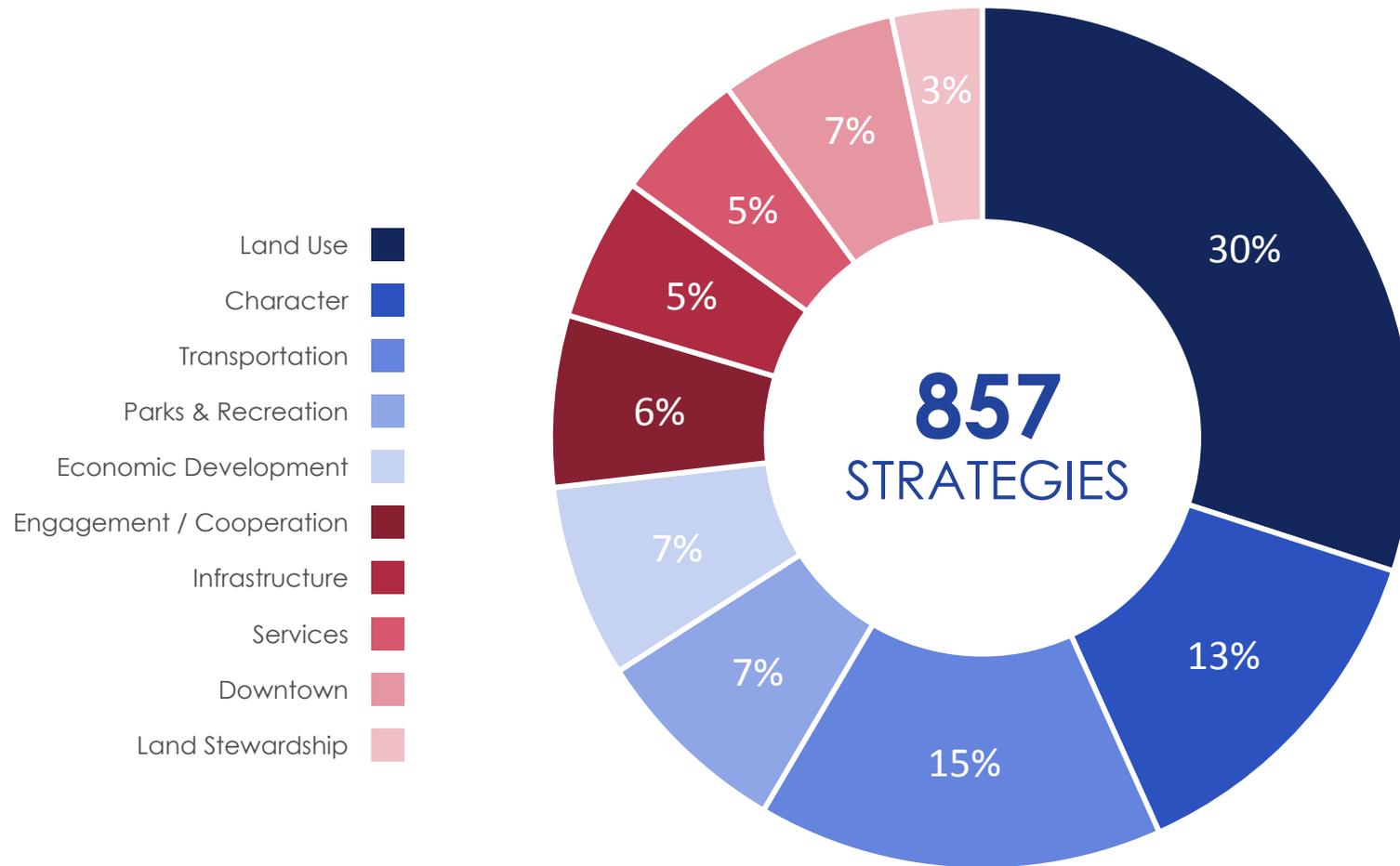
The number of strategies in each plan varies widely, ranging from a staggering 337 policy and action strategies in the Cumberland County 2030 Growth Vision Plan to just two action strategies in the McPherson Church Road Corridor Study. Land Use strategies make up the bulk of the inventory, with Transportation and Character strategies comprising just under a fifth of the inventory

▼ FIGURE 2 NUMBER OF STRATEGIES BY PLAN



each. Parks & Recreation, Economic Development, Engagement/Cooperation, Infrastructure, Services, Downtown, and Land Stewardship strategies each make up less than 10% of the inventory. This indicates that land use is the primary focus of the plans inventoried, and Transportation and Character are secondary focus areas of the plans.

▼ FIGURE 3 PERCENTAGE OF STRATEGIES BY PLAN CATEGORY





4 Plan Assessment

POLICY THEMES & RECOMMENDATIONS

Policy themes were identified by evaluating the inventory for recurring strategies and filtering inconsistencies. This section also provides recommendations to facilitate plan cohesiveness and to create a unified vision for Fayetteville.

POLICY THEMES

In addition to being separated by category, strategies were identified as either policies or more specific action-oriented recommendations. Policy strategies were analyzed for consistent and recurring themes. These themes are identified by categories established during the inventory. This exercise helps to make the 837 strategies from 13 plans less overwhelming and more manageable and digestible. The 80 policy themes identified within the 10 strategy categories are provided on the following page. The themes can inform future planning and implementation efforts, providing a gauge by which to measure policy decisions.

These policies can also be used to craft goals and implementation strategies for a Comprehensive Plan for the City, if so desired. This approach is outlined in more detail in Recommendation #3.



CHARACTER

1. Encourage adaptive reuse of large buildings.
2. Improve landscaping and streetscaping through retrofitting and redevelopment.
3. Utilize greenways, open space, and parks to help improve the appearance and property values of targeted areas.
4. Improve the appearance of the City's gateways with signage, landscaping, tree preservation, public art, buried utility lines, lighting, prohibition of noxious or visually unappealing uses, and development standards.
5. Engage in proactive code enforcement and mitigate blighting effects in fragile or sensitive neighborhoods.
6. Establish strong building design and sign standards to encourage high quality, attractive development, and redevelopment.
7. Preserve and protect historic and natural resources.
8. Protect the rural character of areas outside of the Municipal Services Area.
9. Incentive both residential and non-residential redevelopment, quality enhancement, and aesthetic improvements.
10. Create a community brand to visually incorporate throughout the City.



LAND USE

1. Focus growth and higher-intensity uses within the established Municipal Service Area, and protect agricultural lands and rural areas from the effects of sprawl.
2. Accommodate a variety of quality housing types for different incomes and stages of life, concentrating higher-density residential development near adequate infrastructure, transportation, and services.
3. Stabilize and enhance the housing stock within fragile or sensitive neighborhoods through new development, redevelopment, and unit rehabilitation.
4. Ensure that higher intensity development occurs where the utilities and road infrastructure can accommodate such uses, and focus such development at designated nodes to avoid strip commercial development along thoroughfare corridors.
5. Encourage compatible mixed-use development while discouraging incompatible uses from locating adjacent to established residential areas and promoting transitional zoning and buffering.
6. Engage in small area and neighborhood planning to maintain and enhance the unique identities of different areas of the City while integrating those areas into the overall urban fabric.
7. Encourage and incentivize the adaptive reuse of large vacant buildings.
8. Avoid or heavily mitigate development within environmentally sensitive areas and allow for the clustering of housing to protect such areas.
9. Utilize the Land Use Map for land use and zoning decisions.
10. Locate industrial development away from residential and environmentally-sensitive areas and in close proximity to transportation facilities and adequate infrastructure.
11. Be mindful of nearby military facilities and operations when making land use and development decisions.

LAND STEWARDSHIP

1. Protect and enhance the City's and County's natural resources.
2. Protect and enhance the urban tree canopy.
3. Establish a contaminated site clean-up program, and monitor contaminated sites.
4. Protect water quality through impervious surface reduction, stormwater mitigation, and innovative filtration technologies.
5. Attract "clean" industries.
6. Avoid or heavily mitigate development within environmentally sensitive areas.



ECONOMIC DEVELOPMENT

1. Diversify and strengthen the economic base with tourism, “clean” high-tech industries, small businesses, educational institutions, cultural amenities, and spaces for office and retail uses.
2. Provide nearby employment opportunities for fragile or sensitive neighborhoods.
3. Incentivize economic development, redevelopment, and industry that will provide jobs.
4. Set aside land specifically for industrial development.
5. Provide quality public schools, and work with employers and local educational institutions to provide training and workforce development opportunities.
6. View the City's character, appearance, natural resources, historic resources, cultural resources, and overall experience as economic development tools.
7. Promote a variety of attractive and quality housing options to attract both employers and employees to the City.
8. Incentivize the redevelopment of unused or underutilized sites throughout the City.
9. Balance robust economic development with aesthetic, environmental, transportation, and safety standards.



DOWNTOWN

1. Encourage a mixture of compatible uses that establish Downtown as the center of gathering, culture, and entertainment.
2. Improve the appearance and experience of Downtown with sidewalks, street trees, landscaping, lighting, street furniture, and signage.
3. Improve the appearance of the gateway corridors that lead to Downtown with streetscape improvements and development standards.
4. Support preservation, rehabilitation, and adaptive reuse to maintain the architectural and historic fabric of Downtown.
5. Strengthen and promote growth within adjacent neighborhoods and Fayetteville State University to increase the population and activity to support the long-term viability of Downtown.
6. Implement strategic catalyst projects to support Downtown's character and economic development.
7. Connect parks and public spaces within the Downtown to parks elsewhere in the City with greenway corridors.
8. Balance the pedestrian, vehicular, and public transit experiences within the Downtown.



INFRASTRUCTURE

1. Focus growth in areas where adequate utility infrastructure is present, rather than extending infrastructure.
2. Be mindful of adequate public facilities in planning for growth and evaluating proposed development. This includes utilities, schools, transportation facilities, emergency services, parks, and other services.
3. Work collaboratively with Cumberland County and its other communities to identify and implement the most cost-effective methods of water and sewer service provision.
4. Develop policies to work with developers to connect to nearby utilities and upgrade utility infrastructure capacity in identified future growth areas.
5. Manage stormwater regionally within drainage basins rather than on a site-by-site basis.
6. Utilize and frequently update the Capital Improvements Plan to appropriately fund future infrastructure expenses.
7. Provide infrastructure incentives as an economic development tool.
8. Make infrastructure improvements in fragile or sensitive neighborhoods as a catalyst for development and redevelopment.
9. Develop infrastructure standards for new development based on location.



TRANSPORTATION

1. Promote a safe and efficient multi-modal transportation network.
2. Complete the Cape Fear River and All-American Trails and enhance them with pedestrian and bicycle connections from surrounding areas.
3. Connect the City's transportation system to the regional and state-wide transportation systems.
4. Support transit effectiveness by focusing higher-intensity development around transit corridors and stops.
5. Promote access management and site interconnectivity along thoroughfares to improve traffic flow, safety, and corridor aesthetics.
6. Promote pedestrian and bicycle access in the vicinity of schools and adjacent neighborhoods.
7. Provide adequate transportation infrastructure in areas identified for growth and higher-intensity development.
8. Provide adequate lighting along thoroughfare corridors.
9. Improve pedestrian and bicycle connections between fragile or sensitive neighborhoods and nearby shopping, employment, and community facilities.



PARKS & RECREATION

1. Embrace parks and recreation facilities as a vital quality-of-life factor that also influences economic development.
2. Plan for and implement a network of parks, open spaces, and greenways to connect residential areas with schools, parks, service areas, downtowns, cultural resources, and other areas of interest.
3. Promote and facilitate neighborhood parks and open spaces.
4. Co-locate parks and recreational amenities with educational and other public facilities.
5. Provide parks and recreational facilities with both indoor and outdoor offerings that accommodate different age and ability groups.
6. Work collaboratively with Cumberland County to engage in parks planning and implementation.



SERVICES

1. Provide easily-accessed information about City services and tips for their efficient and effective use.
2. Expand senior citizen services and amenities.
3. Maintain and enhance the protection of public health and safety by engaging with citizens as well as monitoring and improving emergency response times.
4. Work collaboratively with Cumberland County to identify opportunities for service consolidation.
5. Provide enhanced police patrols and engagement, community clean-up events, and home ownership incentives or assistance within fragile or sensitive neighborhoods.



ENGAGEMENT

1. Work with the residents of fragile or sensitive neighborhoods to engage in community clean-up and beautification efforts as well as crime reduction techniques.
2. Work with faith-based and other non-profit agencies to provide services and resources to those in need and bridge economic gaps.
3. Provide easily-accessed information about local government and community services through all media outlets including television, radio, news media, the City's website, and social media outlets.
4. Encourage diverse citizen representation to serve on the City's advisory boards or within other community groups.
5. Work collaboratively with Cumberland County, surrounding communities, and military installations on matters of mutual interest such as land use and stewardship, services, and economic development.
6. Incentivize positive social programs that encourage economic stability, property maintenance, crime prevention, education, health and safety.
7. Promote citizen participation in the planning and development process and related activities.



RECOMMENDATIONS

Following review of the 837 strategies from 13 plans, determining categories, and analyzing the plans for consistency, there are five recommendations that can be addressed or started immediately by the City of Fayetteville. The five recommendations detailed below highlight what Development Services staff can do to foster more cohesiveness between the existing plans to create a unified vision for Fayetteville. On the following pages, a description for each recommendation along with responsible parties and suggested timelines for completion.

1 EVALUATE IMPLEMENTATION STATUS

2 UPDATE LAND USE MAP

3 COMPLETE A COMPREHENSIVE PLAN

4 ESTABLISH A QUALITY OF LIFE INDEX

5 CREATE AN ENGAGEMENT STRATEGY

1 EVALUATE IMPLEMENTATION STATUS

Purpose

The plans reviewed for this assessment span over four decades. This extended length of time indicates that strategies may have already been completed, may still be outstanding, or may no longer be relevant. Knowing each strategy's implementation status would assist the City in the establishment of priorities for the next 10-20 years. This evaluation will also help the City of Fayetteville plan for capital improvements.

Tasks

Using the inventory spreadsheet, the Development Services Department should work with other departments to ascertain the status for the action-oriented strategies. Each strategy should be identified as complete, partially complete, in process, no action taken, or no longer relevant. Special attention should be given to those strategies with "Development Ordinance" or "Zoning Map" as the mechanism for implementation. The City's development ordinance and zoning map should be reviewed to see if these strategies have been included.

Timeframe

2-3 months

2 UPDATE LAND USE MAP

Purpose

Of the 13 plans reviewed, some plans were general in geographic extent, focusing on Cumberland County as a whole, while other plans were neighborhood or corridor specific. The majority of these plans contained future land use recommendations. An comparative analysis of land use maps would facilitate the creation of a new cohesive and consistent land use map for the City to use in making land use and zoning decisions going forward.

Tasks

The Development Services Department should oversee the review of the land use maps contained in each plan with the aid of the City's GIS mapping system and Cumberland County parcel data in conjunction with the existing Cumberland County 2010 Land Use Map to highlight areas of conflict or transitional areas within the City. This task will help determine where land uses have trended in a different direction than originally envisioned. The City may also opt to utilize the services of a planning consultant to facilitate the process.

The City of Fayetteville should also break out its municipal influence area (MIA) from Cumberland County's Land Use Map, while still being mindful of the County's long-term land use goals. Fayetteville would also benefit from identifying character areas throughout the City and acceptable land uses and building patterns within those areas. This broader approach to land use could provide greater flexibility for acceptable uses dependent upon the character and infrastructure available in different areas.

It is recommended that the updated future land use map become part of a larger Comprehensive Plan for the City. However, the creation and adoption of a future land use map, along with the policy themes identified in this section, could potentially comprise an abbreviated, interim City of Fayetteville Land Use Plan, that could eventually be incorporated as a component of a Comprehensive Plan at a later date.

Timeframe

4-6 months (update every 5 years)

3 COMPLETE A COMPREHENSIVE PLAN

Purpose

A new Comprehensive Plan for the City would be the most effective method to compile existing conditions, establish long-term goals, and update strategies in a cohesive manner. As employee attrition occurs, the experiential knowledge of past planning efforts also departs, leaving new staff to review all of the existing plans for guidance on next steps and priorities. Having an updated Comprehensive Plan will contribute to greater consistency and efficiency. A Comprehensive Plan also provides contextual and consistent goals and strategies for the entire City in one document, rather than the approximately 40 documents that exist now.

Tasks

The completion of a Comprehensive Plan can be coordinated by the Development Services Department with collaboration from a steering committee comprised of City staff, elected officials, and/or community leaders. The City may also opt to utilize the services of a planning consultant to facilitate the process.

Updated city-wide demographic, housing, and economic data should be produced as part of the

background information. Maps should depict all existing environmental factors, land use, development patterns, infrastructure, parks, and public facilities. The process should also incorporate a public input phase utilizing a survey and community meetings to gauge if sentiments documented in previous efforts remain relevant.

The Comprehensive Plan should include all components that affect the long-term growth and development of the City, following the policy theme categories identified in previous plans. These components may include character, land use and growth management, land stewardship, economic development, infrastructure, transportation, services, parks & recreation, and community engagement. The plan may also have specific focus areas, such as downtown, major corridors, or neighborhoods. The document should also contain an implementation framework to consult during capital improvements planning and annual budget planning.

Timeframe

12-18 months (update every 5-10 years)

4 ESTABLISH A QUALITY OF LIFE INDEX

Purpose

Many of the recommendations in 13 plans included in this assessment discussed fragile or sensitive neighborhoods, community capital, and bolstering economic development. Since these plans span four decades, baseline information has most likely changed. To allow for further analysis of neighborhood conditions and a way to measure change over time, it is recommended that a Quality of Life Index be created for Fayetteville.

Tasks

The City can use any geographic divisions it chooses, such as census tracts, quadrants, sectors, or even neighborhoods to assess the quality of life. Within these areas, information can be gathered on income, crime, code violations, number of businesses and houses, vacancies, environmental criteria, infrastructure condition, and other quality of life factors. This allows Fayetteville to determine their own criteria, based on goals and important factors to the City's growth. Once determined, baseline information can be gathered and grouped by geographic division. This provides measurable outcomes and can highlight areas that need prioritized and targeted attention.

The index should be created and maintained by the Economic and Community Development Department with a committee comprised of representatives from pertinent City departments, members of the Redevelopment Commission, and other community advocates. Each department would be responsible for updating its applicable data. For instance, the Public Works department can determine and update information about infrastructure.

Timeframe

1 year (update every 2-5 years)

5 CREATE AN ENGAGEMENT STRATEGY

Purpose

The majority of the plans reviewed highlight the need for social programs and education for residents within specific neighborhoods. In order to provide information about available resources, to help with collecting further qualitative neighborhood information, and to involve citizens in planning and implementation efforts city-wide, an engagement strategy for the City should be created.

Tasks

The clearinghouse of resident resources that already exists through the Economic & Community Development Department can be expanded and updated regularly to ensure applicability. The engagement strategy could also include regularly scheduled community meetings, lunch-and-learn sessions, webinars, social media, printed materials, or other similar outreach method(s) that address multiple themes or one theme at a time.

The engagement strategy can be implemented by a public information officer or communications specialist or a designated staff member within the Economic &

Community Development Department. Another option is to assign sectors or neighborhoods of the City to different staff members within the Economic and Community Development Department. Targeted outreach can start within the first year, with city-wide updates occurring on a regular basis. This is a long-term, evolving strategy that will need regular organization and input updates as issues arise.

Timeframe

4-6 months (annual updates)





A Appendix

APPENDIX: INVENTORY SPREADSHEET

This appendix contains the plan inventory spreadsheet sorted by strategy category. The spreadsheet contains the plan title, primary and secondary categories, strategy type, implementation mechanisms, and any relevant notes.

SPREADSHEET KEY

Below are the descriptions of how each of the strategies are organized and categorized.

PLAN TITLE

The plan title column contains the name of the plan from which the strategy was extracted.

- Cumberland County 2010 Land Use Plan - 1996
- Cumberland County 2030 Growth Vision Plan - 2008
- Cedar Creek Road Land Use Plan Re-evaluation - 1987
- McPherson Church Road Corridor Study - 2000
- Deep Creek Road Redevelopment Plan - 2002
- 71st District Community Redevelopment Plan - 2002
- North Fayetteville Study Area Land Use Plan - 2003
- Massey Hill Community Redevelopment Plan - 2003
- Bonnie Doone Redevelopment Plan - 2003
- Murchison Road Corridor Plan - 2008
- Ramsey Street Corridor Plan - 2008
- Bragg Boulevard Corridor Plan - 2012
- Downtown Renaissance Plan Update - 2013

PRIMARY & SECONDARY CATEGORIES

Each strategy is categorized for analysis. Every strategy has been assigned a primary category, while only some of the strategies also had secondary categories for cross reference purposes. Each strategy fits into one or more of the following categories:

- Land Use
- Land Stewardship
- Economic Development
- Downtown
- Infrastructure
- Transportation
- Parks & Recreation
- Services
- Engagement/Cooperation

STRATEGY TYPE

Strategies were also identified as either policy-oriented or action-oriented.

- Policy - involve support, study, encouragement, involvement, promotion, or policy
- Action - involve acquisition, construction, creation of regulations, creation or establishment of programs, or steps within a larger process

MECHANISMS FOR IMPLEMENTATION

Several mechanisms for implementation were also identified including the following

- Position
- Process
- Programs
- Code of Ordinances
- Development Ordinance
- Zoning Map
- Capital Improvements

NOTES

A column was provided for notes to identify possible contradictions, applicability to Fayetteville (if part of a County Plan), mapped specific locations related to the strategy, or phases of an overall implementation plan. This space can be used at a later date to identify implementation status of each strategy, following the recommendations of this report.

