

CITY OF FAYETTEVILLE

RAMSEY STREET CORRIDOR PLAN

DRAFT SUMMARY REPORT
JANUARY 2009



LandDesign™

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I CORRIDOR CONDITIONS, ISSUES AND PLAN FRAMEWORK

A. INTRODUCTION

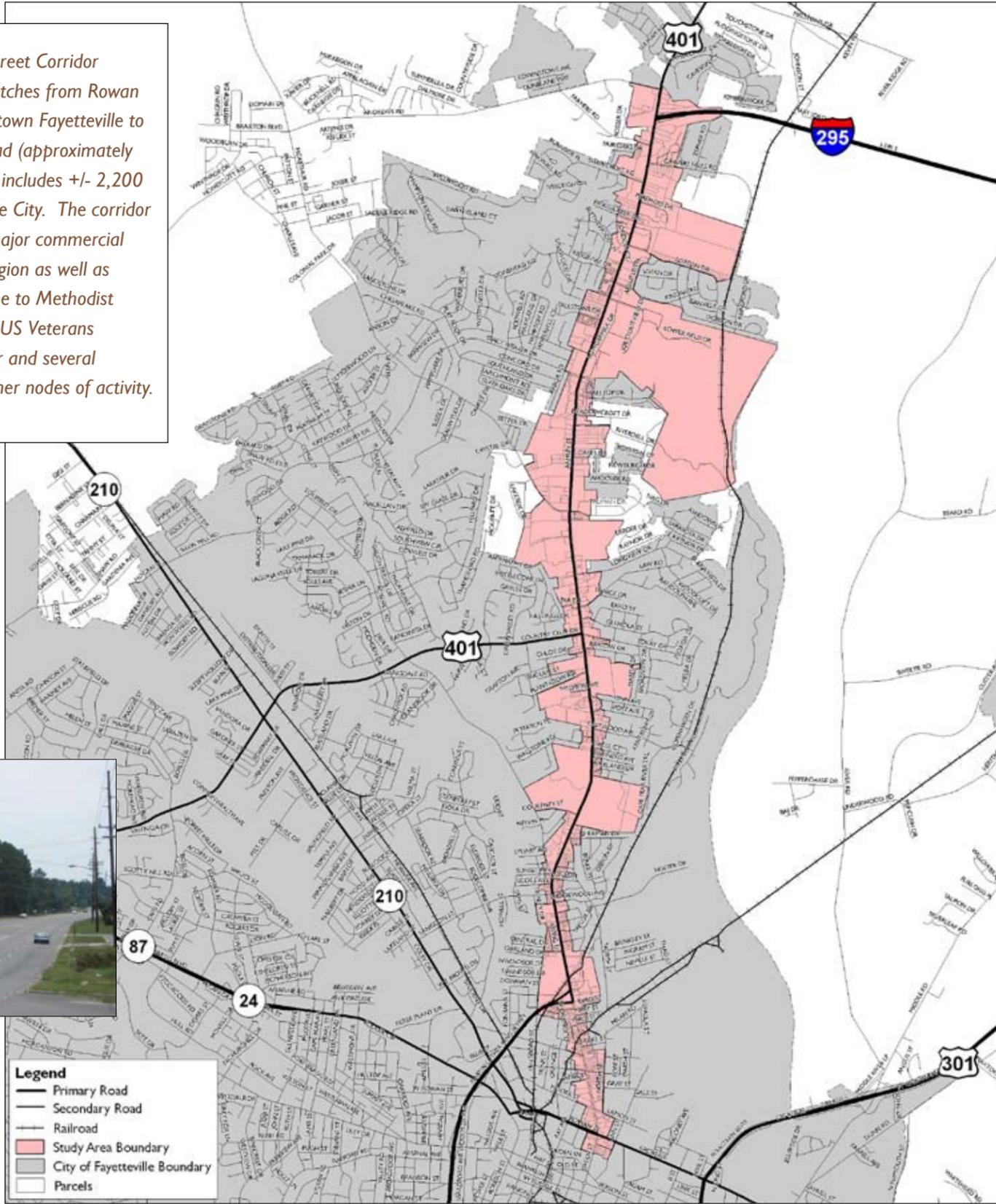
Ramsey Street is the primary roadway corridor serving residential neighborhoods, businesses and other activity nodes found within the northeastern portion of the City of Fayetteville. It is also an important gateway into the City and Downtown.

To ensure the continued health and vibrancy of the neighborhoods and commercial areas within and surrounding the corridor, the City of Fayetteville commissioned LandDesign to assemble a plan with the twin goals of:

- (1.) Establishing a guide for land use, development character and the timing of future growth; and,
- (2.) Identifying key improvement efforts along the corridor needed to enhance the overall character and quality of Ramsey Street for many years to come.

Over a six month period commencing July, 2008, LandDesign worked alongside the community to identify issues and priorities for the corridor, establish a broad planning vision and framework to guide future growth decisions, assemble a series of corridor plan alternatives, and select and refine a final plan vision for adoption. The following summary report recaps the process and results of this effort.

The Ramsey Street Corridor study area stretches from Rowan Street in downtown Fayetteville to McCloskey Road (approximately 6.5 miles) and includes +/- 2,200 acres within the City. The corridor is one of the major commercial areas in the region as well as serves as home to Methodist University, the US Veterans Medical Center and several schools and other nodes of activity.



Views of Ramsey Street - South...



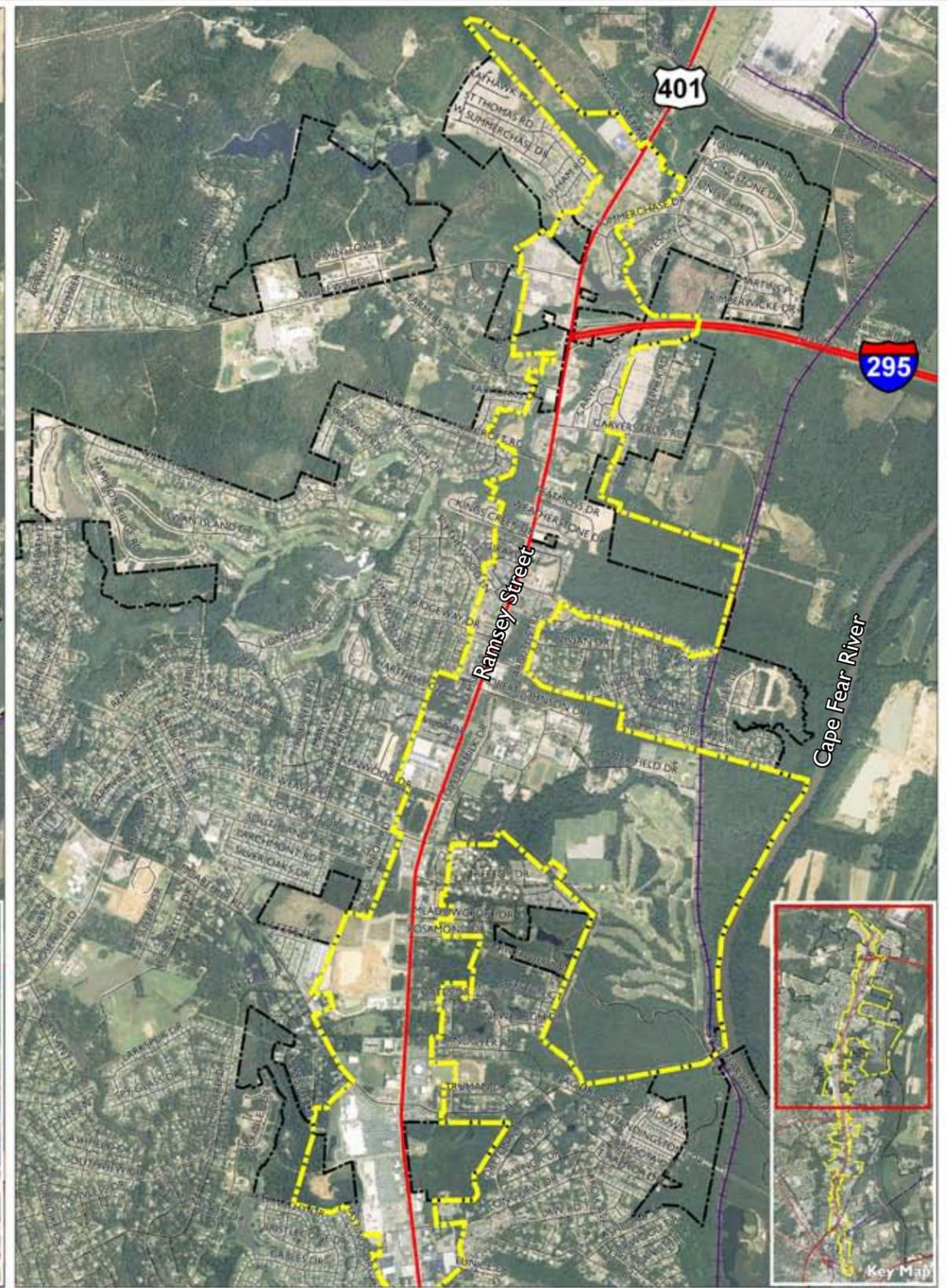
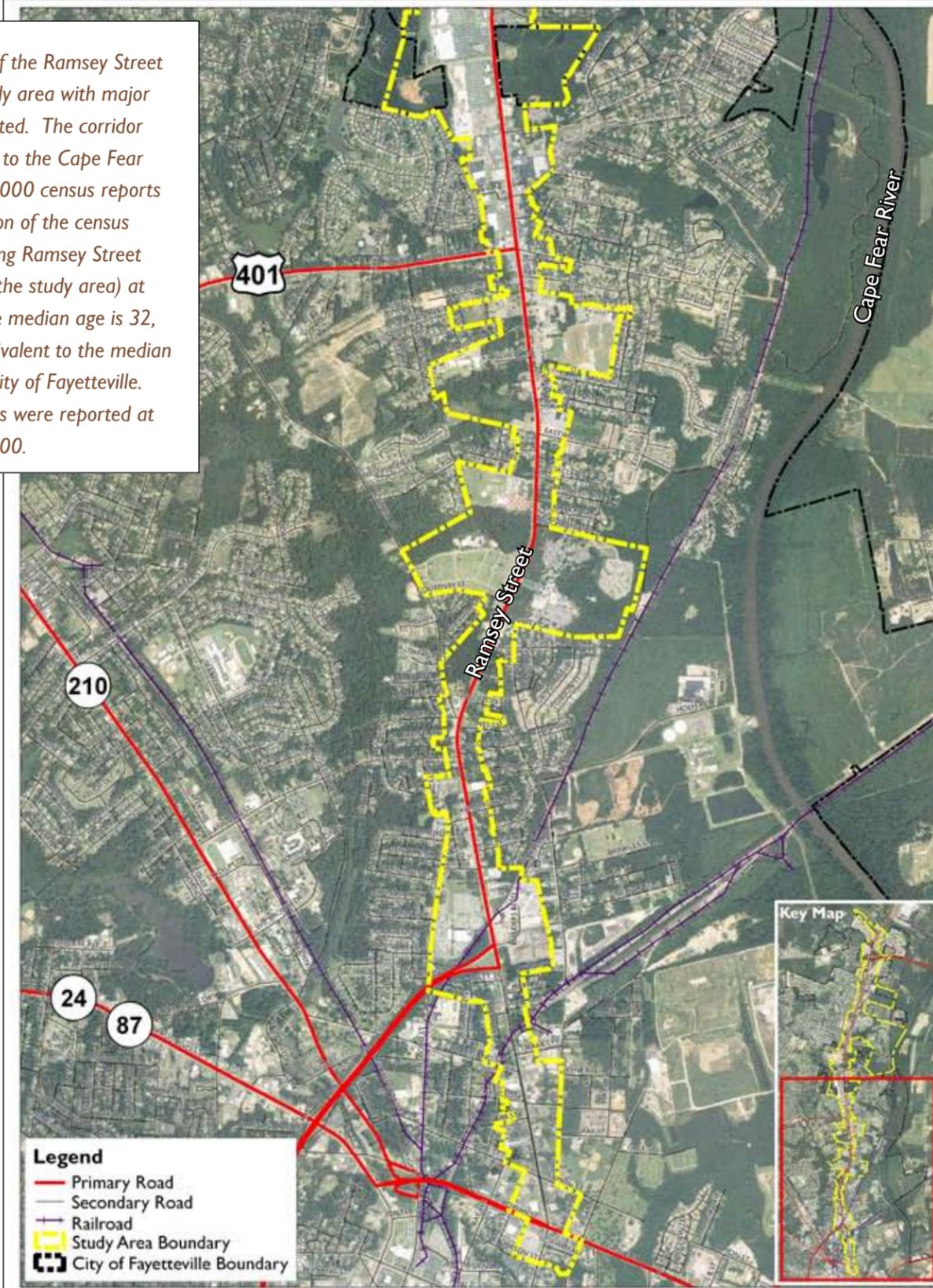
Central...



...and North.

Work and recommendations presented herein considered only existing data and reports as well as direct involvement and feedback by the community. Commercial market analysis, traffic modeling and other detailed studies were not part of this initial effort.

Aerial view of the Ramsey Street Corridor study area with major roads highlighted. The corridor runs parallel to the Cape Fear River. The 2000 census reports the population of the census tracts abutting Ramsey Street (inclusive of the study area) at 30,609. The median age is 32, which is equivalent to the median age for the city of Fayetteville. Housing units were reported at 11,651 in 2000.



I CORRIDOR CONDITIONS, ISSUES AND PLAN FRAMEWORK

B. LAND USES AND DEVELOPMENT PATTERNS

The Ramsey Street Corridor presents an assemblage of several land use types, which on balance, have helped create a stable and attractive corridor with many positive attributes (refer to Page 4 inset). Institutional (35.93%, inclusive of Methodist University), commercial (15.45%) and single-family residential (12.49%) comprise a majority of active land uses found within the study area. Several pockets of vacant land are also observed, especially in the north.

Ramsey Street's pattern of land use varies throughout the corridor. Older commercial and housing stock is arranged in a more compact, "urban" organization around downtown. Once beyond MLK Boulevard (Business 401 Route), land use arrangement gives way to a series of neighborhood clusters organized around public facilities and amenities. Country Club Drive (401 By-Pass) serves as a major transition

point, ushering in a series of older (to McArthur Road) and newer commercial strip and big box development. This area is the commercial retail nexus for Ramsey Street and the northern portion of the City. The green open spaces of Methodist University bring forward a transition into newer suburban residential neighborhoods (College Lakes, Kinwood, Kings Grant, Greystone Farms), with multi-family lining Ramsey Street in many locations and giving way to lower density, single family housing along either side. The extension of I-295 and the Fayetteville Outer Loop presents an important new transportation node in the northern portion of the study area, one that is anticipated to enhance regional connectivity but also place increased development pressure around the interchange and north beyond the study boundary.

The Cape Fear River and its respective greenway trail and adjacent

Clark Park are the primary environmental and recreational amenities in the area.

Much like the spatial arrangement of uses, the visual pattern of land uses along the corridor varies. The more traditional and older neighborhoods from downtown to Country Club Drive tend to have building massings and uses oriented directly towards Ramsey Street, creating at times a stronger sense of street presence, enclosure and visual interest. By comparison, large expanses of open parking supporting set back commercial retail line large portions of Ramsey Street from Country Club Drive to Methodist University. These areas tend to feel more cluttered, disorganized and automobile oriented. Areas north of Methodist University tend to have development set back from the road and offer more green edges and visual interest.



Institutional Uses



Open Space and Park Uses



Residential Uses



Industrial Uses

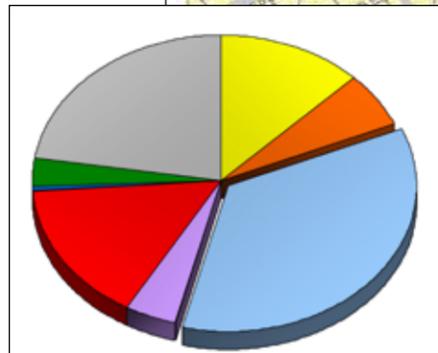


Commercial Uses

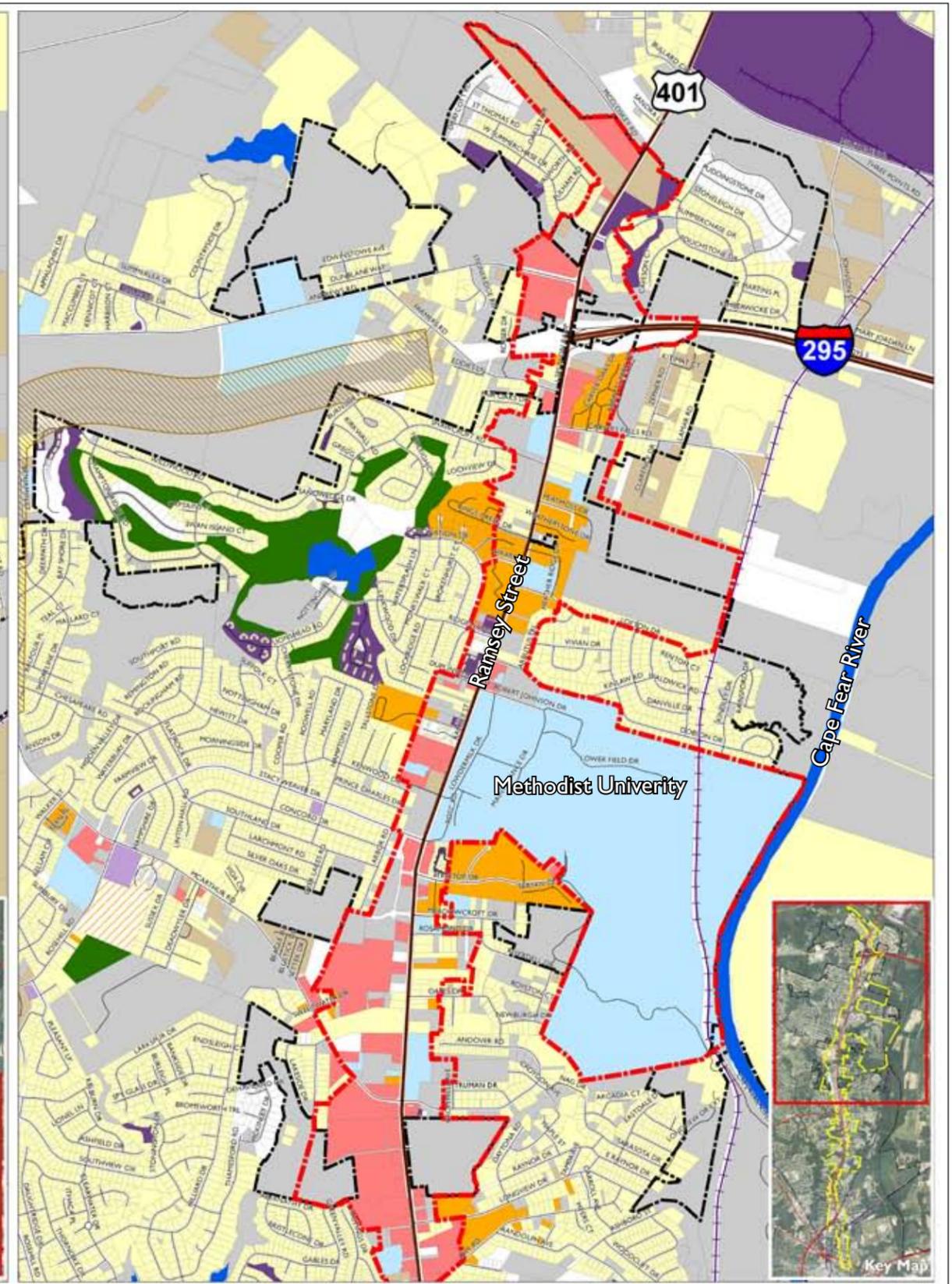
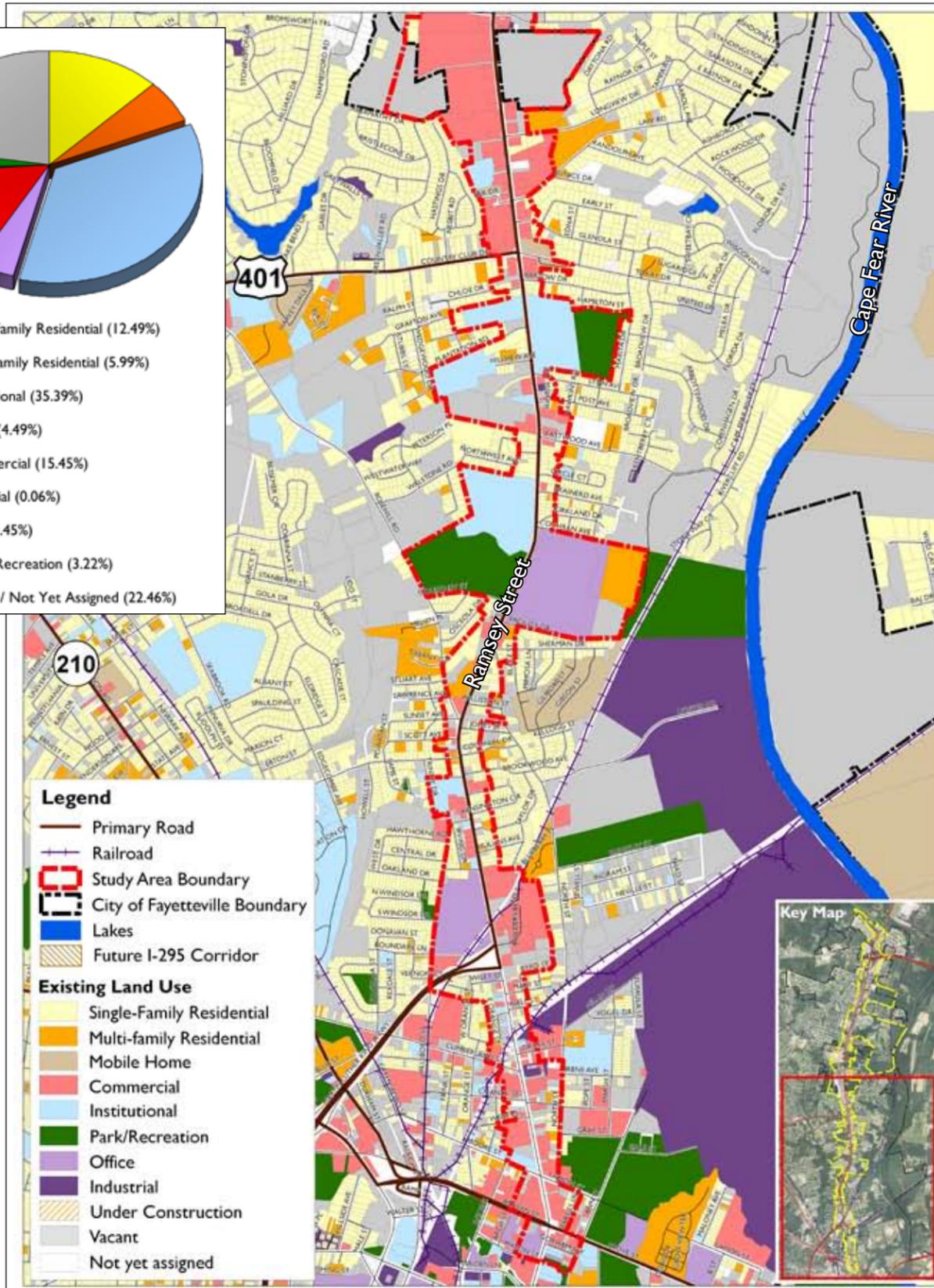


Office Uses



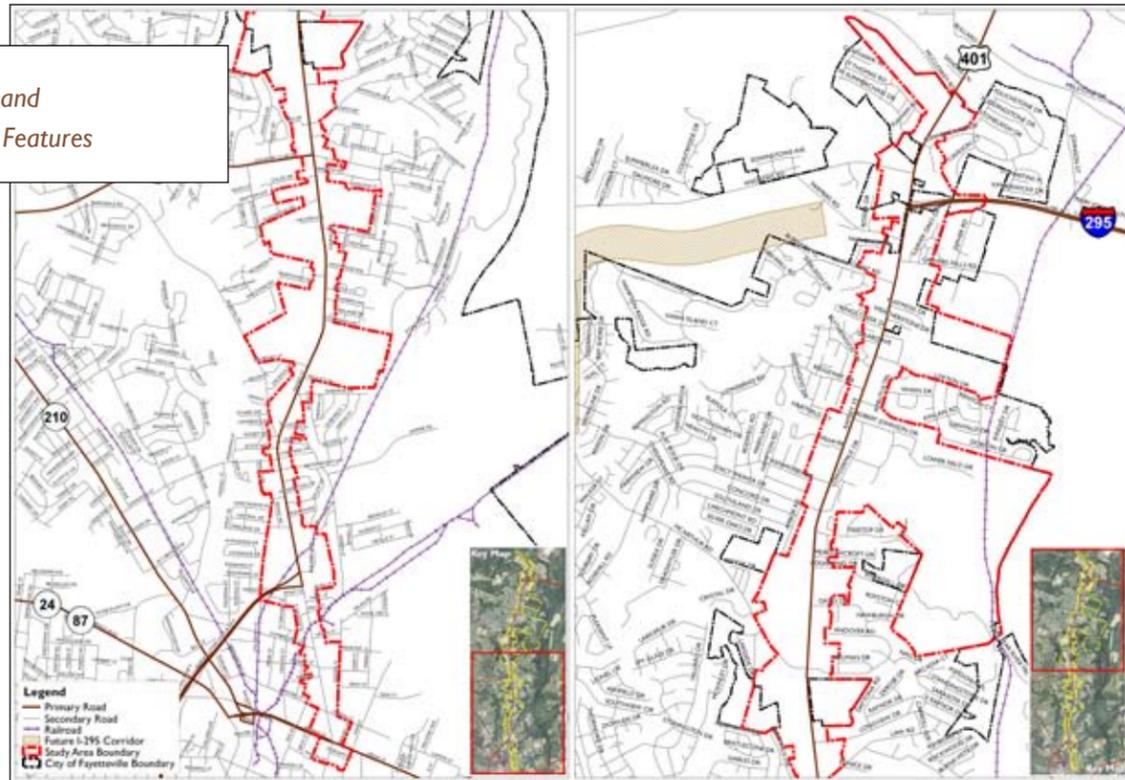


- Single Family Residential (12.49%)
- Multi-Family Residential (5.99%)
- Institutional (35.39%)
- Office (4.49%)
- Commercial (15.45%)
- Industrial (0.06%)
- Lake (0.45%)
- Park / Recreation (3.22%)
- Vacant / Not Yet Assigned (22.46%)

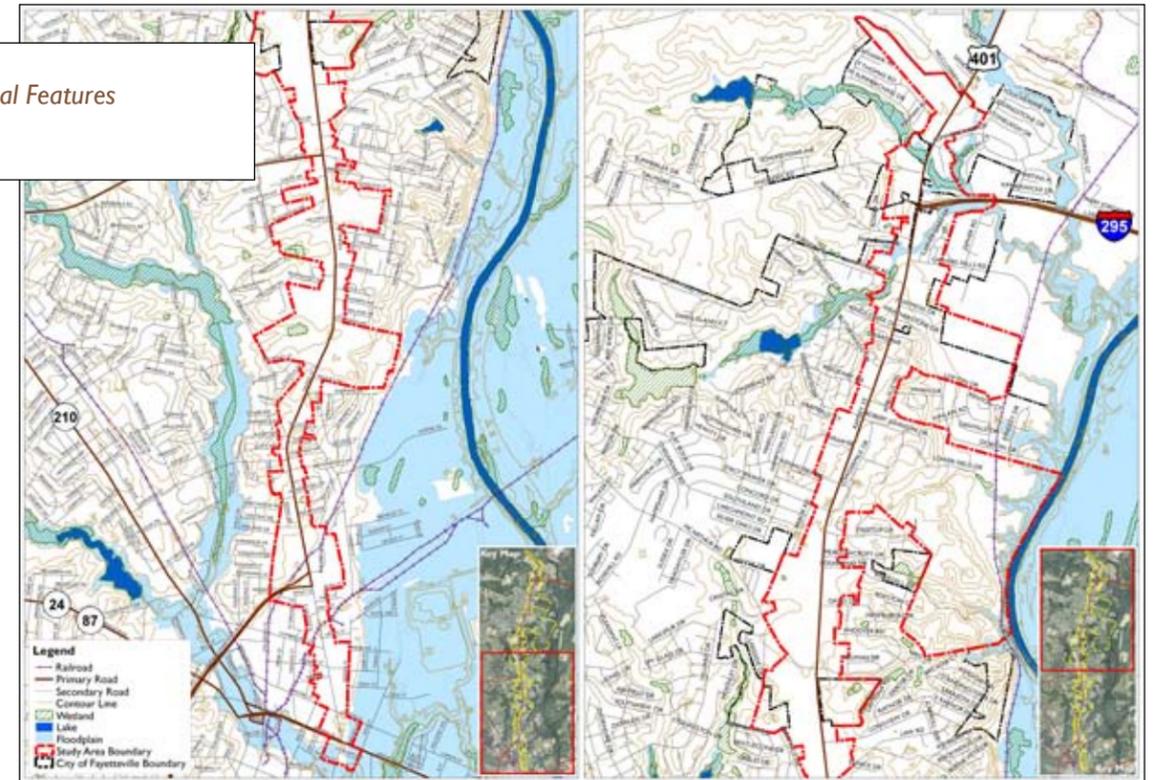


CORRIDOR CONDITIONS, ISSUES AND PLAN FRAMEWORK

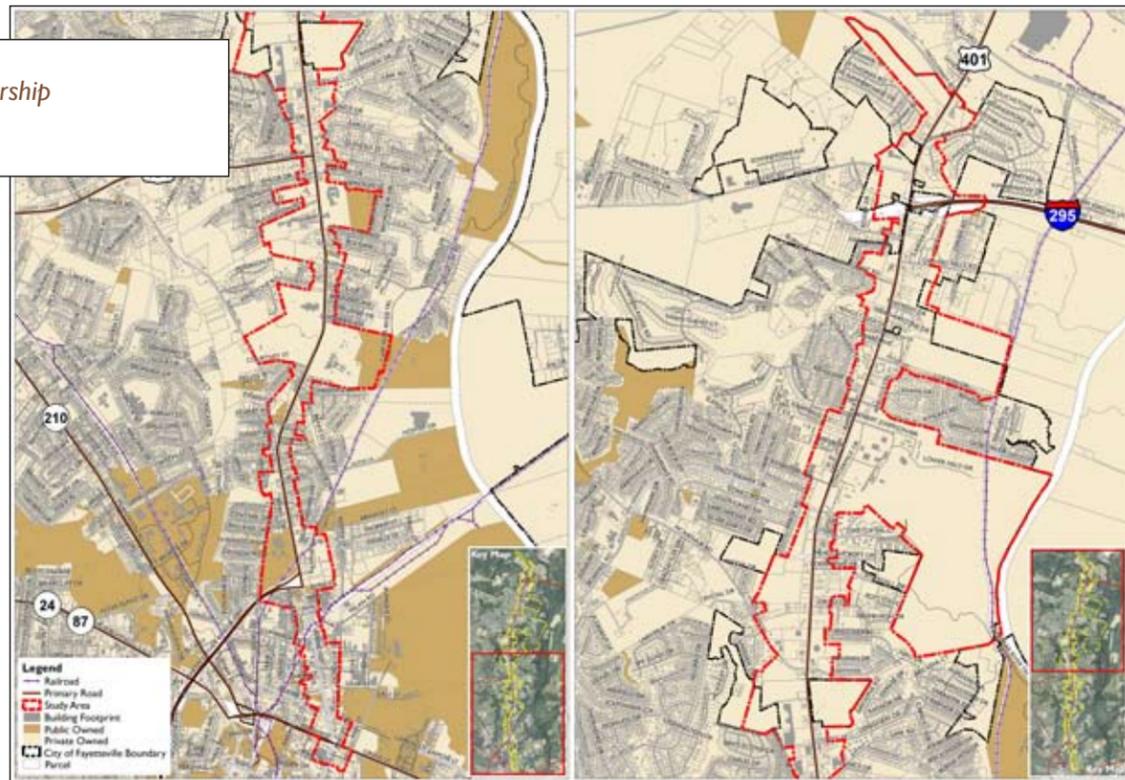
Primary Roads and Transportation Features



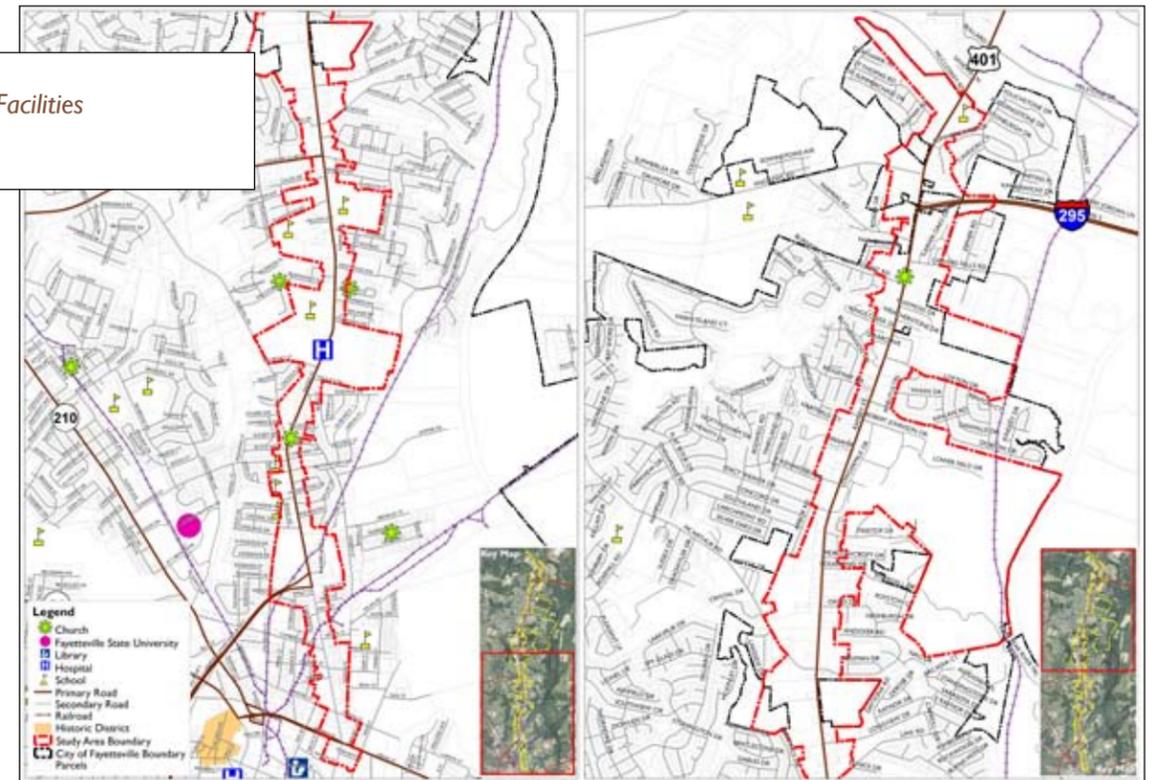
Environmental Features



Property Ownership



Community Facilities



C. PUBLICLY DEFINED ISSUES, PRIORITIES AND INTERACTION

A collaborative, open process is an important hallmark of this planning effort; the plan result presented herein could not have been achieved without active engagement and participation by residents, business owners, elected representatives, City staff and others in the community.

Three public opportunities for community interaction and participation were held. The first of these was conducted as an evening meeting on August 14, 2008. This meeting was designed to initially introduce and engage the community in the planning process and early data collection results as well as find out from those in attendance important issues, aspirations and priorities. A total of 110 individuals attended this first meeting. Intersection signalization, a need for a broadening of corridor connectivity and recreational features, commercial land use issues and others topics were all primary areas of discussion. The public also provided direction to ensure suggested improvements along the corridor were included and coordinated with NC DOT plans for safety and access improvements being prepared for Ramsey Street between Country Club Drive and I-295. The feedback collected from this meeting served as the foundation for development of the plan's framework—the broad goals and elements from which initial land use plan concepts were drawn.

Following framework preparation, a three-day design workshop (design charrette) was held between September 2 through 4. This collaborative workshop was organized to develop feasible, creative land use alternatives and related concepts in a series of focused sessions. Over the three-day period, the planning team worked closely with City staff, the Ramsey Street Corridor Task Force and community members to generate a series of concepts and ideas for review and assessment. The charrette process welcomed more than 45 participants over the three-day period.

A final public workshop was held on October 30 where draft plans were presented to the community for consideration and comment. Over 95 people attended this third and final meeting, providing comments and overall support for draft plan elements presented as part of five poster sized graphics.

Issue / Concern	Votes
Stoplight at Shawcroft Road	16
Parks; encourage communities with community parks; large park with recreational facilities, especially tennis courts	11
How to blend DOT study with Ramsey Street Corridor Study	11
Future of empty big boxes	9
Study alternative transportation; bikes, buses, electric cars, pedestrians, bus lanes	7
Connect existing pedestrian facilities; encourage bike riding and walking by connecting and widening sidewalks	5
Study pedestrian bridges at strategic locations	5
Traffic lights need to be timed long enough to cross	5
Address speed on corridor (45 mph is ok)	4
Support landscaped medians; access control, pedestrian safety	4
Consider architectural standards	4
Consider older neighborhoods for improvements in the southern portion of the study area	4
Hotel services around hospital	4
Public safety / crime a concern; Wal-Mart kidnapping, fire station in north	4
Council to be receptive	3
Lots on Stacy Weaver for public park	3
Improved pedestrian facilities	3
Parking lot controls; code enforcement	3
Consider mixed-use development	3
Balanced and creative approach to solutions	2
Sewer lines – when?	2
Bury power lines underground	2
Don't raise taxes	2
Traffic light at Summerchase	2
Improve traffic access to currently empty properties	2
Pedestrian bridge / Drop-off in southbound lane at Reid Ross	1
Signage regulations	1
Suggestions must consider funding sources	1
Is planning study schedule too rushed	1
Improve lighting along Ramsey Street to cut down crime	1
Strong east-west connections to Cape Fear River Trail with traffic controls	1
No commercial development in specified neighborhoods	1
Bike lanes	1
Condemn / destroy units not up to code that city takes ownership	1
Marriage of/to DOT plans is paramount	1
Consider residential conversion to commercial	0
Strategic areas to be identified for TND	0
Plan to be implemented and adhered to	0
No hotel services around hospital	0
Address trailer parks in future land use policy	0
Sense of community within corridor	0
Suggest rules for certain private land	0
Study preservation of single-family detached units along corridor	0
Condemn the trailer park on Tokay Drive next to Walgreens	0

Community identified issues and priorities as part of the August 14 meeting. Each issue and priority is presented along with the corresponding number of dots placed by community members at the end of the meeting. Issues and priorities receiving zero dots during the public meeting are included in this tally since these were identified by community members during the open discussion.



110
45
95

- Public Meeting 1
- Charrette and Public Meeting 2
- Public Meeting 3

One of five poster sized graphics presented on October 30 showcasing draft plan elements. Over 250 residents participated in the overall planning process as part of three public work sessions.

Make use cluster tied to the character and function of Methodist University. Introduction of a shopping district to the network. Drive for expansion of professional office, restaurants, theater, commercial areas, and a hotel.

New signalized intersection with enhanced pedestrian facilities.

Organization of mixed-use urban form and new development along existing street corridor connects between parcels.

New signalized intersection with enhanced pedestrian facilities.

NC DOT median and access improvements along Ramsey Street (Country Club Dr. to I-295).

Acquisition of 11-40 acre site as a new mixed-use development with residential emphasis focused around a community park.

Higher density uses surrounding commercial mixed use.

Adaptive reuse of the Wal-Mart and Hanesold. Adaptive reuse and conversion designed to create a walkable mixed-use office and retail development organized to reinforce a tradition of providing retail services. Land assembly to improve site organization.

Adaptive reuse of the Roper Discount Store as a community support use. Land assembly to improve site organization.

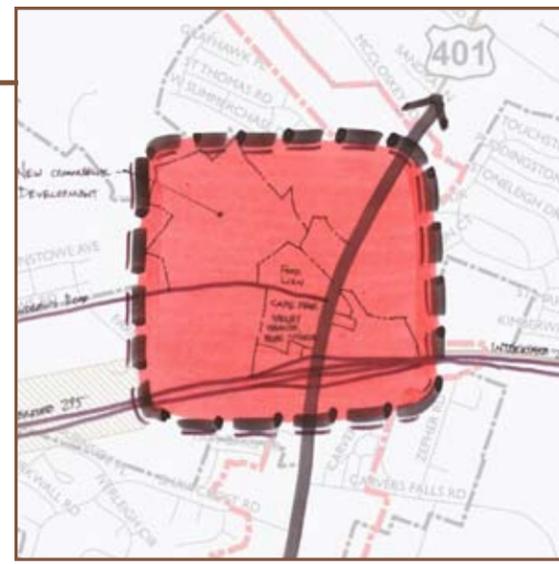
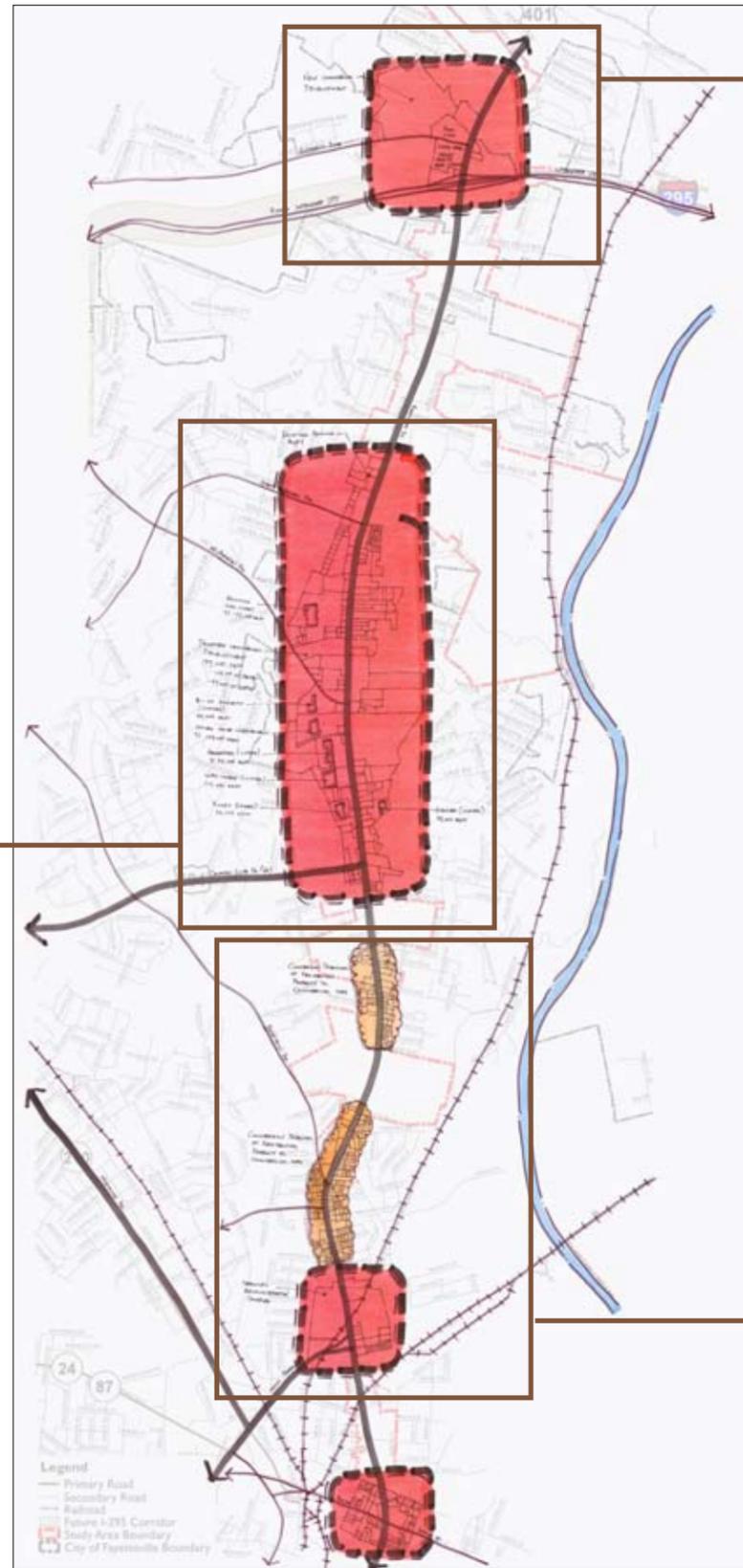
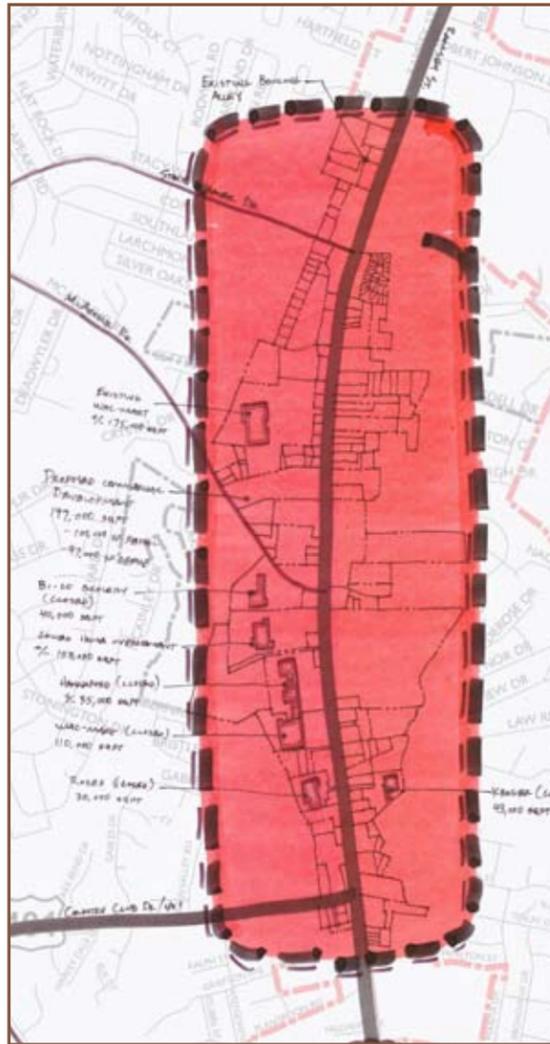
Gateway and corridor beautification elements.

CITY OF FAYETTEVILLE
RAMSEY STREET CORRIDOR PLAN

FOCUS AREA
ILLUSTRATIVE PLAN

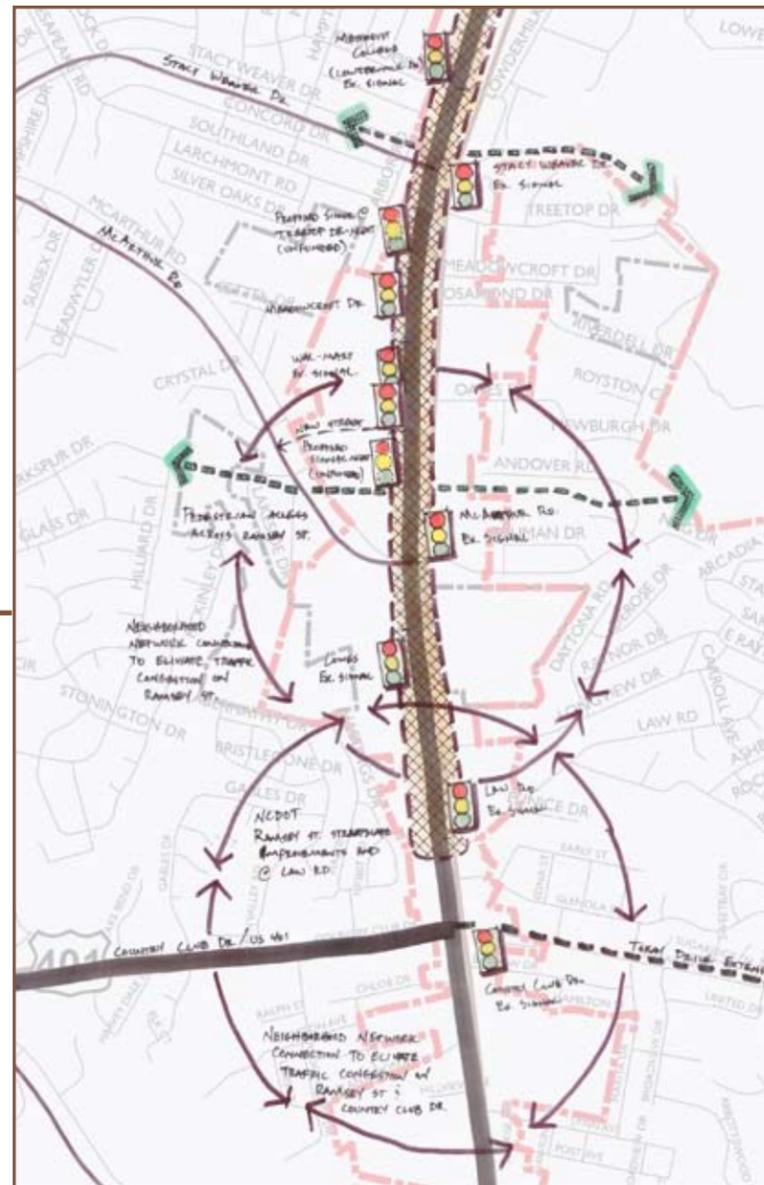
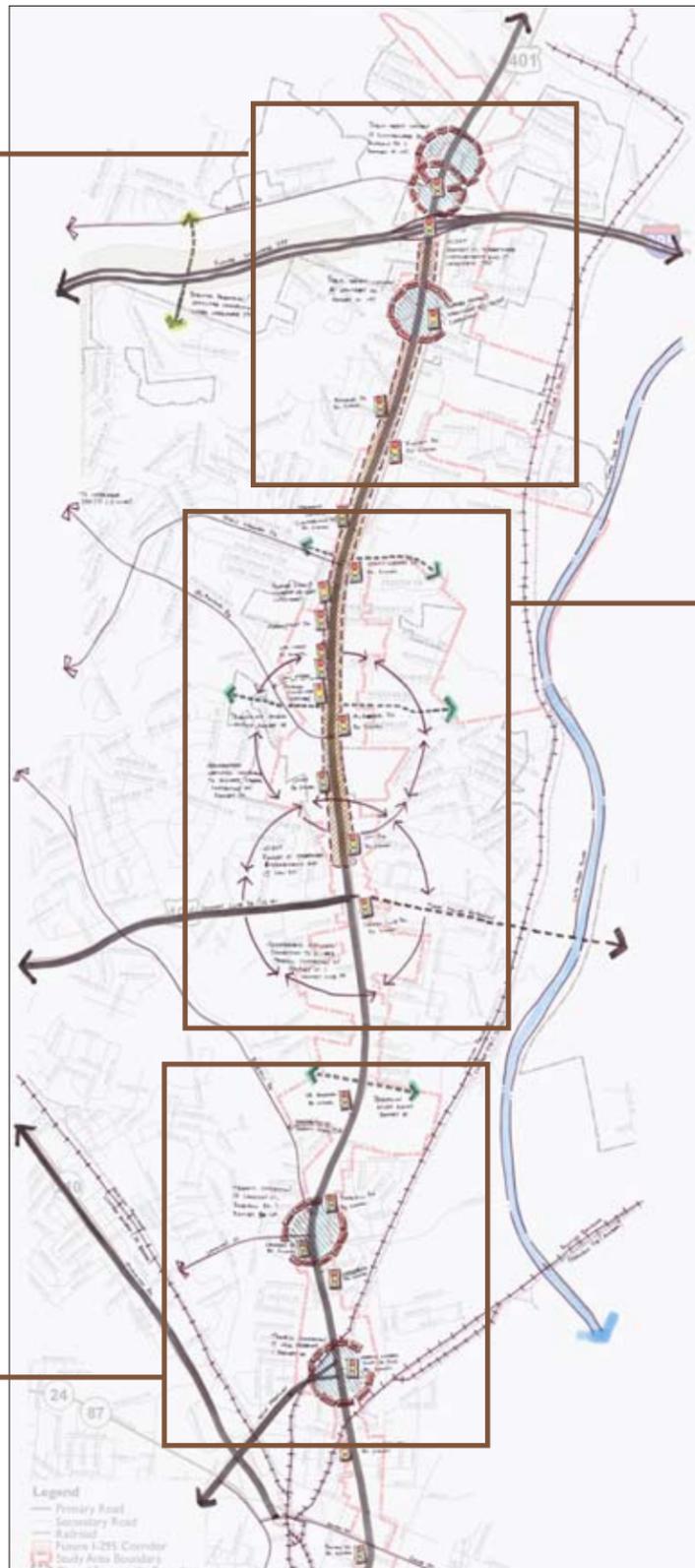
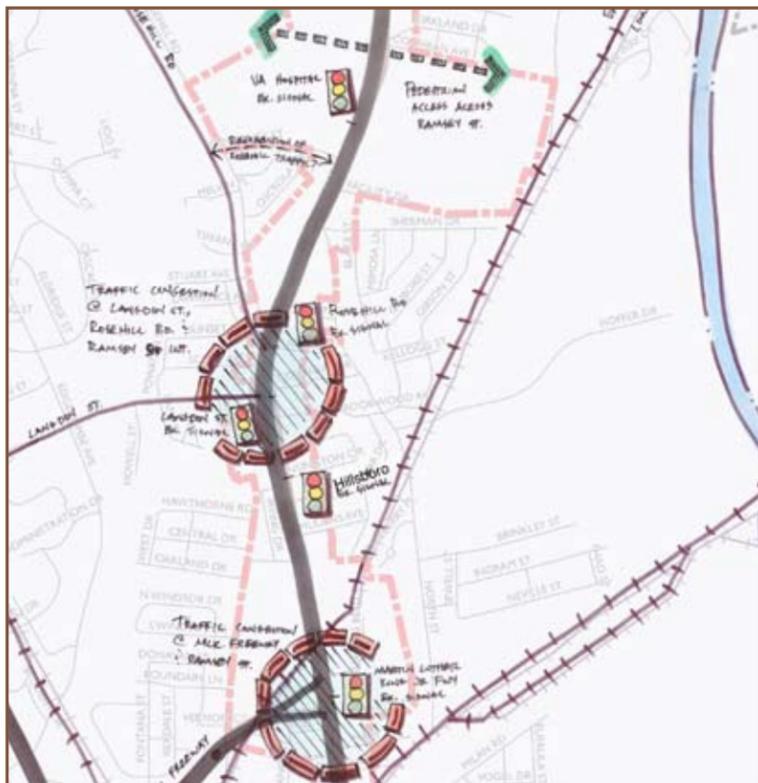
I CORRIDOR CONDITIONS, ISSUES AND PLAN FRAMEWORK

Community generated economic issues and concepts as part of the Planning Charrette, September 2 through 4, 2008. Community feedback as part of this effort was to limit expansion of commercial activities to those areas primarily serving in this capacity (shown in red).



Expanding connectivity to area parks and public facilities—especially the Cape Fear River Trail—was a high priority for the community.



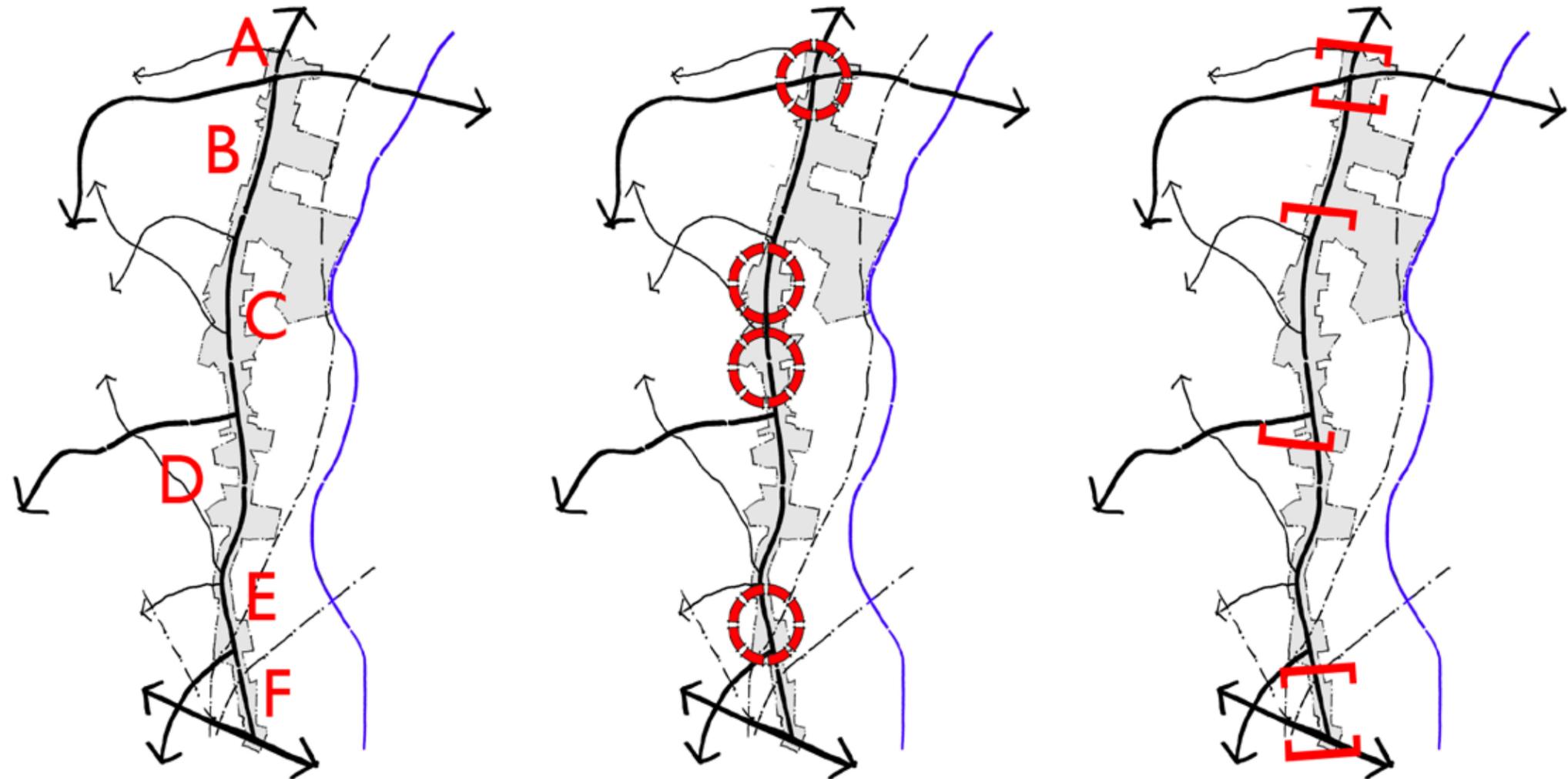


Community generated transportation issues and concepts as part of the Planning Charrette, September 2 through 4, 2008. Transportation issues were critical to the community, with many looking to add signalization, improve connectivity of the street network, reduce congestion and provide other improvements along the corridor.

I CORRIDOR CONDITIONS, ISSUES AND PLAN FRAMEWORK

D. PLAN FRAMEWORK

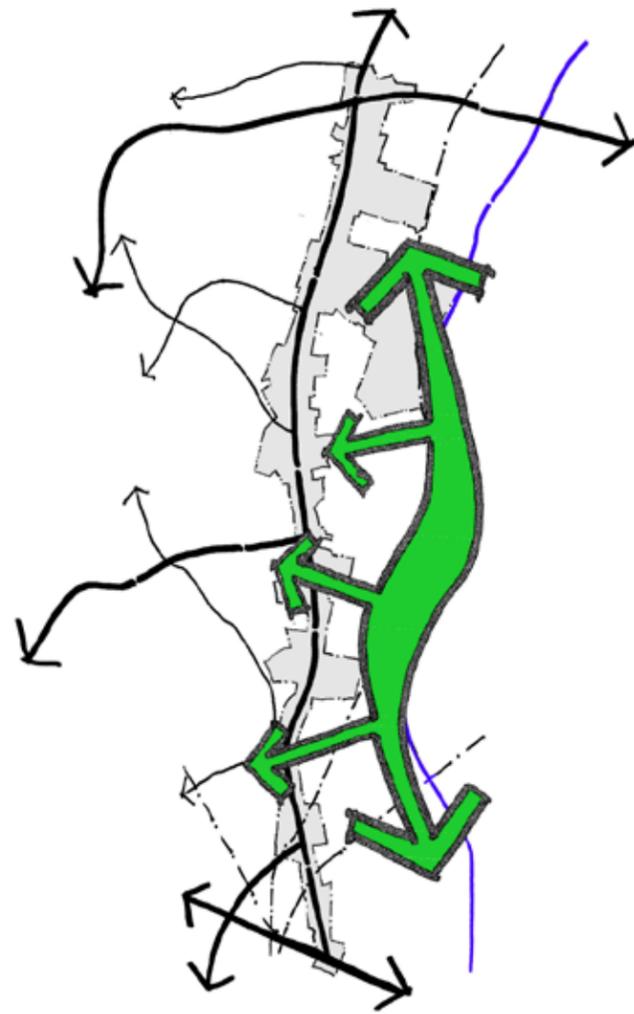
The broad planning ideas, goals and objectives provide the support, or “framework”, used as the basis for developing land use and growth management solutions. From the existing conditions assessment, and importantly, direct feedback from the Ramsey Corridor Task Force and measured community feedback, the following broad framework elements were established for the plan. These framework elements were used to guide the creation and evaluation of plan alternatives.



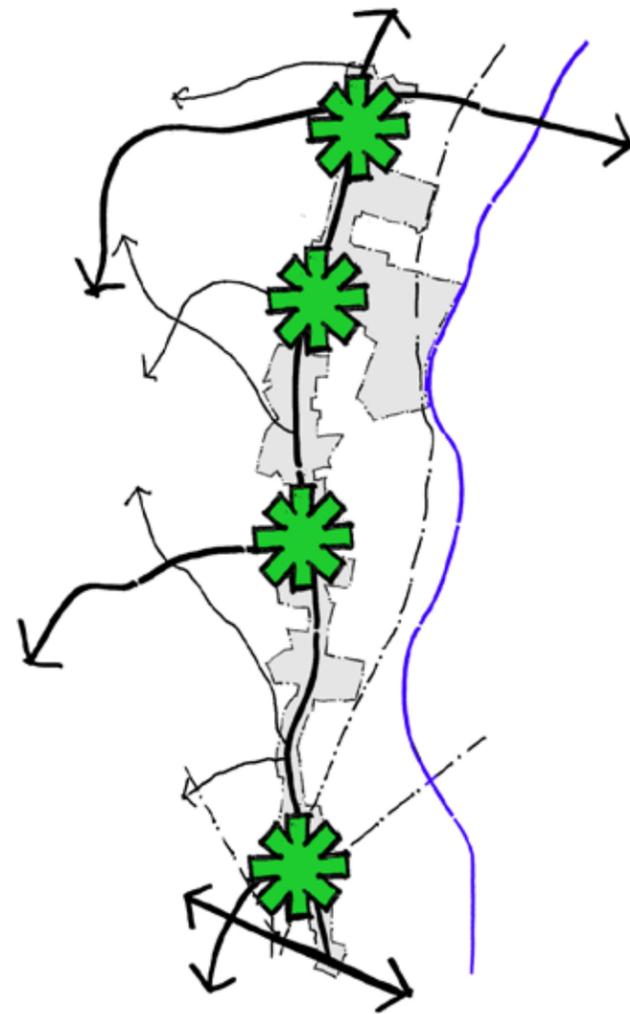
1. Organize land uses and elements tailored to the strengths and weaknesses of Ramsey Street’s 6 primary corridor zones. These zones include (A.) McKloskey Road to I-295, (B.) I-295 to Methodist University, (C.) Methodist University to Country Club Drive, (D.) Country Club Drive to Rosehill Road, (E.) Rosehill Road to MLK, and (F.) MLK to Rowan Street. Each of these areas is discussed in detail in Section 2.

2. Encourage focused activity nodes supporting a mix of uses at key points—portions of the I-295 interchange, commercial areas between Methodist University and Country Club Drive and area surrounding the services administration complex.

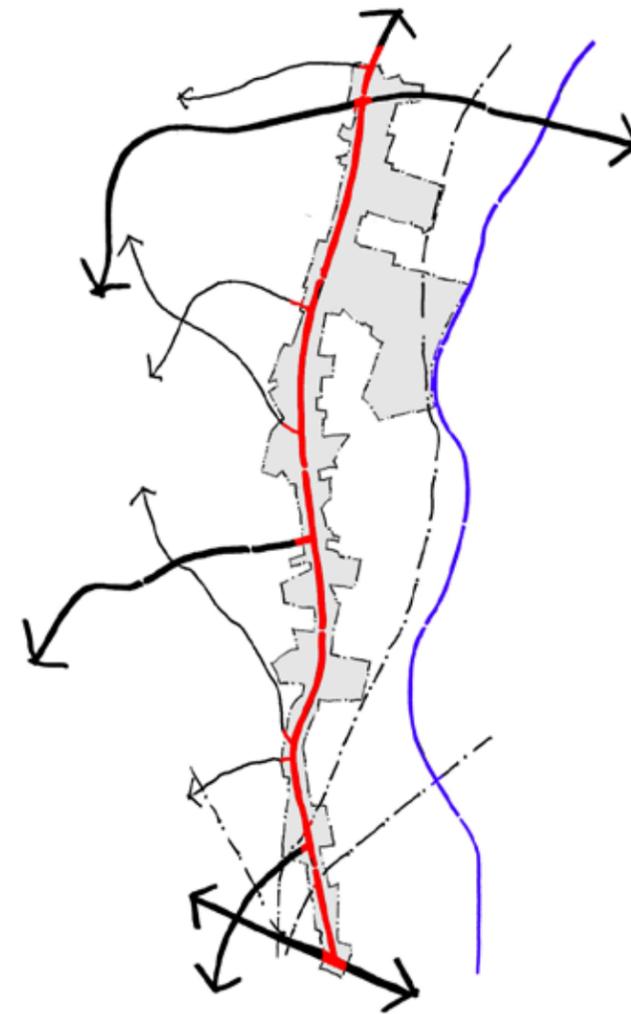
3. Limit growth of new commercial retail areas—especially larger, big box users—and focus expanded activities and vibrancy within traditional commercial areas.



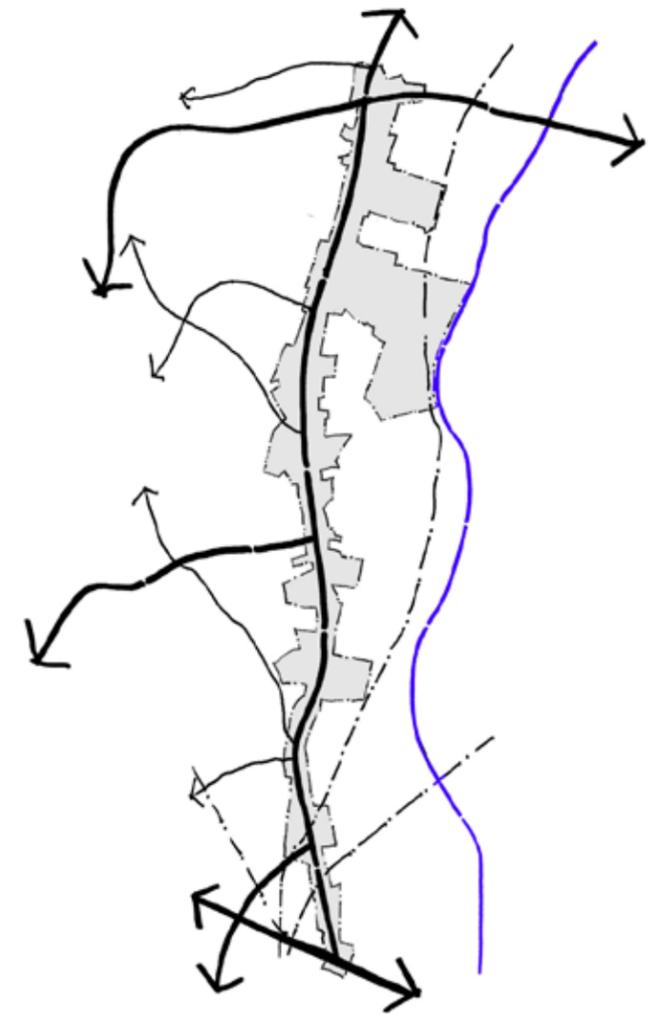
4. Protect and enhance the area's environmental features and open spaces and seek opportunities for infill parks, greenways and other related, "linking" features. Ensure connectivity to the Cape Fear River Trail and other nearby amenities.



5. Establish a series of public realm improvements—gateway features, landscape zones, signage, multi-modal transportation features—designed to provide functional and visual harmony and distinction for Ramsey Street.



6. Seek transportation improvements—more logical and less numerous drives and curb cuts, new signalized intersections, more internal and peripheral connecting streets, convenient transit stops, walkable community areas—supportive of decreasing congestion, maximizing public safety and improving connections.



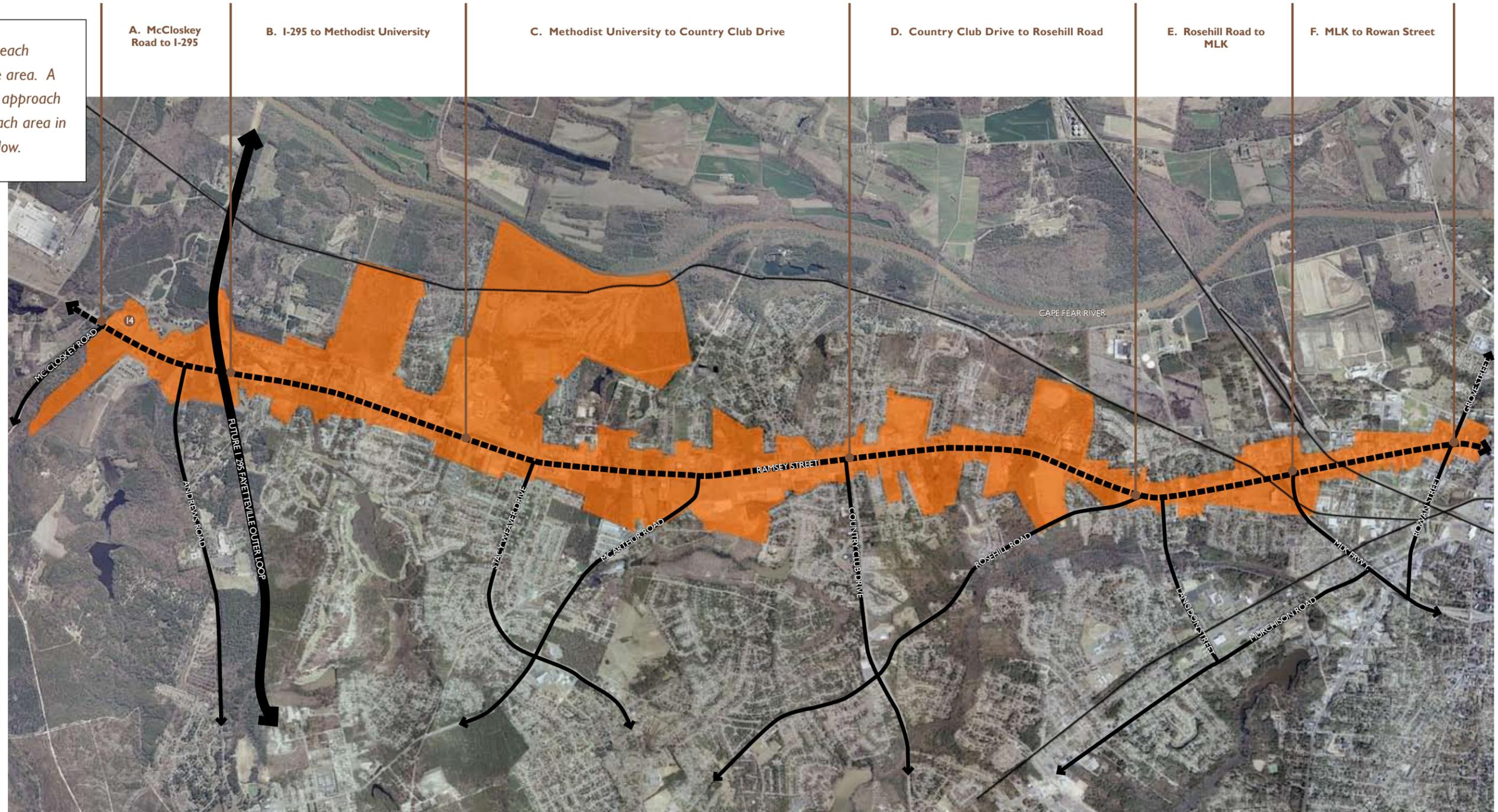
7. Ensure a balanced, pragmatic approach to plan development, inclusive of consideration for infrastructure, roads, beautification and taxes.

2 PROPOSED LAND USE PLAN

A. OVERVIEW

From community meetings and analysis, a proposed generalized land use plan and strategy for each of Ramsey Street's primary areas and activity zones was assembled. In the pages which follow, the land use characteristics and suggestions for each zone are described.

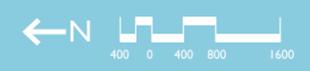
Illustration shows each proposed land use area. A different land use approach is suggested for each area in the pages that follow.





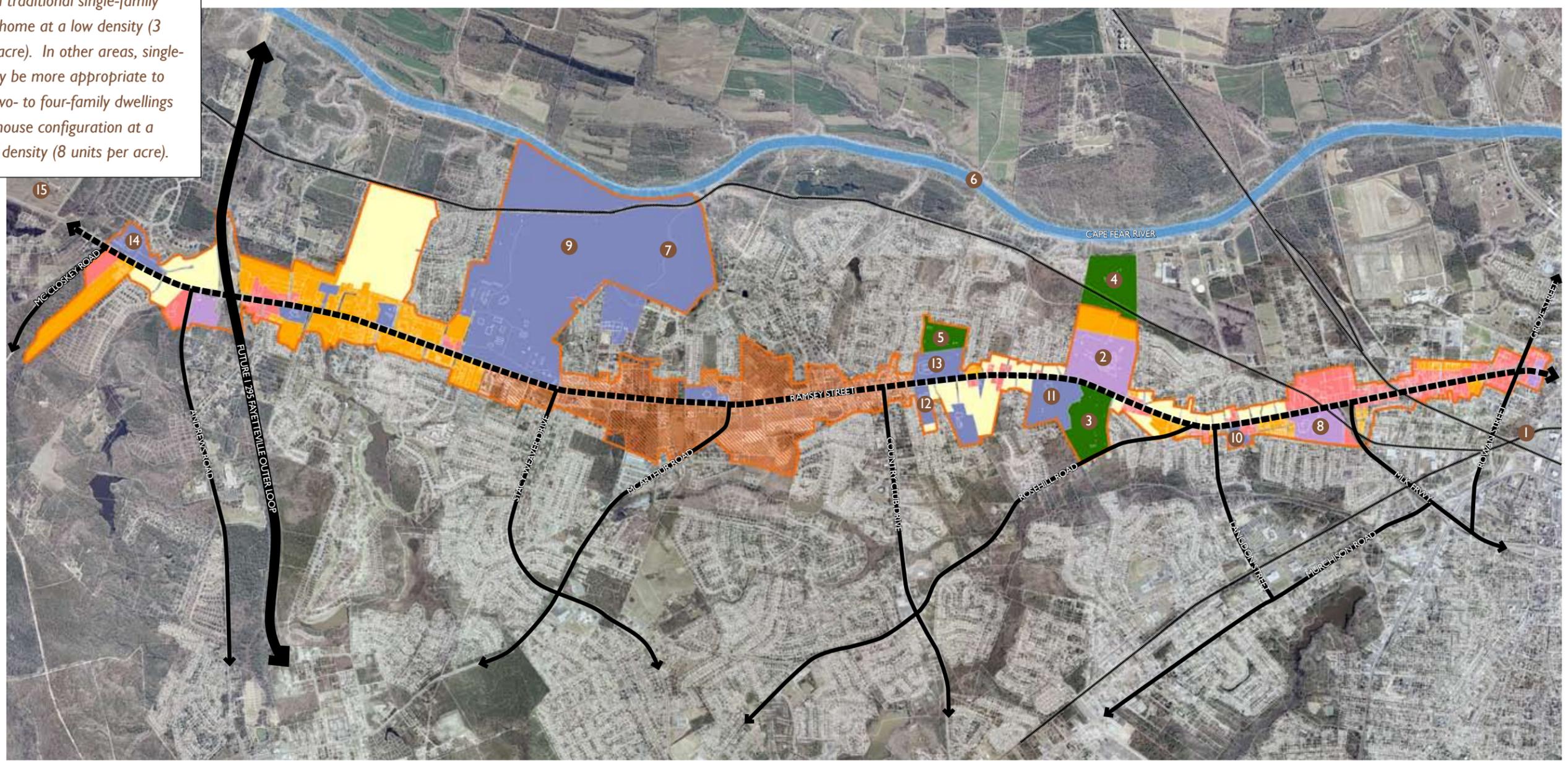
LEGEND:

- SINGLE-FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- COMMERCIAL
- GOVERNMENT OFFICE
- INSTITUTIONAL
- PARK/OPEN SPACE
- MIXED USE (FOCUS AREA)



- 1 Downtown
- 2 US Veterans Medical Center (VA Hospital)
- 3 Lafayette Memorial Park
- 4 Clark Park
- 5 Tokay Park
- 6 Cape Fear River
- 7 Cape Fear Greenway Trail
- 8 Public Services Administration Complex
- 9 Methodist University
- 10 Ramsey St Alternative School/Hillsboro St Elementary School
- 11 Luther Nick Jeralds Middle School
- 12 Lucile Souders Elementary
- 13 Reid Ross Classical School
- 14 Long Hill Elementary School
- 15 Goodyear Fayetteville Plant

Recommended generalized land uses for the study area are shown in the following illustration. It is important to note generalized land use categories are intended to encompass an assortment of densities and related dimensional standards. For example, single-family in some areas shown refers to a traditional single-family detached home at a low density (3 units per acre). In other areas, single-family may be more appropriate to support two- to four-family dwellings in a townhouse configuration at a moderate density (8 units per acre).



3 PRIMARY CORRIDOR ZONES

AREA A: McCLOSKEY ROAD to INTERSTATE 295

The current pattern of land use for the area is shaped primarily by recent development and construction. The east side of Ramsey Street should continue to offer a single-family land use focus supported by community and institutional uses (Long Hill Elementary School). Single- and multi-family uses are appropriate to the west side of Ramsey Street. Higher densities within these land use categories should be supported to create walkable neighborhoods with access to employment, transit and recreation facilities. Office and institutional uses, especially proximate to I-295, should also be encouraged. These serve to compliment the success of the Cape Fear Valley Health Pavillion North site and build on increasingly favorable access due to the western extension of I-295. Neighborhood commercial uses should be limited to those already present in Area A.

The City should also continue to work closely with Cumberland County to discourage development sprawl north of the study area and the Goodyear Fayetteville Plant. Strategic opportunities for key regional employment centers that can leverage the logistical benefits of I-295 and the area should be encouraged.



Existing Area A Photos

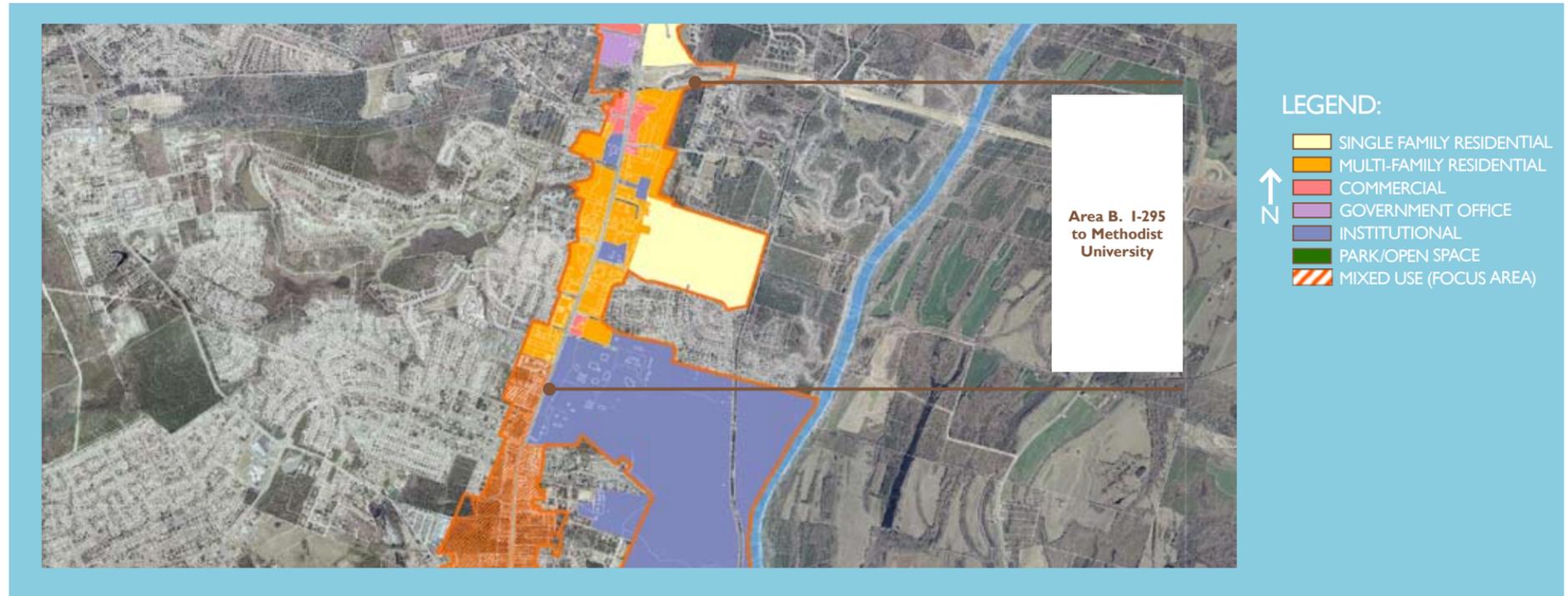


Elements of the Recommended Land Use Plan: Office and Institutional Use, Clustered Medium Density Residential, Street Trees, Hidden Parking



AREA B: INTERSTATE 295 to METHODIST UNIVERSITY

Building upon the positive attributes and anchors of the area--proximity to Methodist University, Ft. Bragg, the Goodyear Fayetteville Plant and other employment centers as well as expanded regional mobility provided by the future I-295 interchange and transit offerings--a continuation of a multi-family pattern of land use along Ramsey Street is appropriate and supported by this plan. Area B residential densities should be greatest near Methodist University and other locations where clustering can yield positive synergies associated with dedication of open space, creation of walkable neighborhoods, and adjacency to community facilities and small neighborhood commercial nodes. Similar to Area A, office and institutional uses should be encouraged near I-295. Commercial uses oriented to retail activity should be limited to those presently found in Area B.



Existing Area B Photos



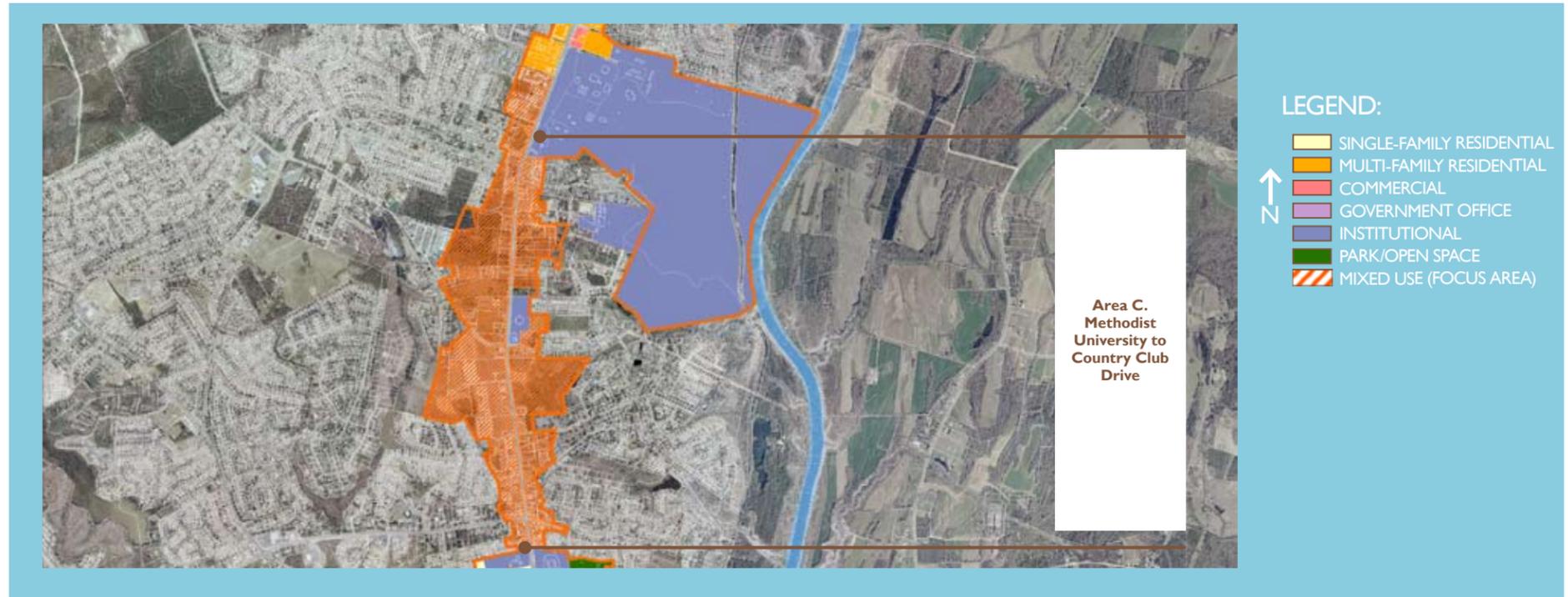
Elements of the Recommended Land Use Plan: Narrow Tree Lined Streets and Intimate Spaces, Medium Density Residential, University Village



3 PRIMARY CORRIDOR ZONES

AREA C: METHODIST UNIVERSITY to COUNTRY CLUB DRIVE/US-401

Area C underpins the ultimate success of Ramsey Street as a place. Addressing the key challenges--increasing commercial vacancies, sprawling parking, traffic congestion, deteriorating visual character--and capitalizing on the many strengths of the area over a 10- to 20-year time horizon will result in long term support for a socially and economically healthy place within Ramsey Street and the Fayetteville community overall. To this end, recasting Area C as mixed-use, urban infill district is considered essential to the plan. Mixed-use land designation will accommodate and foster the coordinated development of a compatible and balanced mix of mutually supporting living, working, shopping, educating, entertainment, and recreating uses. This district should be subject to flexible standards intended to encourage an appropriate scale and balance of uses and development to ensure district development is compatible with surrounding uses. Several other strategies--discussed in Section 4 of this report--are also considered essential for Area C and include: Reuse of vacated big box commercial spaces; corridor beautification; development and integration of vacant unincorporated parcels; expansion of connectivity; and support for smart growth oriented, urban infill clusters of diverse activities.



Existing Area C Photos



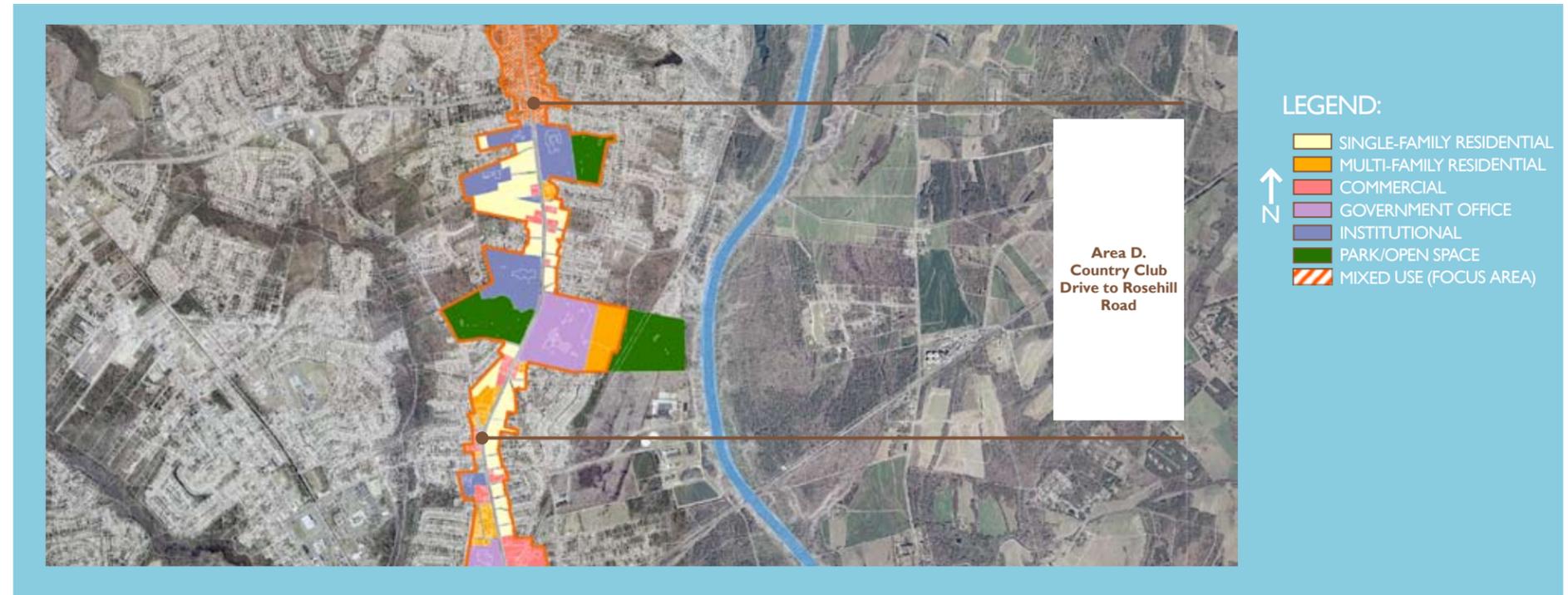
Elements of the Recommended Land Use Plan: Commerical Mixed-Use, Pedestrian Oriented Streets, Adaptive Reuse of Big Box Retail Spaces



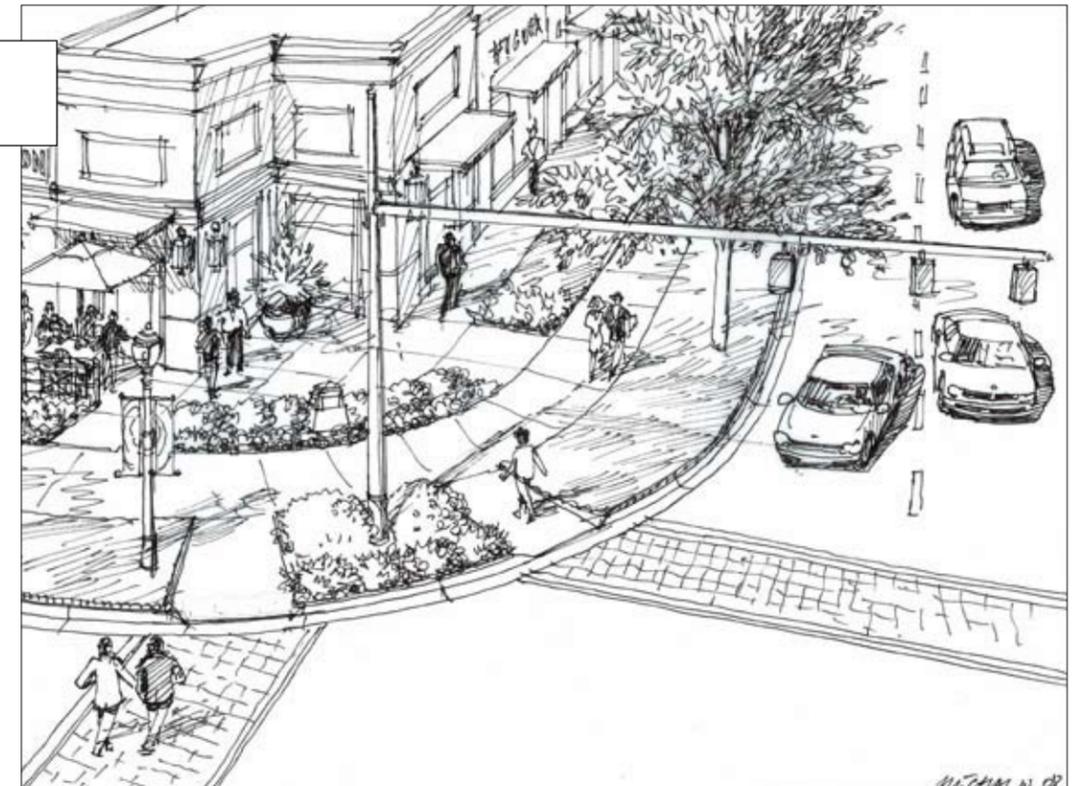
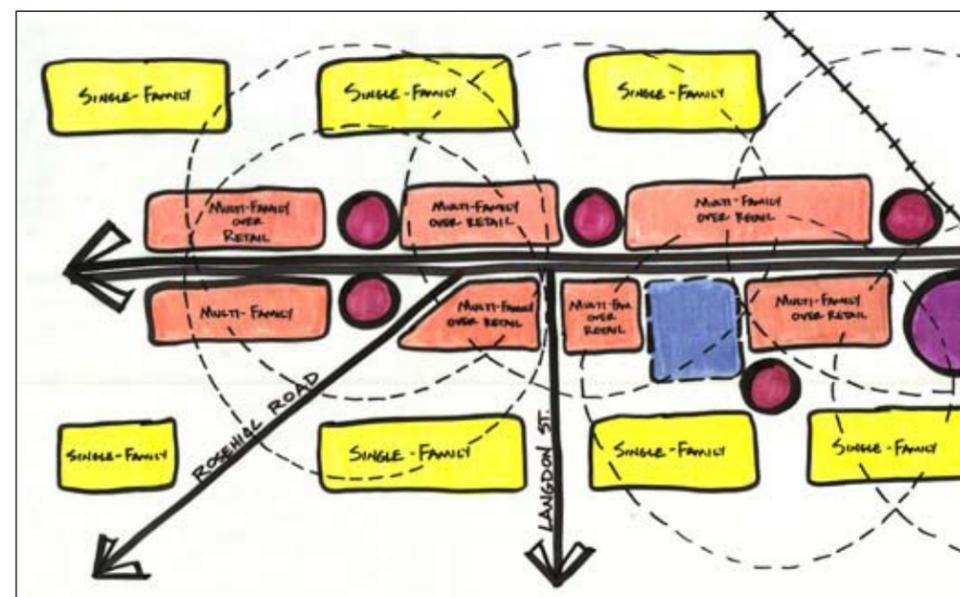
AREA D: COUNTRY CLUB DRIVE/US-401 to ROSEHILL ROAD

The land use strategy for Area D provides increased residential and commercial activity at strategic nodes along this portion of the corridor. Emphasis should be on maintaining/building walkable neighborhoods with access to small neighborhood commercial and institutional nodes. Where primary roadway intersections or major employment centers are present—Country Club Drive, Rosehill Road, and surrounding the US Veterans Medical Center—increased residential densities are desirable. Residential over commercial and similar mixed-use configurations are supported in this area, especially surrounding the Rosehill Road intersection. Improved access from Rosehill Road to Ramsey Street via Courtney Street or other link should be explored.

In remaining areas, single-family uses should continue to be maintained. Community concern exists on the potential for commercial strip development along this portion of Ramsey Street. Commercial strip development allowed unchecked would likely contribute to greater traffic congestion as well as the potential for deterioration of residential properties one or two parcels behind the potential use. Single-family residential can include moderate densities and attached dwellings. This is especially desirable where multiple smaller parcels can be combined to reduce turning movements from Ramsey Street into the parcel, move parking to small functional alleys or parking behind the structure and create more substantive pedestrian friendly massings along Ramsey Street.



Elements of the Recommended Land Use Plan: Residential Over Retail, Pedestrian Orientation at Major Intersections and Institutional Uses

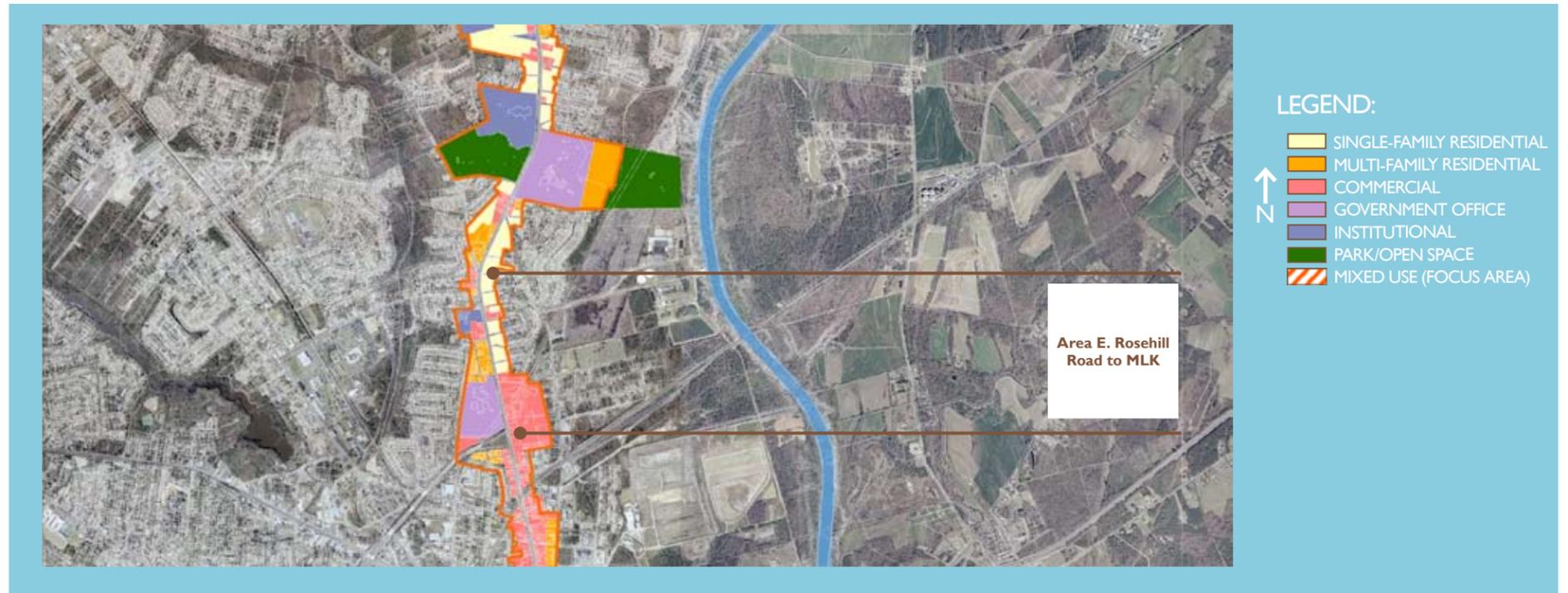


3 PRIMARY CORRIDOR ZONES

AREA E: ROSEHILL ROAD to MARTIN LUTHER KING JR. FRWY

Increased residential densities are encouraged between Hillsboro and Ramsey Streets, allowing new development to occur with walking distance of a major employment and transportation node. Similar to Area D, there is community concern about unimpeded commercial strip development along the Ramsey Street. To this end, single family uses are predominantly maintained along the eastern edge of Ramsey Street from Mullins Avenue to Rosehill Road to prevent erosion of the scale and character of surrounding neighborhoods.

The intersection of Langdon and Ramsey Streets presents a major point of congestion during peak hour traffic periods. Continued exploration of reconfiguration options for this intersection needs to occur.



Existing Area E Photos



Elements of the Recommended Land Use Plan: Street Furniture Supporting Mass Transit, Landscaping, Pedestrian Areas, Medium Density Massing



AREA F: MARTIN LUTHER KING JR. FRWY to ROWAN STREET

Area F serves as the primary transition into downtown, and as such, commercial uses supporting the business activities found within the downtown core are encouraged. Higher density, multi-family residential areas complement commercial and downtown uses. Residential over commercial and similar mixed-use configurations are supported in this area. On street parking with additional parking concealed from the street behind building massings, pedestrian facilities and street trees and street furniture are encouraged.



Existing Area F Photos



Elements of the Recommended Land Use Plan: Residential Over Retail, Medium Density Residential, Building Massings Along the Street, Street Trees

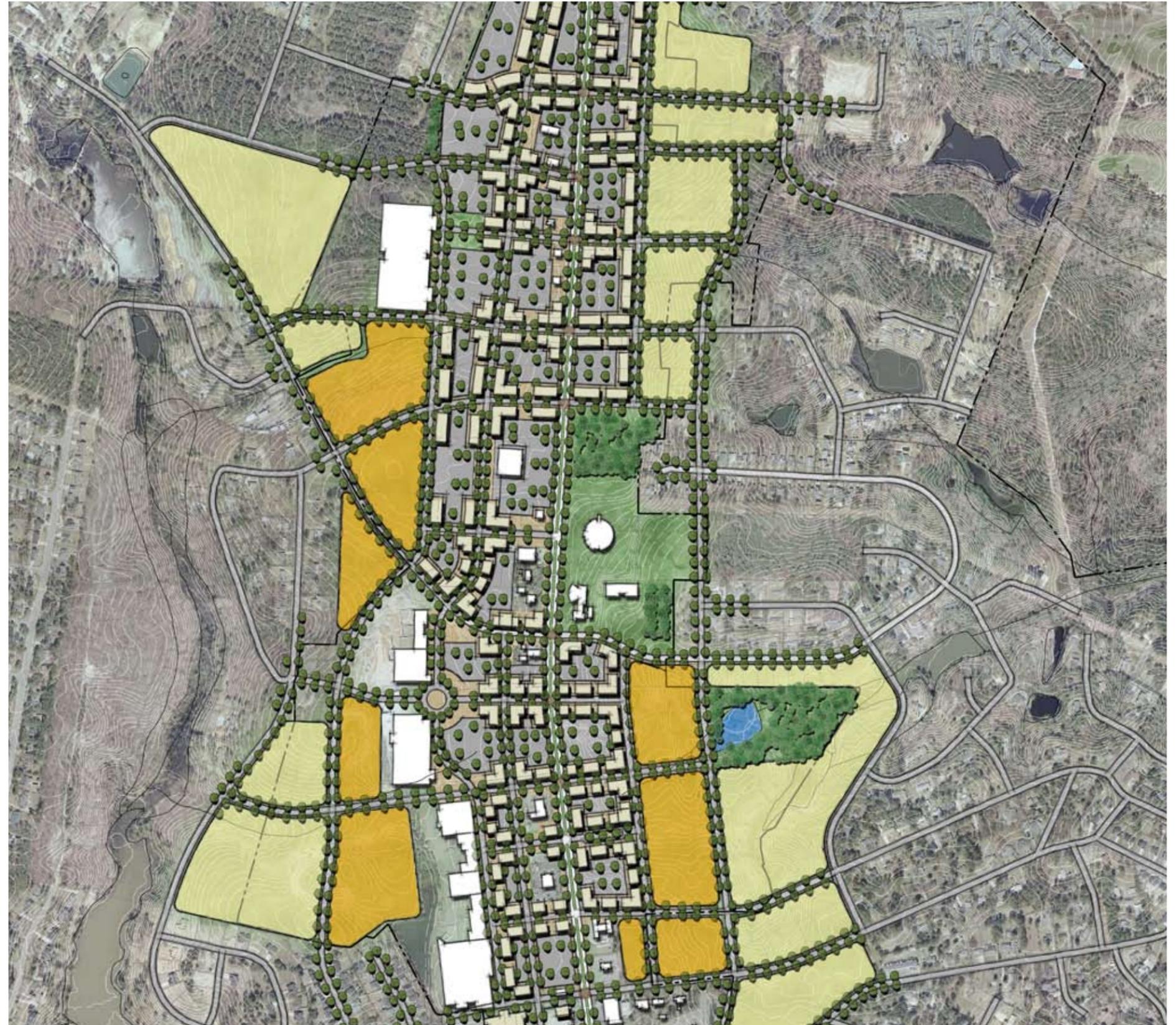


4 FOCUS AREA ILLUSTRATIVE PLAN

A. OVERVIEW

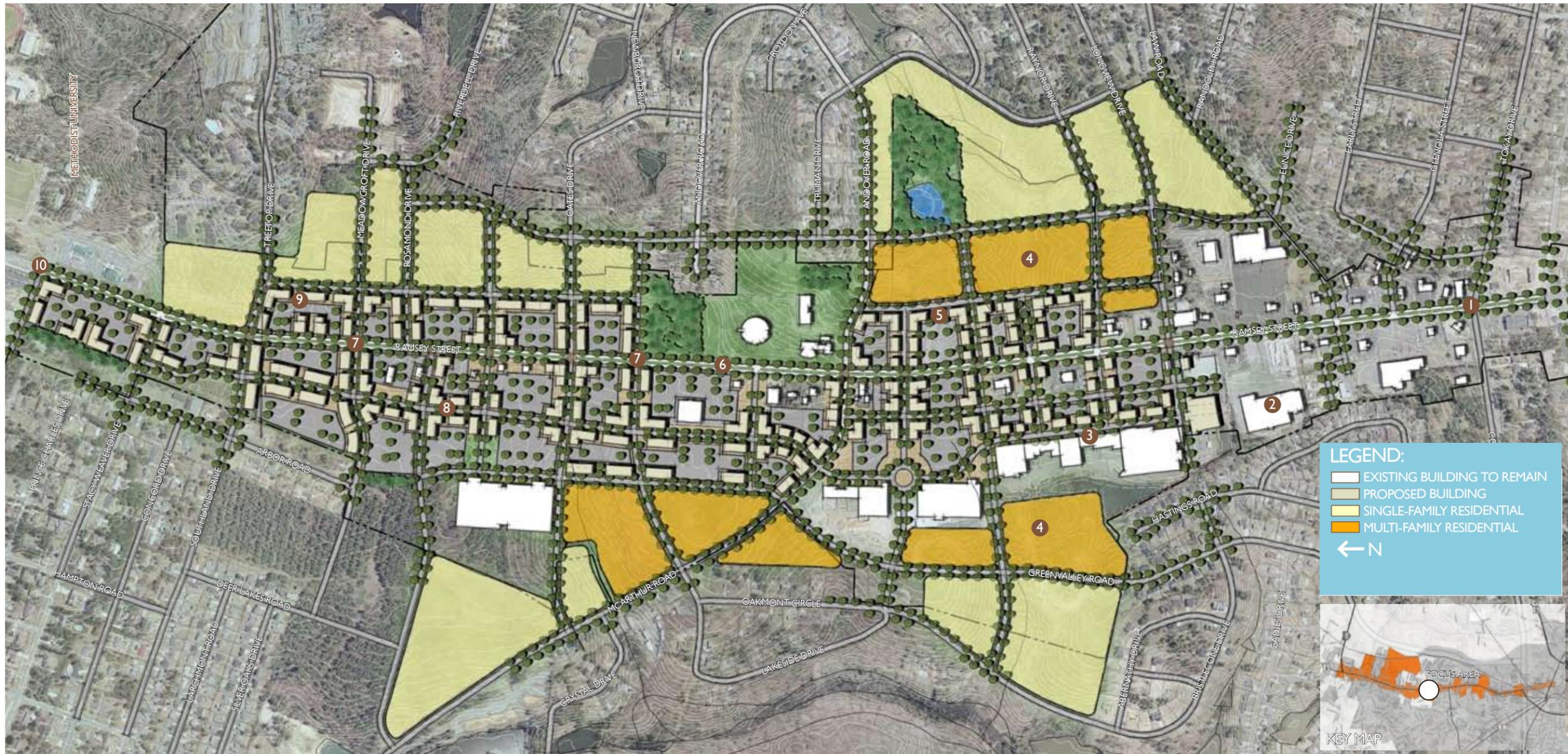
Through the planning process and engagement of the community as part of the first and second workshops, it became apparent that the key to long term corridor health and vitality rested in establishing a clear strategy and approach for the Area C (from Country Club Drive to Methodist University). This area was increasingly witnessing a degree of visual, social and economic degradation in the southern portion due to increased retail vacancies. This area was also to be a focus corridor investment by NC DOT to improve safety and access along the corridor. Casting a light on this area and treating it as a small area plan was felt by the planning team and community participants as an appropriate strategy that would be looked to as the model for other aspects of the corridor and City of Fayetteville overall. The result of this effort includes the detailed plans presented in this section as well as the five strategies outlined, namely:

- Reuse of vacated big box commercial spaces.
- Corridor beautification.
- Development and integration of vacant unincorporated areas.
- Expansion of connectivity.
- Support for smart growth oriented, urban infill clusters of diverse activities.



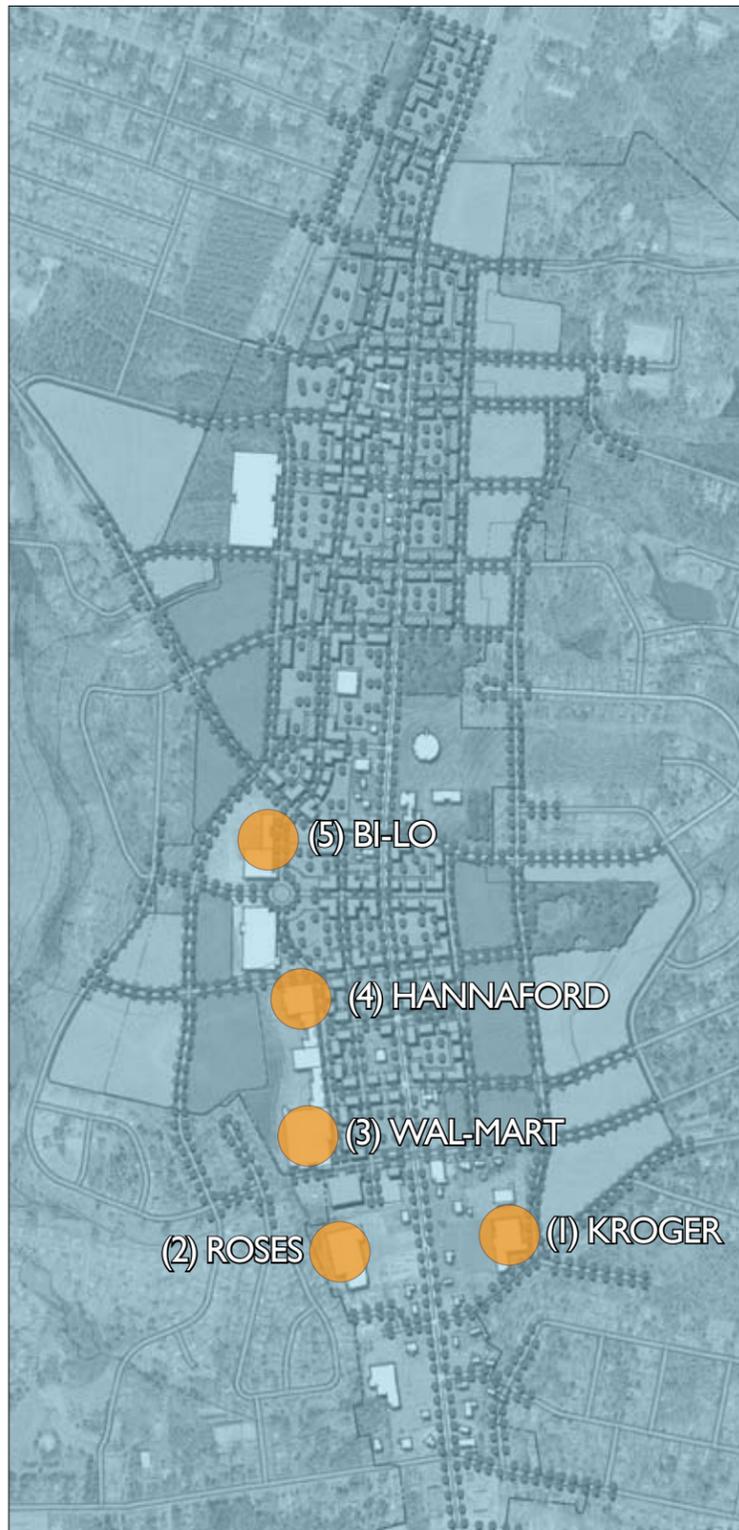


- 1 Gateway and corridor beatification elements.
- 2 Adaptive reuse of the Roses Discount Store as a community supporting use (e.g. school, community center). Land assembly to improve site utilization.
- 3 Adaptive reuse of the Wal-Mart and Hannaford Supermarket sites and urban infill designed to create a walkable, mixed-use offer with new development organized to reinforce creation of an internal retail street. Development up to 3 storeys. Land assembly to improve site organization.
- 4 Higher density residential uses (up to 6 storeys and 16 units per acre) uses surrounding commercial/mixed-use (up to 4 storeys).
- 5 Activation of +/- 60 acre site as a new mixed-use development with residential emphasis focused around a community park.
- 6 NCDOT median and access improvements along Ramsey Street (Country Club Dr. to I-295).
- 7 New signaled intersection with enhanced pedestrian facilities.
- 8 Organization of mixed-use urban infill and new development along internal streets/improved connectivity between parcels.
- 9 Mixed-use cluster wed to the character and function of Methodist University. Univeristy village character (3 to 4 storeys) with professional office, restaurants, smaller commercial areas, hotel and serviced apartments. Supporting internal street network allows for creation of village character and walkable fabric.
- 10 Gateway and corridor beautification elements.



5 FOCUS AREA KEY ENHANCEMENTS

A. REUSE OF VACATED BIG BOX COMMERCIAL SPACES



Approximately 253,000 square feet of commercial space is vacant within five big box sites: (1.) Kroger Supermarket (+/- 43,000 SF); (2.) Roses Discount Store (+/- 30,000 SF); (3.) Wal-Mart (+/- 100,000 SF); (4.) Hannaford Supermarket (+/- 40,000); and, (5.) Bi-Lo Supermarket (+/- 40,000). With all of these vacant stores located between Country Club Drive and McArthur Road, the corridor is “shuttered” for business. The focus area plan seeks to reverse this trend, encouraging surrounding infill development and supporting an economic and social recast of these big box sites as important points of vitality. The plan suggests:

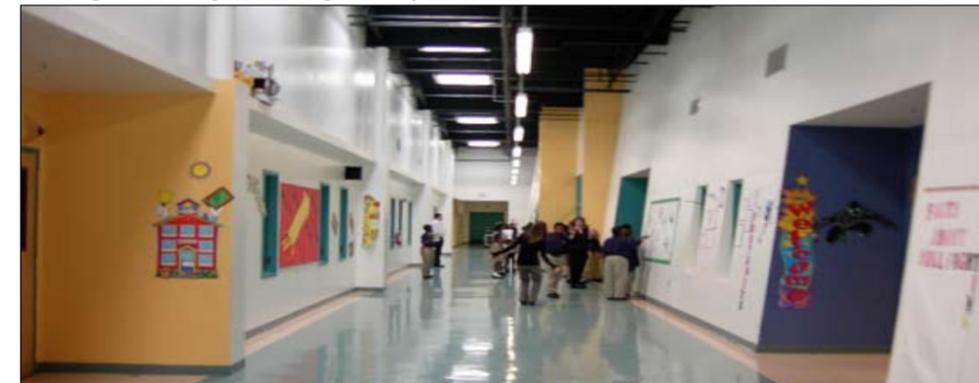
- Work with developers to encourage flexible, diverse and forward thinking reuse options for each of the vacated big box commercial sites. Utilize tools at the City’s disposal, inclusive of relaxing parking requirements for specific redevelopment approaches, tax incentives, facilitated design forums and others. City tools include a 50% tax grantback for new development or redevelopment that improves the tax assessment by \$500,000 or more and the PWC facility impact waiver.
- Consider individualized strategies for stand alone sites. For Kroger, target office and other employment generating, non-retail activities. Roses’ poor retailing configuration and visibility affords consideration for the site to be reused with more community activities in mind, such as a senior center, charter/community school, church, medical, day care center or other destination. The Bi-Lo site’s newness (constructed and vacated within the last five years), visibility, and proximity to the adjacent Lowes Home Improvement center suggests continued consideration of this site as a neighborhood grocer, lifestyle/home center or similar complementing commercial use.
- Reuse of the Wal-Mart and Hannaford Supermarket sites should focus around creation of a walkable, mixed-use offer with new development organized to reinforce creation of an internal retail street. In this case, subdividing large big boxes to support smaller retail, office, medical, theatre, civic and other use areas should be explored.
- Vacant commercial big boxes are not unique to Ramsey Street or Fayetteville. Fayetteville should study and/or enact growth management tools observed in use in other communities. These tools may include limiting the amount of additional areas along Ramsey Street and elsewhere, requirement of retailers over a certain size to post demolition bonds if the store becomes vacant, requirements for retailer reuse plans if a tenant leaves and others.



Elements of a New Retail Street with Big Box Adaptive Reuse

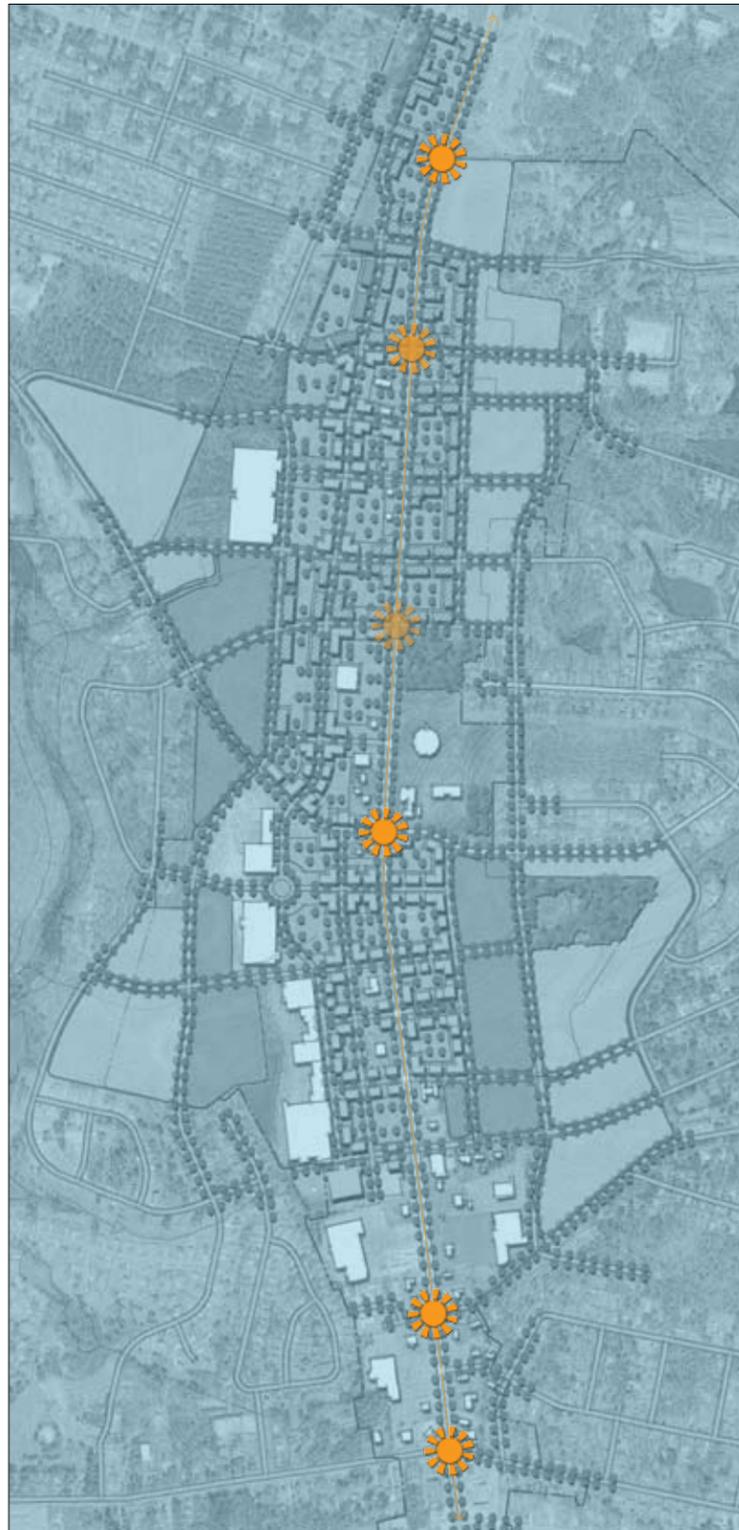


Existing Vacant Big Box Along Ramsey Street



Sugar Creek Charter School is located in a renovated K-Mart in Charlotte, NC.

B. CORRIDOR BEAUTIFICATION



A community's story is often written by driving or walking down their streets. Care often breeds success; neglect often leads to economic and social stagnation. The story for the Ramsey Street focus area is and should continue to be positive. Strategies to this end include:

- NCDOT's current corridor improvement study calls for introduction of medians and other treatments to improve corridor safety and access control. From this important functional foundation, beautification improvements to the roadway should also be pursued, inclusive of street trees, planting strips along the roadway and workable pedestrian crossings.
- Primary gateways into the focus area should be anchored with signage and public art. Key intersections include (from north to south): Ramsey Street and Stacy Weaver Drive; Ramsey Street and McArthur Road; and Ramsey Street and Country Club Drive.
- Along with Ramsey Street overall, the focus area should have a consistent, identifiable strategy for landscape, lighting, signage, and street furniture.
- Over the very long term, as new development occurs or other market opportunities warrant, utility lines found along both sides of the focus area should either be consolidated to a single side, or ideally, buried underground.



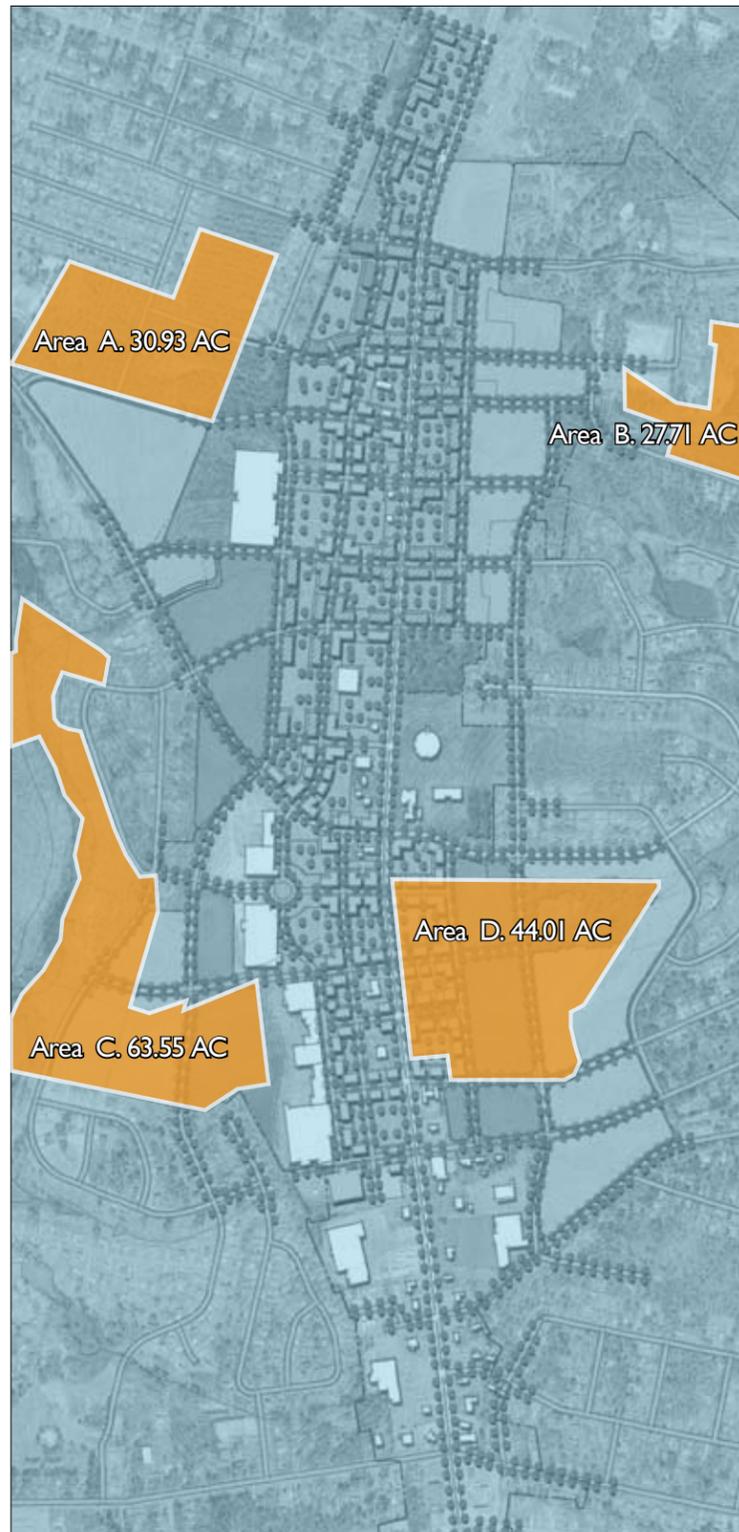
Existing View of Ramsey Street through the Focus Area

Corridor Beautification Elements: Landscape, Lighting, Signage and Street Furniture



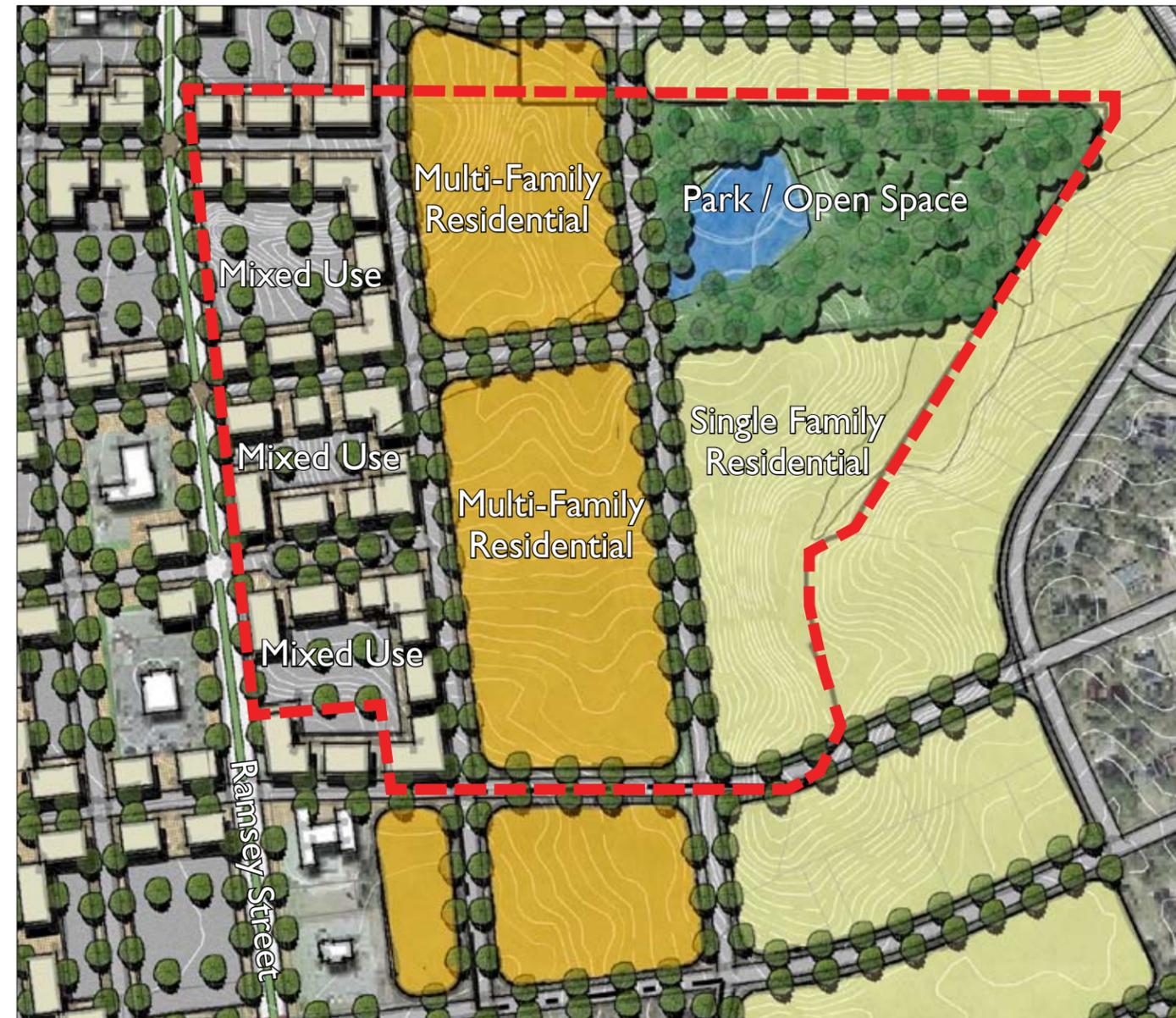
5 FOCUS AREA KEY ENHANCEMENTS

C. ACTIVATION AND INTEGRATION OF VACANT UNINCORPORATED AREAS



Somewhat unique to the focus area are four key undeveloped parcels that have not been incorporated into the City of Fayetteville. Integration of these parcels into the broader fold of the focus area plants the seeds for aspects of the long range vision of the area to be realized. While not strong retail and commercial sites, each parcel and its intrinsic qualities holds the promise of encouraging a diverse corridor and region, from open space, environmental areas and stormwater protection to mixed-use neighborhoods and activity centers. Site conditions permitting, development of these parcels will also help bolster the market potential for infill residential development contemplated under this plan.

AREA D





Town Center Example



Street Character Examples

5 FOCUS AREA KEY ENHANCEMENTS

D. EXPANSION OF CONNECTIVITY



Congestion along Ramsey Street, and especially within the commercial focus area, is a key community concern. While the focus area strategy calls for smarter development along the corridor: Non-sprawling development that creates a range of housing opportunities and choices, creates walkable neighborhoods, fosters a strong sense of place, promotes mixed use, preserves usable open space. Its achievement can only occur through broadening and improving connections, encouraging internal capture of vehicle trips, and supporting walking, biking and mass transit and other congestion reduction initiatives. Aspects of this strategy for the focus area include:

- Introduction of a workable grid of access which allows circulation to occur between developments and clusters without use of Ramsey Street. The grid also allows for turning movements seeking area uses to occur at main intersections with internal circulation and not as part of a series of curb cuts along Ramsey Street.
- Introduction and funding of new traffic signalization at Ramsey at Meadowcroft Drive and Oats Drive.
- Linking where appropriate the street fabric of developments surrounding the focus area.
- Encouragement of mixed-use development intended to allow for residential uses to be proximate to shopping, employment and civic uses.



Mixed-use Development



Street Character Examples

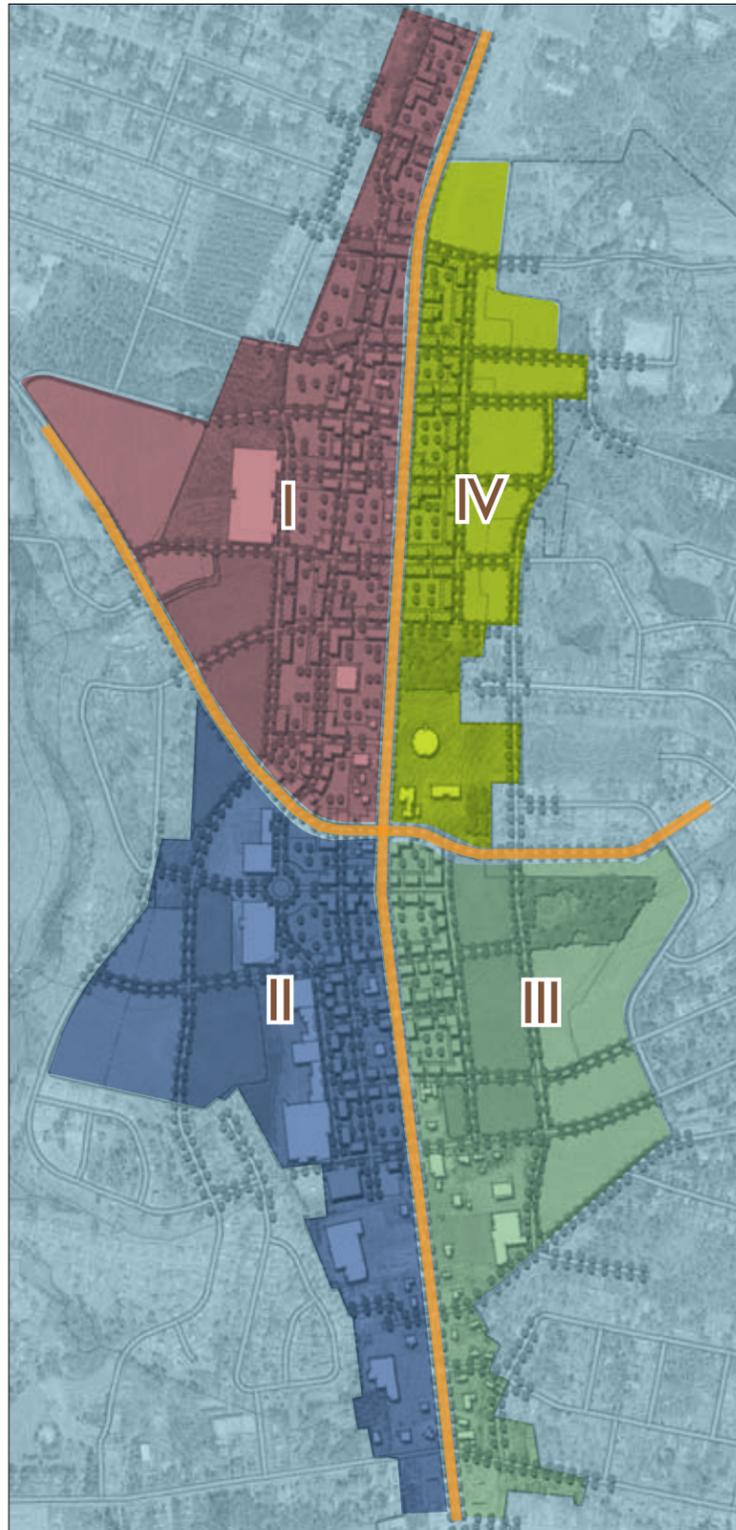


Pedestrian Connectivity Examples



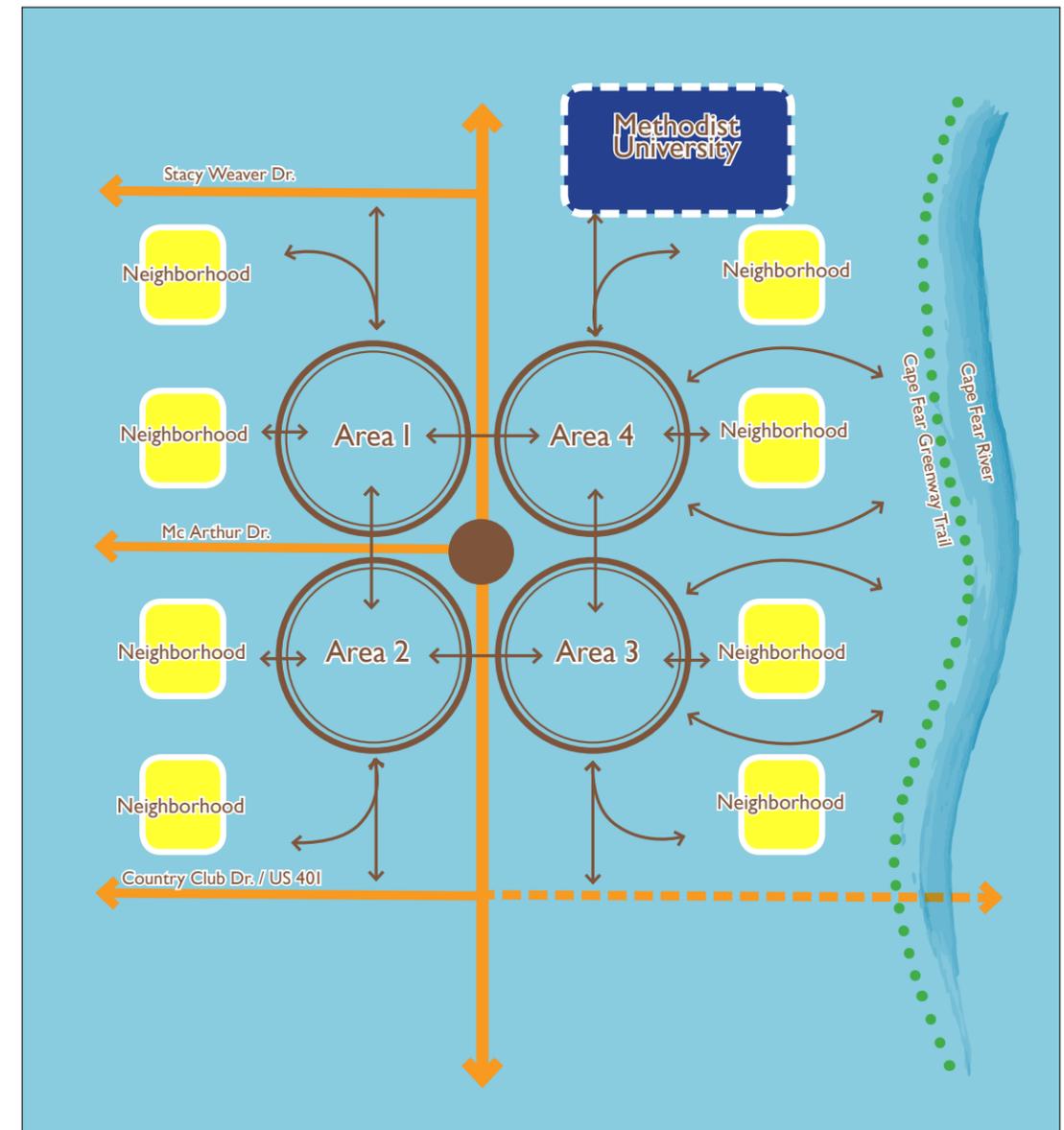
5 FOCUS AREA KEY ENHANCEMENTS

E. MULTIPLE CLUSTERS OF DIVERSE ACTIVITY



More often than not, suburban commercial areas become forgettable zones more tied to retail anchors and corner convenience areas than to the surrounding neighborhoods for which they are a part. The goal for the Ramsey Street focus area is to support the long term establishment of four functional districts. These clusters, while having a series of common components—a mix of land uses, walkability, integration of elements that adhere to principles of sustainable design—are intended to promote something different from one another in their assemblage.

- Area I. Destination commercial retail, office and multifamily cluster, with emphasis placed on circulation and parking systems supportive of larger users such as Wal-Mart and other destination office. Residential intermingled within and/or above commercial and office.
- Area II. Redevelopment yields a main street feel and places that encourage families and other residents to dwell. Smaller retail, office, civic and other spaces encouraged. Pocket park(s) and other value adding amenities establish this cluster as a year-round destination. New and established residential uses and neighborhoods are encouraged to flourish surrounding the cluster.
- Area III. Large undeveloped tract allows a strong mixed-use development to be presented with emphasis placed toward traditional, smaller lot residential homes and townhomes tied to an office and commercial frontage along Ramsey Street. Site topography and environmental assets present an opportunity for creation a distinctive area park as part of this offer, possibly linked to the nearby Cape Fear River Trail.
- Area IV. Mixed-use cluster closely wed to the character and function of Methodist University. Introduction of a supporting internal street network allows for creation of professional office, restaurants, and smaller commercial areas organized along Ramsey Street, giving way to single family one block behind this zone. An area hotel with smaller conference facilities should also be considered for this cluster.



Relationship Diagram Showing Focus Area Clusters



6 IMPLEMENTATION

A. OVERVIEW

In the following section, we chart the course for implementation efforts for the Ramsey Street Corridor Plan. Each implementation effort is organized around an action item and an accompanying list of suggested responsible parties to guide delivery. These include, but are not limited to, the following:

- M - City Council / City Manager's Office
- RSCTF – Ramsey Street Corridor Working Group (see Action Item 3 below)
- PD – Planning Department
- EI – Engineering and Infrastructure
- CD – Community Development
- PR – Parks and Recreation
- MPO / DOT – Fayetteville MPO / NCDOT
- ED – Economic Development Community / Fayetteville-Cumberland County Chamber of Commerce
- D – Development Community
- O – Others to be defined

B. ACTION ITEMS

Action Item 1 - Plan Adoption

Responsible Parties - M, PD | Priority – High

Adopt the Ramsey Street Corridor Plan, allowing it to serve in the role of guiding land use decisions for the area and setting the stage for commencing improvement efforts identified for the corridor. The plan should be updated every five years to maintain its relevance and allow for flexibility given changing market conditions and City and community priorities.

Action Item 2 – Plan Coordination with the NCDOT

Responsible Parties – PD, MPO / DOT | Priority – High

After plan adoption, follow-on coordination should occur between the City and NC DOT to make sure safety and roadway improvements for the area between Country Club Drive and I-295 take into account Ramsey Street Corridor Plan recommendations.

Action Item 3 – Create the Ramsey Street Corridor Working Group (RSCWG)

Responsible Parties – M, PD | Priority – High

Create a working group responsible for (1.) coordination and prioritization of plan efforts, (2.) identification of funding opportunities, and (3.) project outreach, education and advocacy efforts. The working group should be comprised of City staff from Planning, Community Development, Parks and Recreation, Engineering and Infrastructure as well as representatives from the Fayetteville MPO, NC DOT, economic development entities and others. Interested participants from the Ramsey Street Corridor Task Force should also be considered for inclusion in the RSCWG .

Action Item 4 – Modify Zoning

Task 4.1 – Strategize Rezoning to Facilitate Change and Follow Plan Recommendations

Responsible Parties – M, PD | Priority – High

Conduct a zoning analysis of the corridor and identify key areas for zoning modifications consistent with the objectives and recommendations of the Ramsey Street Corridor Plan.

Task 4.2 – Apply Mixed-Use District Designation to Area C

Responsible Parties – M, PD | Priority – High

Review, and as appropriate, apply the new requirements under the City's mixed-use district to Area C as defined in the plan. As presented previously, the goal of the mixed-use designation for this area is to:

- Encourage redevelopment and urban infill, especially in areas where retail big box vacancies are a problem;
- Promote development flexibility, inclusive or parking requirements;
- Entice development of vacant, unincorporated areas within Area C;
- Improve connectivity between parcels; and,
- Foster the coordinated development of a compatible and balanced mix of mutually supporting living, working, shopping, educating, entertainment, and recreating uses.

Task 4.3 – Create a Form-Based Overlay District for the Ramsey Street Focus Area

Responsible Parties – M, PD, RSCTF | Priority – Medium

A form-based overlay district should be created to help guide regulations instructional for achievement of the long term vision for Area C. Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. They are very useful in guiding the intricacies of a community vision presented for the focus area (refer to Section 4).

The focus area is a mix of infill and new development. As such, the form-based code for the area should cover the following:

- Building disposition (required);
- Building configuration (required);
- Building function (required);
- Parking standards (required);
- Landscape standards (required);
- Signage standards (required);
- Connectivity standards (required);
- Architectural standards (optional);
- Environmental standards (optional – assumed covered under other aspects of the City's code);
- Ambient standards (optional); and,
- Visitability standards (optional).

Consideration should be made under the form-based code process to establish measures that will off-set increased development costs associated with these requirements. The introduction of a form-based code needs to be weighed against the potential for creating disincentives for new and/or infill development.

Task 4.4 – Extend Analysis and Design Requirements to Buffer the Ramsey Street Corridor

Responsible Parties – PD, RSCTF | Priority – Medium

Consider the extension of the analysis and design requirements beyond the boundaries of the Ramsey Street Corridor Plan study area, especially immediately surrounding Area C. This is intended to limit any drop-off in the development quality of adjacent areas.

Action Item 5 - Improve Circulation

Task 5.1 – New Signalization

Responsible Parties – PD, RSCTF, MPO / DOT | Priority – High

Planned signalized improvements for the area—a primary objective of citizens participating in the planning process—should be pursued following NC DOT and plan recommendations.

Task 5.2 – Improve Connectivity

Responsible Parties – PD, RSCTF, MPO / DOT | Priority – High

As presented previously, congestion along Ramsey Street, and especially within the project focus area, is a key community concern. Community participation supported new and infill development patterns that create a range of housing opportunities and choices, walkable neighborhoods, a strong sense of place, mixed-use and usable open space. Working to broaden and improve connections, encouraging internal capture of vehicle trips, and supporting walking, biking and mass transit and other congestion reduction initiatives are important to plan success. To this end, actions should explore constructing connections to expand options at Rosehill Road and Ramsey Street as well as a series of network improvements to local streets from Country Club Drive to, and beyond, Stacy Weaver Drive. Improvements should allow more internal circulation to activities and neighborhoods by all transportation modes without forcing these activities directly onto Ramsey Street. Connectivity improvements should occur through redevelopment efforts (privately funded) and/or through City, Fayetteville MPO or NCDOT funded efforts. Pedestrian connections should also be encouraged as part of this effort, with key pedestrian crossings established to allow individuals to move safely across Ramsey Street within the focus area, at Methodist University, and around schools and the services administration complex in the southern portion of the study area.

Building upon NCDOT’s current effort, additional work should also undertaken to explore and manage access along the entirety of Ramsey Street. This can be accomplished through NCDOT coordination, encouragement of shared driveways and cross easements and other efforts.

Action Item 6 - Corridor Beatification

Task 6.1 – Gateway Plans

Responsible Parties – PD, RSCTF, PR | Priority – Medium

Gateways and public art can assist in creating a sense of arrival and community definition. To this end, gateway improvement plans should be prepared for key locations for Ramsey Street, including the I-295 / Ramsey Street interchange, transition to/from Downtown, and entry points to/from the focus area (Ramsey Street / McArthur Road and Ramsey Street / Country Club Drive). Plans should explore specific design options and define specifically the features to be incorporated in future development / redevelopment efforts. As appropriate, incorporate standards of the form-based overlay district to facilitate such improvements.

Task 6.2 – Landscape, Lighting and Signage Standards

Responsible Parties – PD, RSCTF, PR | Priority – Medium

Establish a landscaping, lighting and signage plan for the corridor. Signage elements should follow as appropriate the City’s ongoing design effort. As appropriate, incorporate standards of the form-based overlay district to facilitate such improvements. Standards should consider providing differing elements for each of the plan’s primary areas. For example, different blooming tree species or signage ornamentation could be considered for each zone.

Task 6.3 – Street Trees and Pedestrian Improvements

Responsible Parties – PD, RSCTF, EI, MPO / DOT | Priority – High

Ensure NC DOT planned safety and access improvements along Ramsey Street include street trees, planting strips and pedestrian crossings at key signalized intersections. Given the presence of power lines running along the length of each side of Ramsey Street, street trees should be prioritized for the center median where appropriate. Tree species for consideration include the Crepe Myrtle, Dogwood, Redbud, Chinese Pistache, Yaupon Holly and Kwanzan Cherry.

Task 6.4 – Utilities Relocation

Responsible Parties – PD, RSCTF, EI | Priority – Low

Look for opportunities as new development occurs or other market opportunities warrant to consolidate to a single side, or ideally, bury underground utility lines found along both sides of Ramsey Street.

Action Item 7 - Open Space Plan Development

Responsible Parties – PD, RSCTF, PR | Priority – Medium

Following community direction and ideas generated as part of the Ramsey Street Corridor effort, prepare a more specific open space plan that clearly defines opportunities for a variety of parks and other publically accessible spaces linked by trails and corridors. The system should connect to the Cape Fear River Trail to make this amenity a stronger component of the Ramsey Street Corridor. The effort should include connection/activation of the unincorporated parcel B and coordination with Methodist University. Exploration of improved linkages should include consultation with key area stakeholders, including Northwood Temple.

Action Item 8 - Real Estate Market Study

Responsible Parties – PD, RSCTF, ED, D | Priority – Medium

Conduct a focused market study to determine (1.) specific uses that could be supported in each of the 5 adaptive reuse opportunities for big-boxes, and (2.) market potential for vacant, unincorporated areas within Area C. For item 2, the real estate market study is an important opportunity to work with key property owners of unincorporated tracts to learn of current considerations for these sites and specific challenges and barriers to development.

Action Item 9 - Limit Community and Neighborhood Commercial Development Within and Adjacent to the Corridor

Responsible Parties – PD, RSCTF | Priority – High

Significant expansion of community commercial and neighborhood commercial development within and adjacent to the study area has the potential to negatively impact the economic stability and community quality of the corridor in the future. To this end, continued work and study should be undertaken to weigh the benefits and costs to enacting growth management tools observed in use in other communities for controlling



big box development. These tools may include limiting the amount of additional areas along Ramsey Street and elsewhere, requirement of retailers over a certain size to post demolition bonds if the store becomes vacant, requirements for retailer reuse plans if a tenant leaves and others.

Specific policies intended to ensure commercial uses in the southern portion of the study area do not erode established neighborhoods should also be studied.

Action Item 10 - Funding and Incentives

Responsible Parties – PD, RSCTF, ED | Priority – High

Early on, assess short and long term funding available Ramsey Street Corridor Improvements. Utilize tools at the City’s disposal (e.g., a 50% tax grantback for new development or redevelopment that improves the tax assessment by \$500,000 or more and the PWC facility impact waiver) that move development and redevelopment in a direction in concert with the recommendations of this planning effort. Design assistance, flexible parking standards and other incentives should be explored.

Review and assess elements and efforts envisioned under the plan for applicability for funding from several sources, including but not limited to the following:

- Revenue Bonds
- General Obligation Bonds
- Special Assessment Bonds
- State Revolving Fund Loans
- Installment Purchase Agreement
- Stormwater Utility Fees
- Local Option Sales Tax
- Local Option Excise Tax
- Local Tax Increment Financing (TIF)
- Impact Fee / Developer Contribution
- Private Individual Donations
- Corporate Donations
- Corporate Sponsorships
- Foundation Grants (e.g., NC Golden Leaf Foundation)
- Federal Grants (e.g., EDA Grants, CDBG Grants)

- State Grants (e.g., NCDOT Transportation Enhancement Grant, NC Housing Finance Agency)
- Local Grants
- Land Trust Acquisition and Donation
- Local Budget Yearly Contributions
- Transportation Development Tax Credits
- In Lieu of Fees
- Industrial Development Funds

