

November, 2019



Future Land Use Plan

Table of Contents

Purpose/Overview1

Planning Process3

District Meetings Summary3

Future Land Use Map and Character Area Descriptions10

Future Land Use Goals and Recommendations14

 Future Land Use Goals23

 Land Use Policies and Strategies24

 Implementation Recommendations37

Community Profile44



Prepared by the Development
Services Department with
assistance from:



Acknowledgements

City Council (District)

- Mayor Mitch Colvin
- Mayor Pro Tem Theodore Mohn (8)
- Kathy Jensen (1)
- Dan Culliton (2)
- Tisha Waddell (3)
- D.J. Haire (4)
- Johnny Dawkins (5)
- William Joseph Leon Crisp (6)
- Larry Wright (7)
- James William Arp, Jr. (9)

Planning Commission

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- Christopher Davis
- George “Mike” Dudley
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Residents, Stakeholder, and Concerned Citizens

Thank you for your contributions in crafting this plan for the City of Fayetteville.

Purpose and Document Organization

Future land use maps, along with comprehensive plans, are the primary tools used by local governments to provide land use guidance to staff, appointed, and elected officials, and for decisions regarding long-term land use (rezonings, special use permits, etc.). The preparation of Fayetteville's future land use map update provided an opportunity for the community, staff, stakeholders and others to participate in a city-wide conversation about development pressures facing land within Fayetteville's municipal limits and within its municipal influence area (MIA). In addition to a map with designated future land uses, character area descriptions and policy recommendations are provided to assist with implementation. This plan communicates to the public and the development community the desired future land use of areas and the type and form of development that should occur. The planning process for this update lasted approximately six months. During that time there were a series of public involvement meetings that included:

- Four Public Meetings that included representation from each city Council District
- Six Stakeholder meetings that included business and community leaders
- Presentations to the Planning Commission and City Council

Additional public input was received through a city-led survey effort. The survey was an opportunity for residents unable to attend public meetings to provide input on concerns and development preferences, all of which helped in the crafting of the land use map and supporting character area descriptions.

Section 1, Planning Process, describes information gleaned from public input meetings and survey results. **Section 2, Future Land Use Map and Character Areas**, outlines the guiding land use map for the city as well as Character Area descriptions. **Section 3, Goals and Policies**, provides specific guidance and recommendations on land use-related issues such as community reinvestment and smart growth. **Section 4, Implementation**, offers up six big ideas related to the map update and potential to spur positive change in the City. **Section 5, Community Profile**, provides background information on land use, demographics and economics data.

Fayetteville's future land use map update provided an opportunity for the community, staff, stakeholders and others to participate in a city-wide conversation.

Section 1: Planning Process

This map update was meant to bring together a cohesive vision for the future growth and development of Fayetteville. Fayetteville's population has risen steadily over the years, and because of its proximity to one of the Nation's largest military bases, its economy has been largely sheltered from recessions in years past. Over the years, a number of small area plans have been developed to guide growth and development. Recently a city-wide strategic plan included a recommendation to develop strategic land use policy to support quality development. This effort builds on that recommendation.

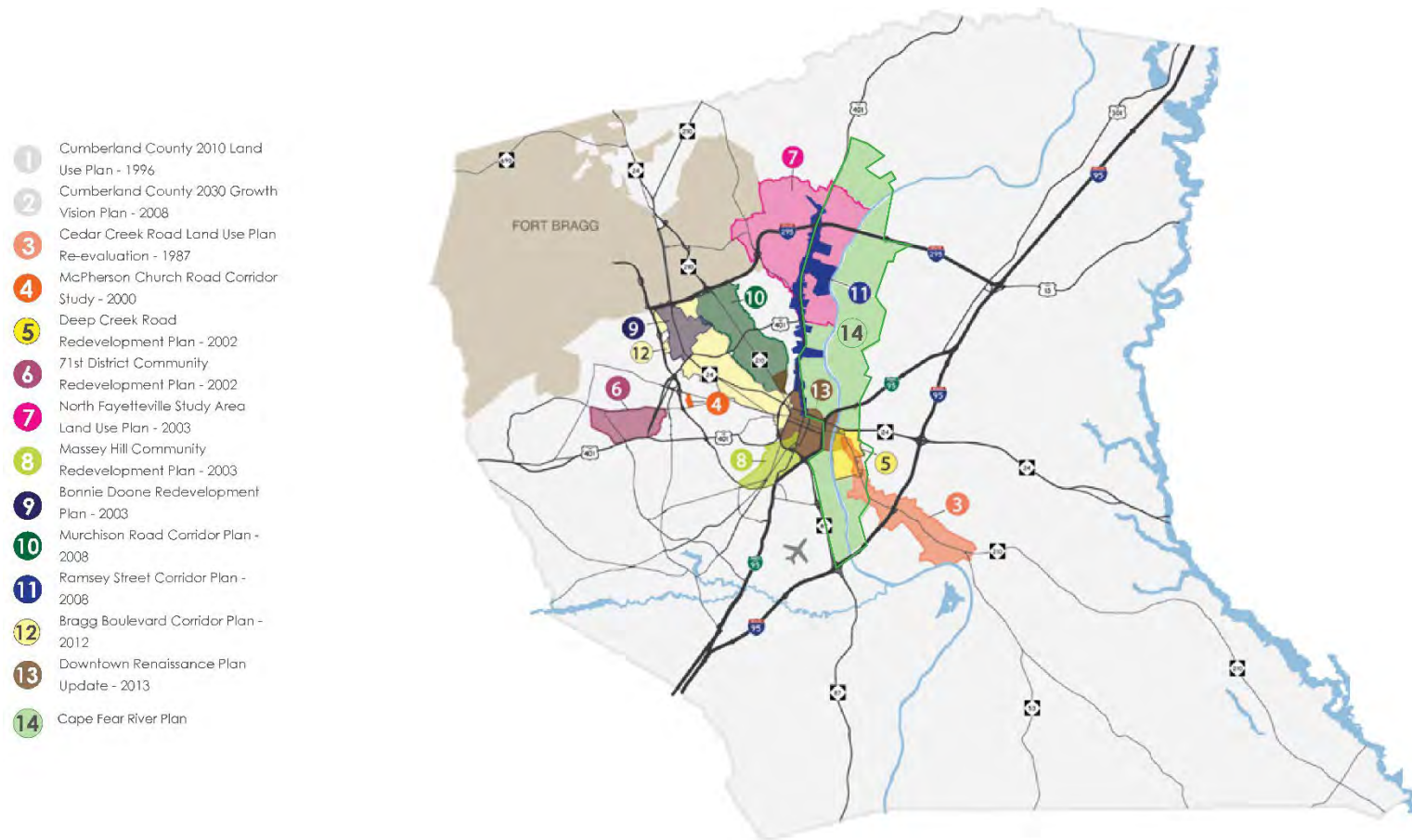


Figure 1: Previous Plans 1983-2017

Public Meetings Summary

As part of the public engagement process for the Fayetteville Future Land Use Map, a series of public meetings were conducted throughout City Council Districts during March and April 2019. A meeting was also held in September to provide a chance for members of the public to comment on the draft plan. The results of these meetings, shown below, provide valuable insight about priorities and goals for future development in Fayetteville and the results will inform the creation of Fayetteville's Future Land Use Map. Additional outreach is expected to occur as part of a broader effort to create a city-wide Comprehensive Plan beginning in 2020.

OVERVIEW

DISTRICT MEETING LOCATIONS

To learn about specific land use issues and preferences among the various neighborhoods in Fayetteville, the nine City Council Districts were consolidated into groups and a public meeting was held to hear from area residents. Several city council members attended the meetings for their districts. All meetings began at 6:00 p.m. and took place at city-owned recreation centers.

MEETING FORMAT

The meetings were held in a casual open-house format to allow participants the opportunity to provide feedback at their own pace. Each district meeting began with a brief presentation highlighting the need for a future land use map and explaining the planning process. Following the presentation, participants visited stations where they expressed their opinions about land use and development via hands-on activities. Activities at each station were facilitated by consultants from Stewart and Crawford Design and City of Fayetteville Staff.

DRAFT PLAN MEETING

A meeting was held at City Hall in September of 2019 to unveil the draft Future Land Use map and recommendations. Public comments were collected and used to revise draft recommendations prior to approval of the Planning Commission and City Council.



Figure 2: Image from District Meetings

City Council Districts	Meeting Date	Meeting Location
District 1 (Kathy Jensen) & District 3 (Tisha Waddell)	3/19/2019	College Lake Recreation Center, 4945 Rosehill Rd.
District 4 (D.J. Haire), District 7 (Larry Wright) & District 9 (Jim Arp)	3/21/2019	EE Miller Recreation Center, 1347 Rim Rd.
District 6 (Bill Crisp) & District 8 (Ted Mohn)	4/3/2019	Lake Rim Recreation Center, 1455 Hoke Loop Rd.
District 2 (Dan Culliton) & District 5 (Johnny Dawkins)	4/4/2019	Myers Recreation Center, 1015 Rochester Dr.

Table 1: District Meeting Locations

VISUAL PREFERENCE

To gain an understanding of the development styles that people prefer, meeting attendees were asked to give feedback on images depicting specific building types for residential, neighborhood, commercial, and office & industrial development.

RESIDENTIAL PREFERENCE

Residential design style preferences show split support for low-density single-family development and medium density single family development. In terms of neighborhood character and design, there was strong preference for mixed use areas and for conservation subdivisions (subdivisions with smaller lots but more open space and parks).

Participants preferred developments with larger amounts of open space (aka “conservation subdivisions”) over conventional subdivision design by 2 to 1.



Low Density Residential



Walkable Mixed Use



Medium Density Residential



Conservation Subdivisions



COMMERCIAL PREFERENCE

Strong preference was shown for commercial/residential mixed-use development and Lifestyle Centers—commercial centers with architectural detail, outdoor seating and landscaping. For office and industry, there was a very strong preference for infill and re-use and support for office and technology centers.

Mixed Use

- Mix of commercial, retail, and service-oriented businesses with a variety of residential options including apartments and townhomes
 - o Buildings sited generally close to the street for downtown feel
 - o Walkable with outdoor seating
 - o Pedestrian-focused

Lifestyle Centers

- Commercial center that is an auto-oriented destination with pleasant outdoor spaces
 - o Distinct architectural detail
 - o Landscaping
 - o Outdoor plaza spaces

Infill & Reuse

- Reuse of buildings(s) for a new purpose or developing vacant/underutilized parcels that are already surrounded by substantial development
 - o Can incorporate historic preservation
 - o Reduces sprawl



Mixed-Use Development

Precedent: Baxter Village, Fort Mill, SC



Lifestyle Center

Precedent: Colony Place, Charlotte, NC



Infill & Reuse

Precedent: Rocky Mills, Rocky Mount, NC

IN CERTAIN PLACES

Meeting attendees showed mixed support for apartments, duplexes and townhomes with most people indicating such development is appropriate only in certain places. In general, respondents indicated support for office and industrial development (other than infill and reuse) in certain places only. This is especially true for manufacturing and industrial development.

DON'T LIKE

In terms of residential preferences, people indicated a lack of interest in Traditional Neighborhood Design, however this could be due to the fact that there are not many local examples. Overall, people were supportive of commercial development, but the least preferred type was Neighborhood Commercial.



These images capture the results of the visual preference exercise from the first community meeting. Votes were tallied from all four meetings and summarized to determine community preference for different types of land uses and development designs.

KEEP, TOSS, CREATE

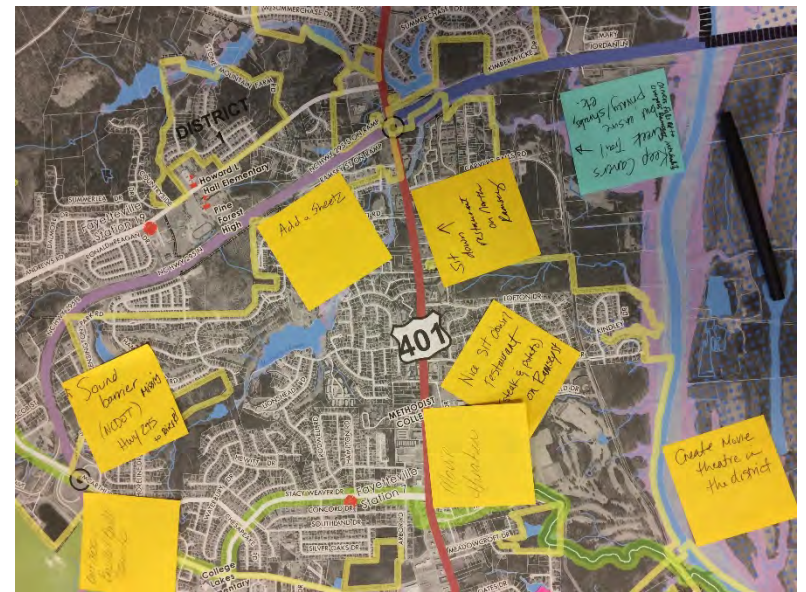
During the public meetings attendees participated in a map-based exercise to convey what parts or aspects of their neighborhoods and districts they wanted to keep (support or preserve), toss (change) and what they wanted to see created. A summary of findings from these activities is included below.

Keep (Support or Preserve)

- **Destinations and Assets**
 - o Mall, Parks, Swimming pools, Airport
- **Nature and Open Space**
 - o Trees in residential areas for stormwater / Replace trees cut down for development
 - o Natural trails along the river, greenway on Big Cross Creek
 - o Green space in residential areas
 - o Keep Carvers Creek Trail, but ensure privacy
 - o Protect farmland
 - o Botanical gardens
- **Investing in Downtown**
 - o Scenic downtown
 - o Market House

Toss (Change)

- **Concurrency and Infrastructure**
 - o Roadway improvements should keep pace with housing developments
 - o Stormwater issues, failing infrastructure
 - o Lack of sidewalks, unsafe intersections
- **Land Uses, Design and Safety Concerns**
 - o Strip development, gas stations
 - o Overhead power lines (i.e. Ramsey St.)
 - o Junk yards (esp. along the river)
 - o Ministorage businesses, blood banks
 - o Dangerous places, crime/illicit activity



Meeting attendees viewed maps of their district and offered ideas on what to preserve, change or create to improve quality of life .

Create

- **More recreation options**
 - o More parks, recreation centers
 - o Safer playgrounds, public pool, skate park; dog park
 - o Park on Shaw Mill Road on city owned property
 - o Basketball courts, walking trails
- **Walkable destinations and transportation networks that support them**
 - o More walkable areas and shopping districts
 - o Bike trails, pedestrian bridges; more sidewalks
 - i.e. Bike trail from Lake Rim Park to Ridge Road
 - o Transit connections to key locations, bus shelters
 - o Activate downtown; more opportunities downtown
 - o Greater connectivity from neighborhoods
- **Redevelopment**
 - o Tax incentives for older neighborhoods
 - o New tenants in shopping centers
 - o New apartments on vacant land near Blounts Creek; high quality apartments (instead of existing duplex)
 - o Reinvestment to major assets (parks, schools, hospitals, etc)
- **Activities, Shopping, Restaurants**
 - o Movie theater, aquarium, sports stadium, soccer stadium
 - o Upscale/sit down restaurant, restaurant x 3; restaurants in neighborhoods
 - o Riverfront development - walkable corridor from stadium to river/ river walk for Cross Creek
 - o Neighborhood commercial at interchange
- **Diversify housing stock**
 - o Walkable, mixed-use development / village
- **Infrastructure, aesthetic improvements and beautification**
 - o Bridges over creeks, dam repairs from flooding
 - o Street lights at gateways; beautify gateways
 - o Beautification on creeks (Cross Creek and Blounts Creek)
- **Support for jobs**
 - o Technology co-location centers on I-95, Locally owned businesses



Greenways, trails and sidewalks were mentioned as a priority for many residents during the public meetings.

Survey

An online, public survey was conducted over a period of a month to gauge public priorities and perspectives related to development types and land uses. These results helped inform the development of strategies to further the public vision for their community. Highlights include:

Priorities

- **Safe and Secure Community***
- **Desirable Place** to Live, Work and Recreate*
- **High Quality Built Environment***
- **Encourage redevelopment** in areas of decline**
- **Improve transportation and options** such as sidewalks and bike lanes**
- **Improve the appearance** of new and existing development**

* Strategic Goal Priorities ** Ten-year priorities

Open Ended Responses / Themes:

- **Stormwater**
- **Too much commercial zoning/traffic**
- **Concern over gentrification**
- **Concern over less fortunate / homeless**
- **Too many apartments**
- **Public safety**
- **More live/work/play areas**
- **Coordination with county**
- **Code enforcement**
- **Support for small business**
- **Greenways and parks**

Which types of development are most important to encourage?

1. **Redevelopment of existing vacant properties**
2. **Walkable developments**
3. **Mixed use developments**
4. **Industrial businesses**
5. **Parks and Recreation facilities**
6. **Commercial businesses**
7. **Residential**

On which items should the City focus its improvement efforts:

1. **Recreation Activities**
2. **Appearance along major roadways**
3. **Sidewalks**
4. **Crosswalks**

65 Ideas for areas ripe for redevelopment

- Murchison Road
- Downtown + Edges
- Massey Hill
- Bragg Blvd
- North Fayetteville
- Ramsey Street
- Shaw Heights

Relationship to land use plan

- Open space requirements
- Character area descriptions
- Land use recommendations and design policies along corridors
- Development standards
- Infrastructure projects

Section 2: Future Land Use Map and Character Area Descriptions

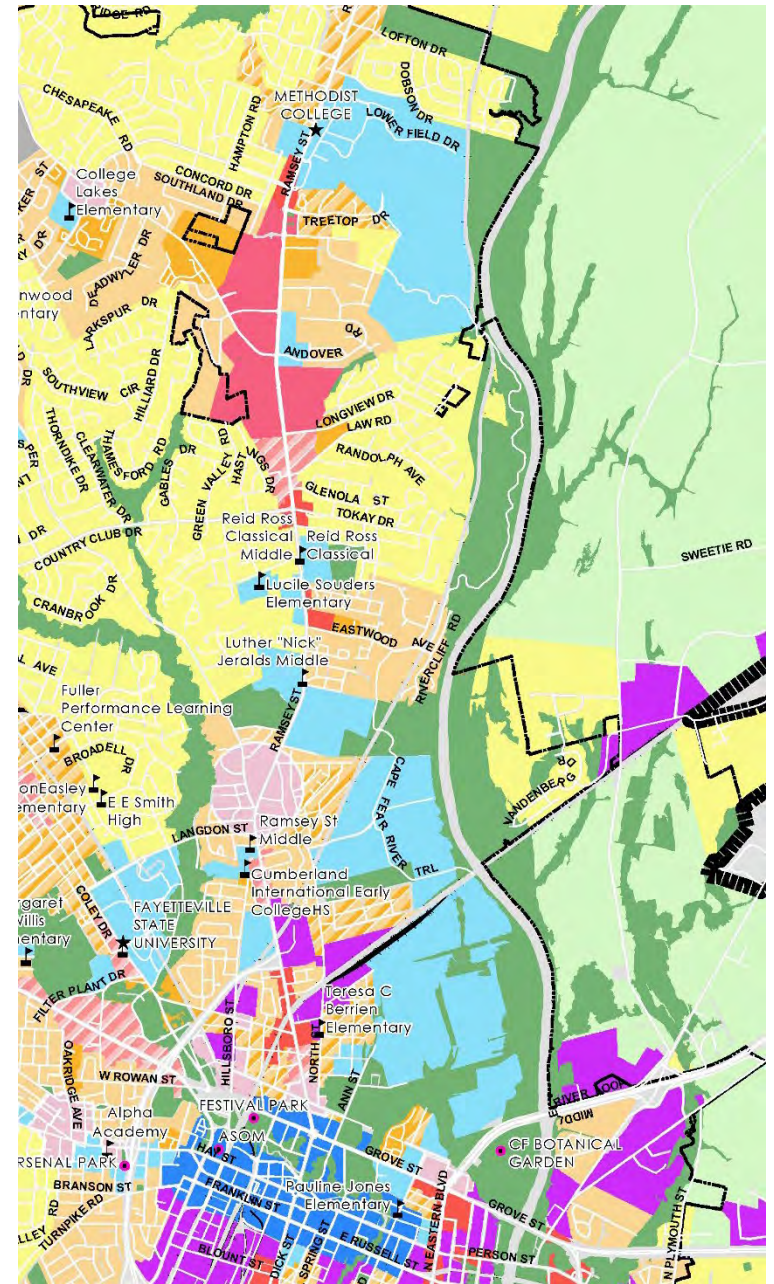
The Future Land Use Map (FLUM) as well as the goals, policies, and strategies that supplement it, are presented in a way that acknowledges Fayetteville's existing land use character and past planning efforts while offering up policy guidance and solutions for sustainable growth in the future.

Along with existing land use, land supply, and suitability analysis, plans from the city's past planning efforts were taken into consideration when drafting this map. To compare against the last city-wide land use planning effort, the Cumberland County 2010 Land Use Plan contained 19 distinct future land use districts, including 5 districts for land on Fort Bragg. This plan identifies 15 future land use districts (referred to as character areas) and refrains from assigning any future land use categories on the base.

Many of the proposed character areas are new, as the prior land use plan had more a more traditional, Euclidean approach to land use types that did not include mixed use designations. The new character areas avoid a traditional approach of separating different uses in most districts and instead reflect a trend of mixing uses in appropriate areas and scales.

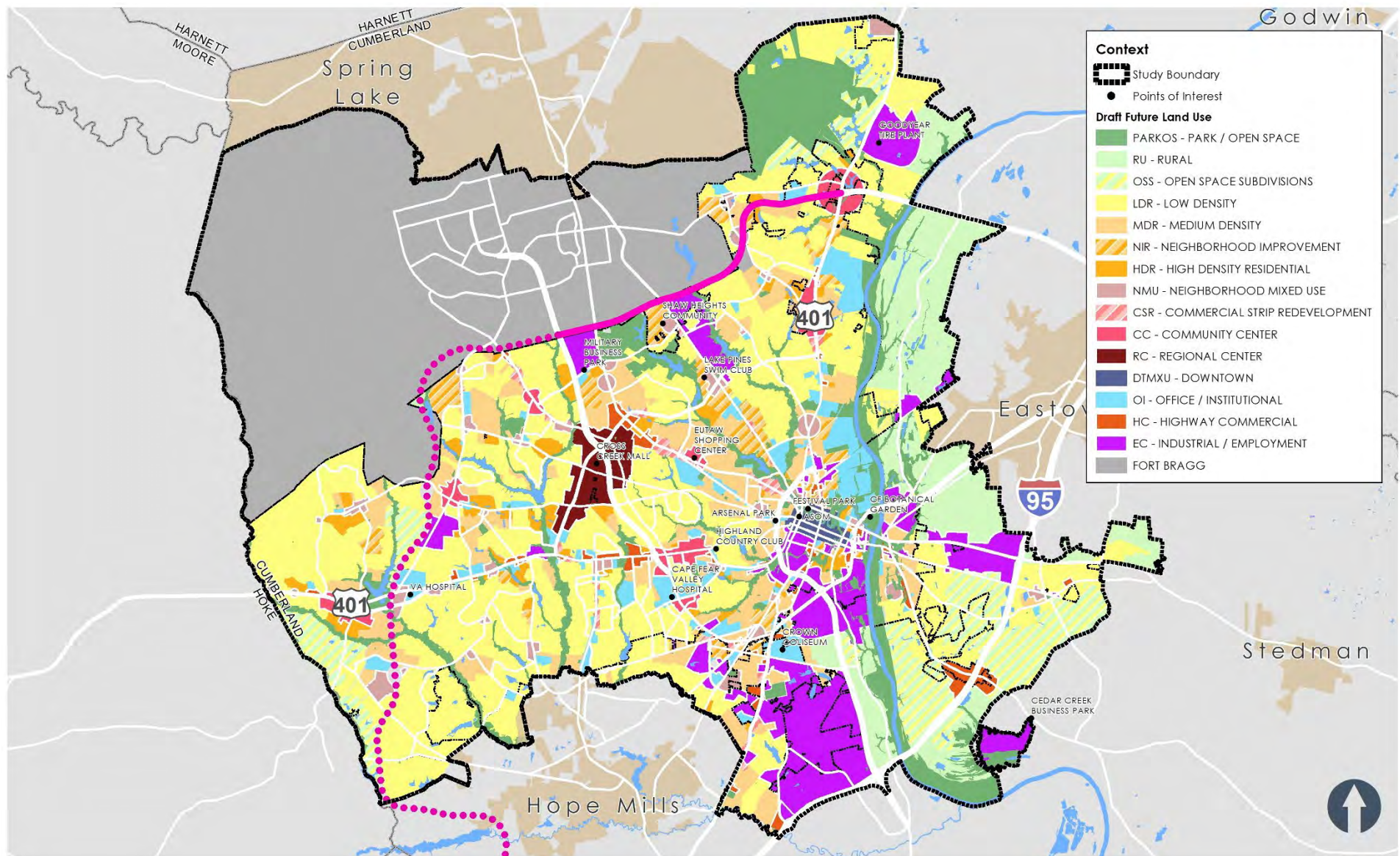
Rural and less intensive uses will be found east of the Cape Fear River, where a lack of utility availability and poor soils will continue to hinder development. Neighborhood mixed use centers are in areas one might expect such as Haymount, but also designated in areas that may see future development like north Ramsey Street. "Commercial Strip Redevelopment" areas are composed of areas like Eutaw Shopping Center and Bragg Boulevard as it approaches downtown Fayetteville. The commercial and retail area centered around Cross Creek Mall and Skibo Road corridor is designated as a "Regional Center".

Fayetteville's FLUM is a tool to meet the needs of current and future residents. The new FLUM will supersede all prior land use plan recommendations to serve as both visual and policy guidance for land use planning moving forward in the City.



A Future Land Use Map (described in more detail later) is one way of guiding development decisions in the City.

Figure 3: Future Land Use Map



Note: Area maps are included in this report beginning on page 16. A larger format version of this map is maintained by the Planning Dept.

FUTURE LAND USE CHARACTER AREAS



DTMXU: Downtown

Intense commercial, retail, service. Many 5+ story buildings (esp. in core). Dense residential uses, stacked vertically and urban neighborhoods on edges.



RC: Regional Center

Commercial centers with regional draw. >400,000 sqft nonresidential leasable space. Some 5+ story buildings, hotels, institutional uses possible or clusters of lower density, large-scale commercial uses. Some residential, but only on upper floors or as multi-family structures on edges.



CC: Community Center

150,000-400,000 sqft nonresidential leasable space. Vertically mixed uses (3-5 stories). Ground floors mainly nonresidential, upper floors office (or maybe residential). High density residential and multi-family inter-mixed. Single family on edges.



NMU: Neighborhood Mixed Use

Neighborhood-scale commercial uses. Horizontal mix of uses; vertically in key locations. Buildings 1-3 stories. Smaller-scale multi-family, attached and small lot single family. Lower density on edges.



HC: Highway Commercial

High intensity nonresidential uses often near major intersections and highway interchanges (hotels, gas stations, big box retail, fast food). Redevelopment not likely to include residential. Buffers for adjacent uses.



CSR: Commercial Strip Redevelopment

Commercial mixed use area that encourages higher density residential redevelopment as part of the land use mix to spur private investment. Target areas are clusters of underutilized commercial strip properties.



EC: Industrial / Employment Center

High intensity nonresidential uses with high impact or likelihood for nuisance. Regional employment centers including larger industrial uses or business parks.



O/I: Office/Institutional

Medium intensity nonresidential uses. Light industrial, office, flexspaces, warehousing, large schools/institutions. Businesses or buildings grouped, sometimes in business parks. This area also includes utilities and city services.



PARKOS: Parks/Open Space

Areas generally not suited for development due to site constraints or environmental/cultural importance. These areas may include passive or active recreation amenities or reserved open space, such as undisturbed floodplain.



HDR: High Density Residential

Townhomes and apartments in 3-5 story buildings with some very small single family lots possible. Typically, 5-16 dwellings per acre. Active, compact neighborhoods walkable to adjacent commercial centers.



MDR: Medium Density Residential

Primarily single family residential neighborhoods with small lots (3-6 dwellings per acre). Duplex or townhomes interspersed; low-rise apartments possible. Mostly auto-oriented, but some walkable neighborhoods and destinations



NIR: Neighborhood Improvement

This area allows higher density redevelopment and "missing middle" housing to increase private reinvestment and revitalize neighborhoods. Target areas include clusters of vacant and/or underutilized parcels. Policies focus on neighborhood improvement and reinvestment.



LDR: Low Density Residential

Mainly single family residential with some accessory dwellings; occasionally with duplexes (if isolated) or townhomes. Lots typically 1-4 dwellings per acre. Suburban, auto-oriented character with utility services.



OSS: Open Space Subdivisions

Clustered residential or conservation subdivisions that reserve significant land for open space. Generally, 1-2 dwelling units per acre. Potential for utility service or septic systems.



RU: Rural

Primarily working lands (farms, silviculture, etc.) with occasional single family residential. No utility service (especially lack of sewer). Density typically much less than 1 dwelling per acre. Poorly connected road network.

DRAFT FUTURE LAND USE

- PARKOS - PARK / OPEN SPACE
- RU - RURAL
- OSS - OPEN SPACE SUBDIVISIONS
- LDR - LOW DENSITY
- MDR - MEDIUM DENSITY
- NIR - NEIGHBORHOOD IMPROVEMENT
- HDR - HIGH DENSITY RESIDENTIAL
- NMU - NEIGHBORHOOD MIXED USE
- CSR - COMMERCIAL STRIP REDEVELOPMENT
- CC - COMMUNITY CENTER
- RC - REGIONAL CENTER
- DTMXU - DOWNTOWN
- OI - OFFICE / INSTITUTIONAL
- HC - HIGHWAY COMMERCIAL
- EC - INDUSTRIAL / EMPLOYMENT

CONTEXT

- County Boundary
- City Limits
- Municipal Influence Area
- Fort Bragg
- Railroad Track

Figure 5: Eastern Fayetteville

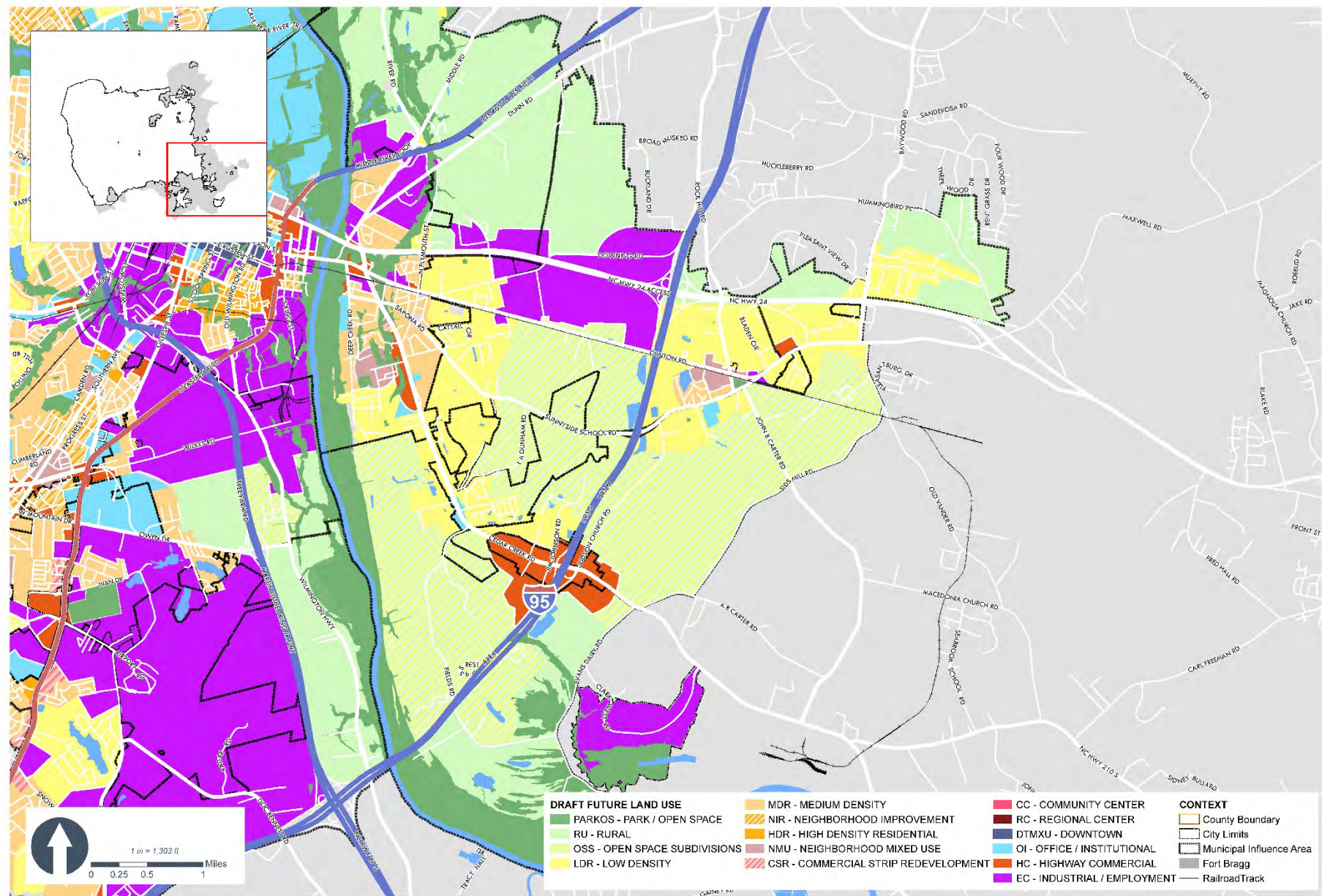


Figure 6: North of I-295

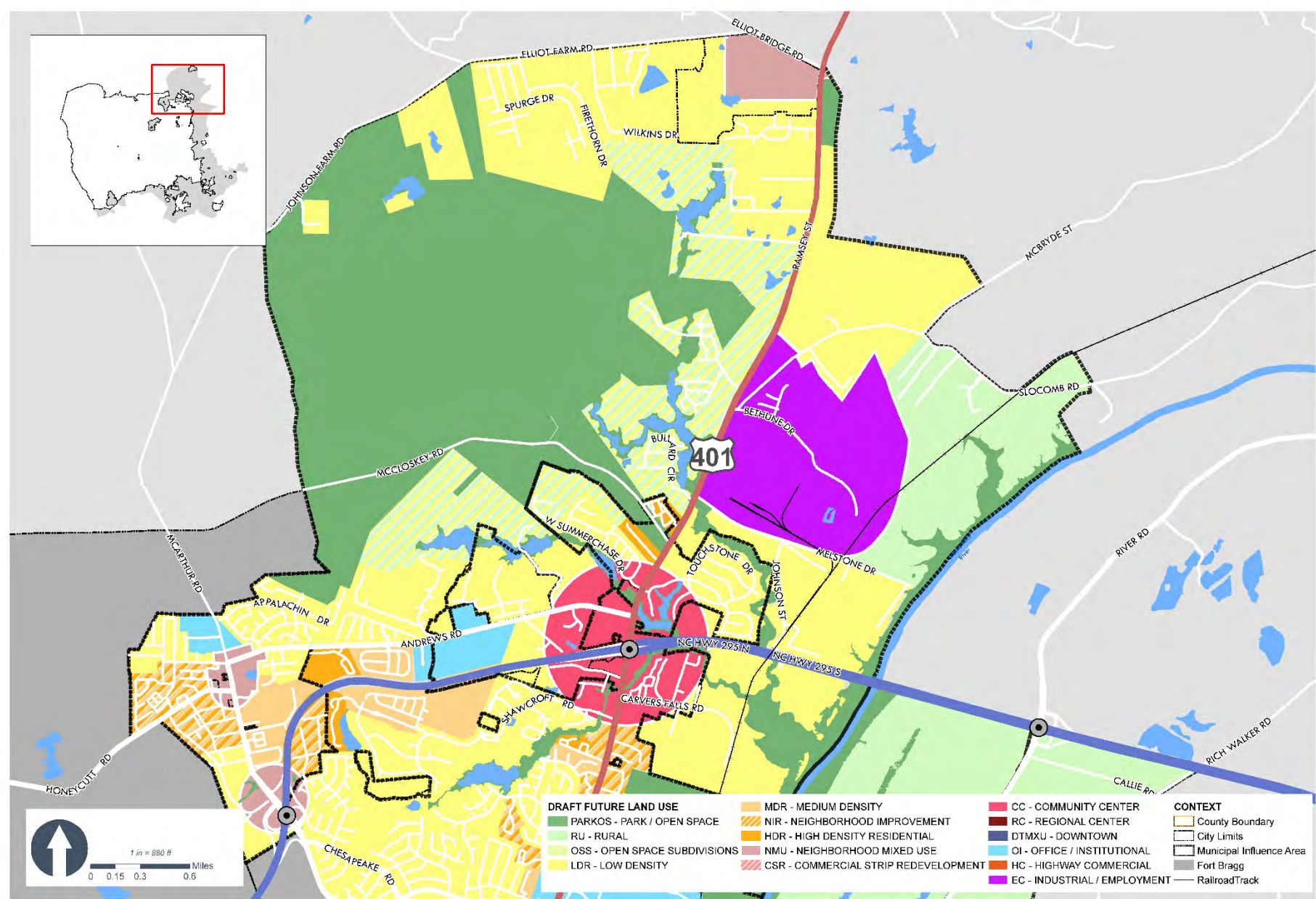


Figure 7: Bragg Boulevard to Ramsey Street

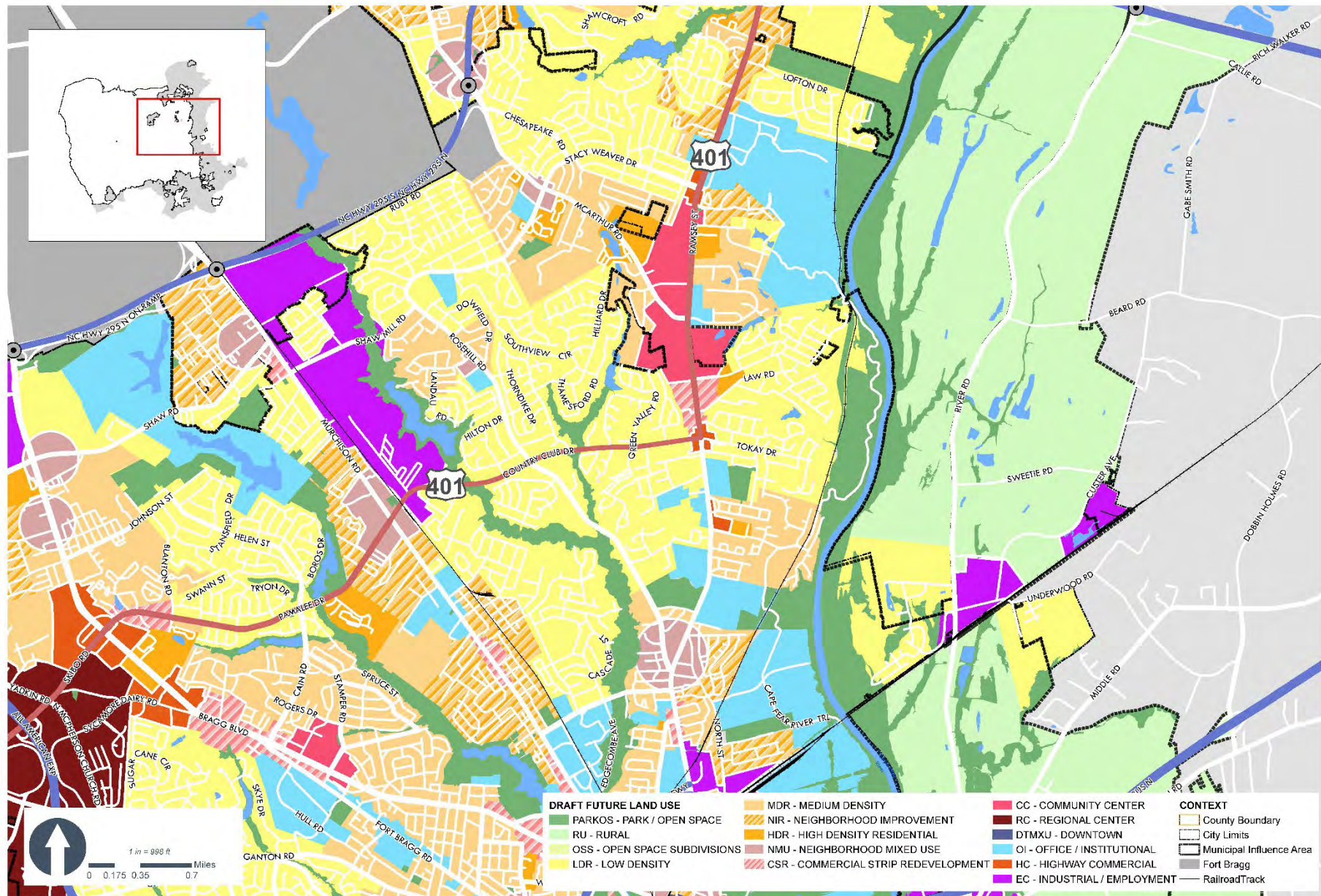


Figure 8: Southern Fayetteville

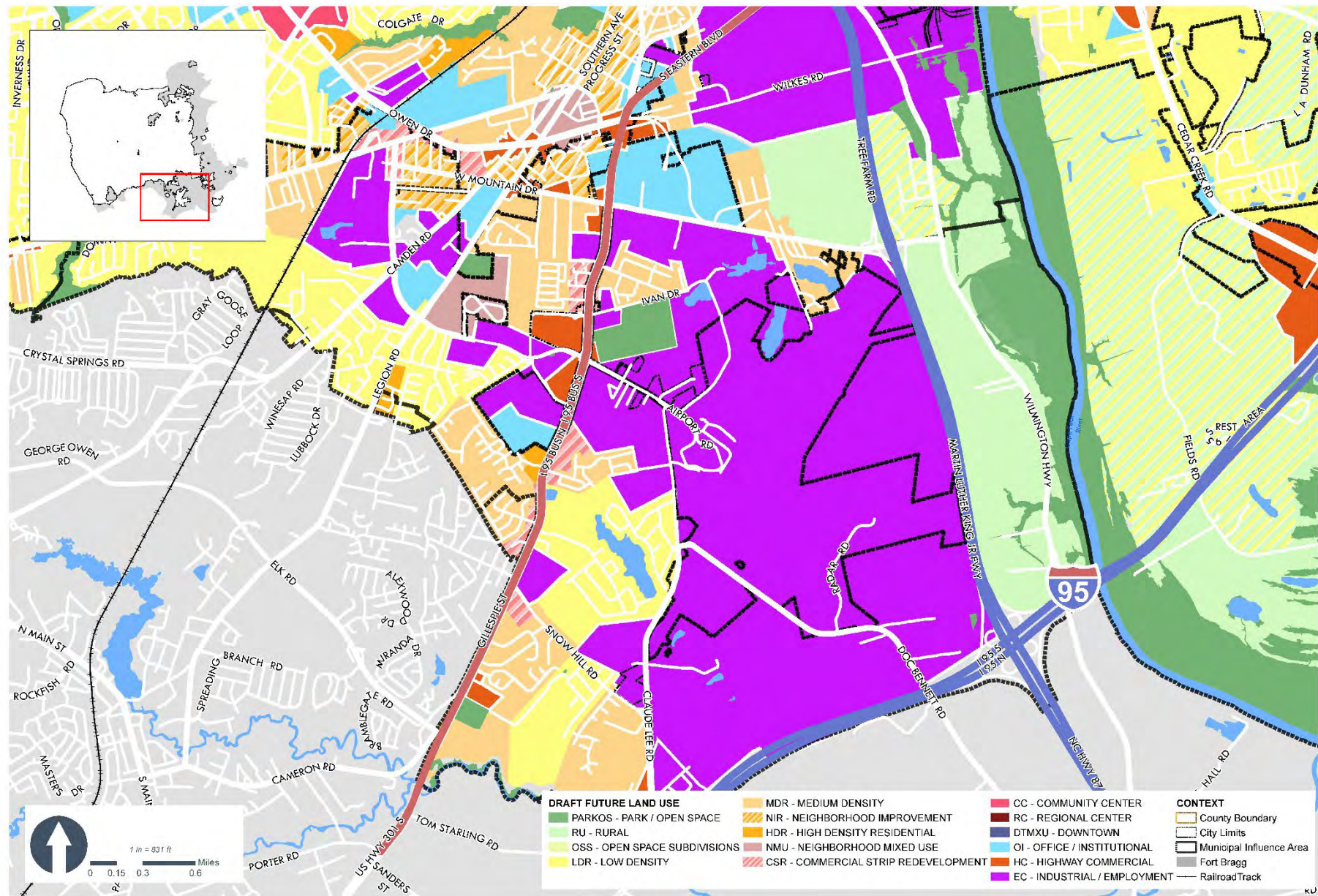


Figure 9: Cross Creek Mall Area

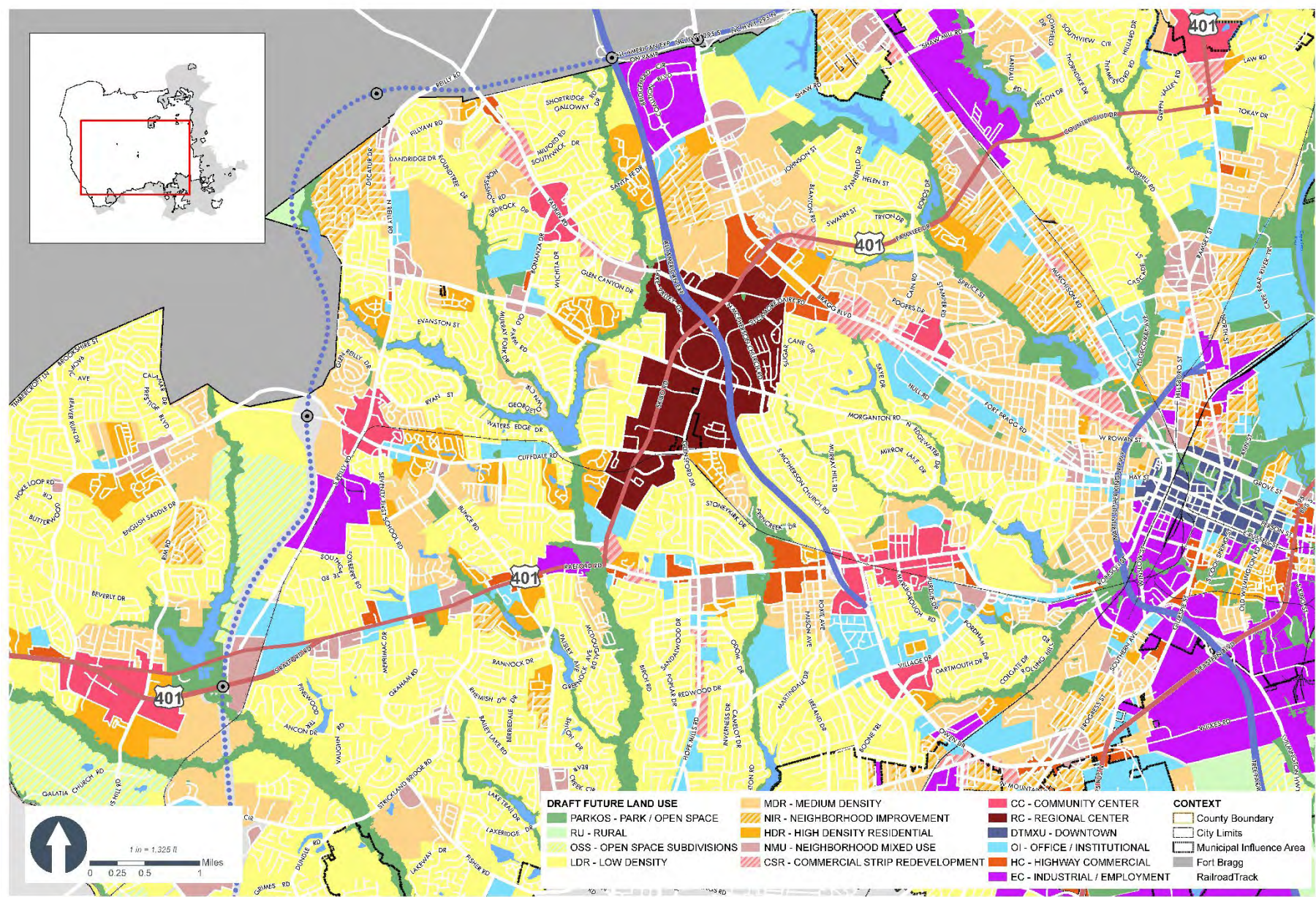
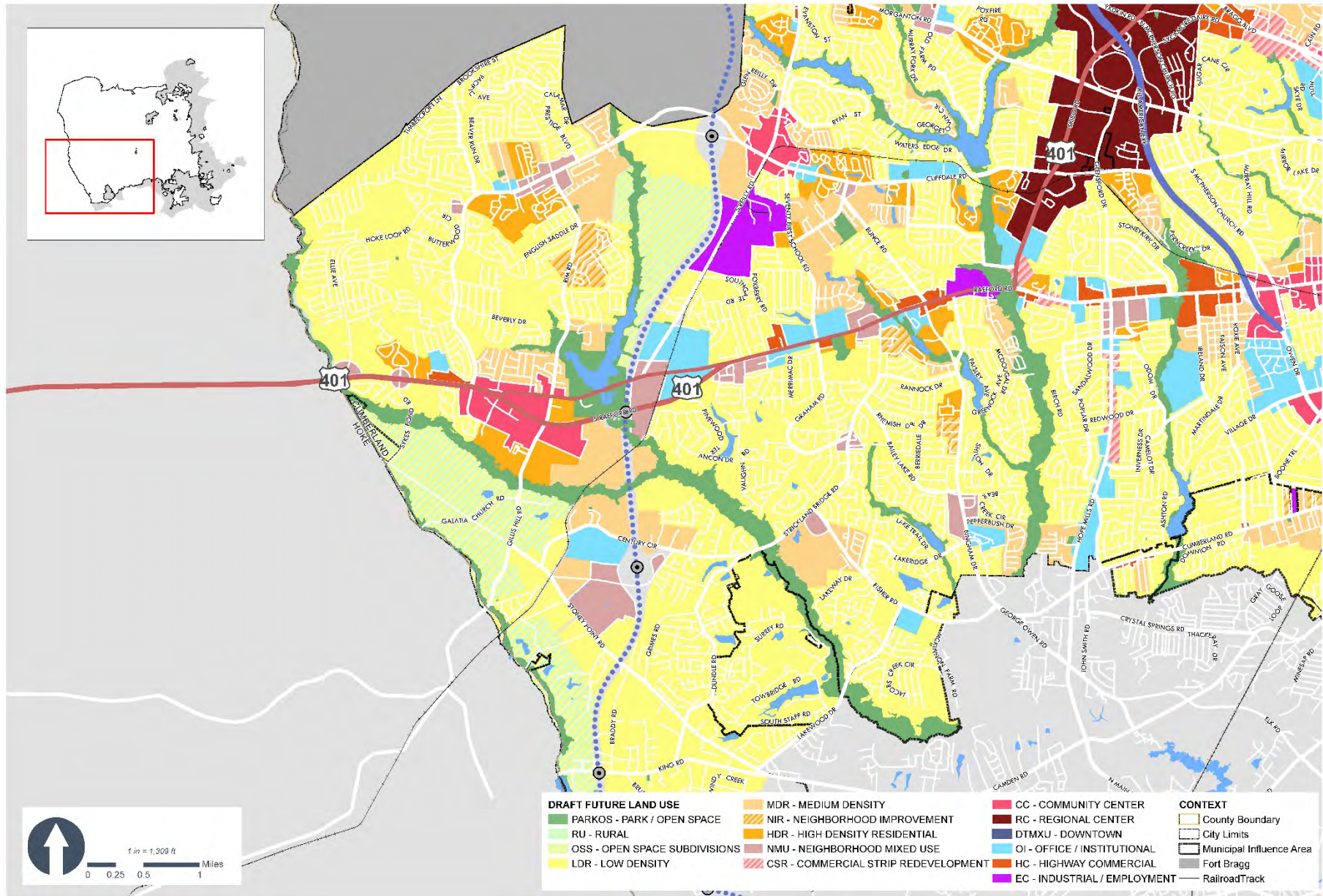


Figure 10: West Fayetteville



Section 3: Goals and Policy Recommendations

FUTURE LAND USE GOALS

GOAL #1: FOCUS VALUE AND INVESTMENT AROUND INFRASTRUCTURE AND STRATEGIC NODES

GOAL #2: PROMOTE COMPATIBLE ECONOMIC AND COMMERCIAL DEVELOPMENT IN KEY IDENTIFIED AREAS

GOAL #3: ENCOURAGE REDEVELOPMENT OF STRIP COMMERCIAL AREAS

GOAL #4: FOSTER SAFE, STABLE, AND ATTRACTIVE NEIGHBORHOODS

GOAL #5: PRESERVE AND ENHANCE ENVIRONMENTAL FEATURES THROUGH OPEN SPACE PROTECTION

GOAL #6: COMPLIMENT AND CAPITALIZE ON THE STRATEGIC IMPORTANCE OF MILITARY INSTALLATIONS AND EDUCATIONAL AND MEDICAL INSTITUTIONS



The Future Land Use Plan goals support Goal III from the overall City Strategic Plan:

Goal III: Strategic Land Use Policy

Objective A – Manage growth and support strategic land use policy by supporting quality development.

LAND USE POLICIES AND STRATEGIES

STRATEGIC, COMPATIBLE GROWTH

LU-1: ENCOURAGE GROWTH IN AREAS WELL-SERVED BY INFRASTRUCTURE AND URBAN SERVICES, INCLUDING ROADS, UTILITIES, PARKS, SCHOOLS, POLICE, FIRE AND EMERGENCY SERVICES.

- **1.1: Work with the Public Works Commission (PWC) and other utility provider to ensure that public facilities and services are planned in a coordinated manner**
 - Utilize the Future Land Use map as a guide for infrastructure expansion
- **1.2: Encourage more intense uses, greater mix of uses and denser residential types in key focal areas**
 - Regional Centers & Community Centers
 - Neighborhood Mixed Use
 - Downtown
- **1.3: Consider the costs and benefits of future extensions of utility service**
- **1.4: Require annexation and adherence to development standards for any development proposal within the city's Municipal Influence Area (MIA) if city services are to be provided**
- **1.5: Limit utility service extensions in areas that are designated as Rural on the Future Land Use Map**
- **1.6: Require adequate infrastructure to be in place prior to or in tandem with new development**
 - This includes road infrastructure such as roads, turn lanes and sidewalks as well as public services such as parks, schools, water/sewer, police, fire and emergency services
- **1.7: Encourage a logical progression of housing development and discourage "leapfrog" development**
 - Leapfrog development is development that occurs in areas away from existing development and in areas currently not served by infrastructure or adjacent to services, esp. water/sewer. This type of growth can lead to higher costs of providing urban services.



Farm and forest land east of the Cape Fear River is currently not served by City sewer. Extension of sewer to much of this area is not advisable due to cost to provide service and environmental constraints.

LU-2: ENCOURAGE STRATEGIC ECONOMIC DEVELOPMENT

- **2.1: Encourage economic development in designated areas**
 - Encourage economic development in key areas including Downtown, Office / Institutional Areas, Industrial / Employment Areas, Regional and Community Centers, and Highway Commercial Areas
- **2.2: Identify opportunity sites for manufacturing and technology industry based on transportation access, nearby land uses, environmental constraints and other considerations**
 - Discourage large-scale residential rezonings and development that impacts prime industrial sites
 - Coordinate with City departments to determine necessary utility, transportation and stormwater upgrades to accommodate target industries
- **2.3: Coordinate with the Fayetteville Cumberland County Economic Development Corporation (FCCEDC)**
 - Conduct economic development activities that contribute to local jobs, a high quality of life, business retention and recruitment
 - Promote a stable economic base by recruiting a diverse industry base
 - Continue to maintain an up-to-date inventory of buildings and sites
 - Work toward the creation of certified industrial sites
 - Conduct small area planning studies for Economic Development catalyst sites to determine access improvements and potential building configurations to utilize in marketing materials
 - Consider strategic infrastructure investments for catalyst sites
- **2.4: Coordinate with the Fayetteville Area Convention and Visitors Bureau, the Cool Spring Downtown District and other entities to encourage visitation and tourism in the City**
 - Work to encourage events and conventions in Downtown Fayetteville and other activity centers
 - Invest in public improvements to streetscapes including sidewalks, street trees, landscaping, lighting, and furnishings to create pedestrian-oriented environments Downtown and in other activity centers
 - Study the feasibility of new greenways and extensions to existing greenways



Marketing existing industrial and business parks with can help increase local jobs and improve property values



The pedestrian friendly environment of Hay Street could be extended to other parts of Downtown and replicated in different form in other activity centers to encourage redevelopment, and shopping and dining destinations

- Recent studies have shown that access to greenways can help spur economic development and visitation
- 2.5: Partner to determine specific uses that could be supported through adaptive reuse and redevelopment opportunities**

LU-3: ENCOURAGE REDEVELOPMENT ALONG UNDERUTILIZED COMMERCIAL STRIP CORRIDORS AND REINVESTMENT IN DISTRESSED RESIDENTIAL NEIGHBORHOODS

- 3.1: Examine and identify targeted redevelopment and infill areas throughout the city**
- 3.2: Identify potential barriers for redevelopment and reinvestment and provide flexibility through modification to development regulations while maintaining high standards**
 - Consider incentives for redevelopment of underutilized commercial properties including:
 - Allowance of higher density residential types
 - Reduced setbacks and parking
 - Consider incentives for reinvestment in distressed neighborhoods including:
 - Develop land use regulations that allow for diverse housing offerings that allow people to transition to multiple types of housing in different stages of life without having to leave their neighborhood
 - Create targeted, city-funded grant opportunities for developers and individual property owners alike to invest in their homes and neighborhoods.
 - Using previous plans such as the Bonnie Doone Redevelopment Plan or Shaw Heights Plan as a guide, readdress and develop concept area plans for neighborhoods that need it the most and advertise the results created to help spur private sector interest
- 3.3: Coordinate efforts among departments to create synergistic opportunities for reinvestment in distressed areas.**
 - Study opportunities for public improvements that spur private investment. Opportunities may include transportation improvements,

Example redevelopment strategies:

Incentives:

- Develop façade or upfit grants to offset private costs of reuse of buildings
- Revise parking requirements to allow greater flexibility where public transit is available

Regulatory:

- Allow higher-intensity, higher-return land uses in key areas
- Adjust setbacks to allow structure expansions that make walkable environments
- Create neighborhood plans to organize private efforts and communicate local vision

Investment:

- Coordinate public streetscape and beautification efforts with private redevelopment projects
- Explore establishing a dedicated funding source to implement targeted improvements or a community redevelopment agency
- Develop a revolving loan fund or investment strategy to incubate local entrepreneurs

regional stormwater facilities, greenways and parks, and/or school construction or upgrades.

- Consider acquisition of strategic properties and potential catalyst sites to sell to developers via RFP process to accomplish community goals

LU-4: CREATE WELL-DESIGNED AND WALKABLE COMMERCIAL AND MIXED-USE DISTRICTS

- **4.1: Ensure new development meets basic site design standards**
 - Standards should include:
 - Connected streets, entrances, and parking lots
 - Sidewalks and pedestrian pathways on both sides of all public rights-of-way (at the minimum)
 - High quality building materials
 - Landscaping, shade, and street trees
 - Perimeter buffers
 - Lower-level parking lot screening
 - Stormwater retention and infiltration
- **4.2: Encourage context-sensitive site design**
 - Design commercial and mixed-use areas to be walkable areas with pedestrian connections between uses and buildings
 - Encourage buildings to be located close to the street, especially near key intersections, with parking located to the side or behind the buildings
 - Require short block lengths (max. 400 to 600 feet) and connections to adjacent development (crosswalks, etc.)
 - Ensure development standards specify:
 - Transition in building scale between new buildings and surrounding neighborhoods
 - Building and parking orientation and design
 - Landscaped buffers, tree save areas and site design that provides transitions between more and less intense uses
- **4.3: Preserve Historic Resources and Encourage Reuse**
 - Pursue grants to inventory historic resources



Thirty-six percent of commercial properties in the City are underutilized, indicating an oversupply of commercial property. One-third of total commercial properties are under two acres in size.



New development standards are improving some commercial corridors. Recent development along Ramsey Street sports heightened perimeter landscaping and screening of parking areas.

- Encourage reuse of historic structures through development regulations
- Modify land use regulations to encourage the scale and architectural detail of new infill development to be compatible with older neighborhoods.

LU-5: IMPROVE GATEWAYS

- **5.1: Continue to require perimeter landscaping and planting islands in significant renovations and redevelopment along commercial corridors.**
 - There is currently a number of gateways into the City that have underutilized commercial areas. Recent changes to development standards are improving some areas incrementally, however approving exceptions during rezonings and/or for small properties can stall this incremental improvement and potentially have a negative effect on adjacent properties and future development.
- **5.2: Consider strategic investment in transportation and public realm improvements along gateway corridors**
 - Identify key gateways into Fayetteville (such as Murchison Street, Bragg Boulevard and Ramsey Street) and study potential transportation improvements, public realm improvements and redevelopment opportunities
 - Roadway improvements such as access management projects, medians, collector street connections and roundabouts can be catalysts for new development or redevelopment along gateway corridors.
 - Landscaping, beautification, public art and the addition of pedestrian facilities can help the City leverage public rights-of-way for neighborhood improvement.
 - Where appropriate, focus planning efforts and regulations to facilitate transit stops along future development and infill with consideration placed upon potential rail service from Fayetteville State University to Downtown Fayetteville.
 - Require any high-density, vertical mixed-use development in these areas to cluster and make the most of transportation improvements constructed.



Town of Hickory, NC: Inspiring Places

Following their most recent community visioning and plan adoption, the citizens of Hickory passed a \$40 million bond by referendum. This bond is currently being used to design and construct catalyst projects identified in the vision plan. The major thrusts of the plan include:

- A corporate business park for contemporary manufacturing companies
- New public recreational facilities in downtown and along the river
- Enhanced gateways and streetscape beautification
- Investing in the connection between downtown and the university

These major public projects are anticipated to generate private sector investment that will multiply the total economic and societal benefit.

More information can be found here:

<https://www.hickorync.gov/content/bond-information>

(Photo from the Town of Hickory website.)

- Re-align key major and minor intersections (and establish minor connections from existing neighborhoods) to create logical connections and nodes for investment, intensification, and public realm enhancements
 - Develop, with assistance from city transportation officials, a list of intersections that can benefit from realignment. Coordinate with FAMPO and NCDOT to add projects to the STIP for funding.
 - Use this plan as a mechanism to retrofit areas with other amenities found elsewhere within the city such as street trees, sidewalks, and bike lanes.

SAFE, STABLE AND ATTRACTIVE NEIGHBORHOODS

LU-6: ENCOURAGE DEVELOPMENT STANDARDS THAT RESULT IN QUALITY NEIGHBORHOODS

- **6.1: Encourage quality neighborhood design through maintaining and improving standards for streets, sidewalks, stormwater and open space.**
 - Require a connected system of streets in new development and stub-outs to areas of future development
 - Require sidewalks in new developments along both sides of public roadways (including the frontage of properties and internal roads)
 - Encourage commonly-accessible open spaces in new residential subdivisions
 - Require street trees in high density residential developments and commercial areas
 - Require canopy trees in new single-family neighborhoods
- **6.2: Encourage Crime Prevention Through Environmental Design (CPTED) principles in development design and the design of public facilities**
 - Building and site design that includes clear delineation between public and private spaces, street lighting, and windows and/or balconies facing the street can help increase informal surveillance of space and reduce crime

LU-7: ENCOURAGE A MIX OF HOUSING TYPES FOR ALL AGES AND INCOMES

- **7.1: Allow a mix of housing, including attached and multi-family homes, to create diverse neighborhoods, especially within and near Downtown and designated Regional, Community and Neighborhood Centers**
 - Establish incentives for encouraging select underutilized commercial areas and strip malls to be converted to higher density residential uses
- **7.2: Allow a mix of smaller scale detached and attached housing in Medium Density Residential and Neighborhood Improvement areas (as identified on the Future Land Use Map)**



Requiring high quality design and construction of public facilities in new subdivisions can encourage development that raises property values, and create a visually appealing public realm.



A variety of housing type options allows people in different stages of their lives to be able to invest in the social fabric of their neighborhood and community. Providing spaces within neighborhoods for these “missing middle” housing types can allow people to find their own special niche within the City.

- Housing types in these areas could include smaller-lot patio homes, duplexes, triplexes, quadplexes and townhomes
 - Greater flexibility in allowable housing types, setbacks or parking requirements could be considered for Neighborhood Improvement areas to encourage reinvestment
- Design standards could be implemented to encourage compatibility with existing development in these areas. Standards could include:
 - Architectural standards
 - Open space requirements
 - Parking design criteria (i.e. location, planting requirements)
- **7.3: Work with non-profits to increase affordable and workforce housing**
 - Pursue federal Choice Neighborhoods Implementation grants for planning and creating mixed-income housing
- **7.4: Conduct neighborhood stabilization activities**
 - Coordinate with Cumberland County on programs that help homeowners repair existing homes and/or remain in neighborhoods experiencing change can help stabilize neighborhoods that are experiencing change and retain NOAH (Naturally Occurring Affordable Housing)
 - Develop partnerships and programs that encourage renovation of rental housing stock

U.S. Department of Housing and Urban Development: Choice Neighborhoods

This federal program leverages public and private dollars to support locally-driven strategies that address struggling neighborhoods with distressed public or HUD-assisted housing. Local leaders, residents, and stakeholders create and implement a plan that revitalizes distressed HUD housing and addresses the challenges in the surrounding neighborhood. The program helps communities transform neighborhoods by revitalizing severely distressed public and/or assisted housing and catalyzing critical improvements in the neighborhood, including vacant property, housing, businesses, services and schools.

Choice Neighborhoods is focused on three core goals:

1. **Housing:** Replace distressed public and assisted housing with high-quality mixed-income housing;
2. **People:** Improve outcomes related to employment and income, health, and children's education; and
3. **Neighborhood:** Create the conditions necessary for public and private reinvestment in distressed neighborhoods.

More information can be found here:

<https://www.hud.gov/cn>

(Information adapted from HUD website.)

PRESERVE AND ENHANCE ENVIRONMENTAL FEATURES

LU-8: REQUIRE THE RESERVATION OF OPEN SPACE AND UNIQUE NATURAL FEATURES IN NEW DEVELOPMENTS

- **8.1: Evaluate open space requirements for residential development and consider increasing requirements to be competitive with or exceed peer communities**
 - Currently 5-10% of most sites is required to be reserved as open space and 50% of the open space is required to be usable for active or passive recreation facilities.
 - Size, location and access criteria should be evaluated to ensure adequate, quality open space is being provided in new subdivisions
 - Regulations should accomplish the following:
 - Require open space to be connected to the maximum extent practical
 - Specify allowable types of open space (i.e. parks, valuable natural features, amenities such as greenways, walking paths, picnic areas, etc.)
 - Specify lands not counted toward the open space requirement (i.e. remnants, rights-of-way, etc.)
- **8.2: Preserve unique natural features through site design**
 - Regularly review and update Unified Development Ordinance to specify priority open space types (i.e. natural features that should be preserved first with new development)
 - Continue to incentivize tree preservation, especially mature native trees and Champion Trees
 - Currently preservation and protection of specimen trees or groves of three or more trees over a certain caliper results in a 300% credit toward open space requirements
 - Consider expanding incentives to:
 - Include larger vegetated riparian buffers (up to 150ft) to maintain water quality
 - Include future greenway locations



Open space can take many forms and can be public, private, or semi-public. Finding the right, context-sensitive mix can add value to a neighborhood and improve health outcomes of residents.

- **8.3: Incentivize cluster / conservation subdivisions, especially in areas with high value natural assets and Open Space Subdivisions areas (on the Future Land Use Map)**
 - Evaluate doubling or tripling the current density bonus for additional open space and consider modifications to encourage subdivisions with more open space in developing areas on the edges of the City
 - Currently, a density bonus is available that is equal to a 1 percent increase in allowable density for every 1 percent of land devoted to open space over base requirement. Maximum density bonus is set to a 20 percent increase in the allowable density.

LU-9: PLAN FOR A CONNECTED SYSTEM OF OPEN SPACE AND GREENWAYS

- **9.1: Improve access to parks and greenways**
 - Coordinate with Fayetteville Cumberland Parks & Recreation to improve access to existing facilities and address level of service deficiencies within the City and Municipal Influence Area
 - Prepare an open space and greenway master plan for the City and/or coordinate with Cumberland County to create a plan for the entire county
 - Analyze existing level of service and equitable access to parks as a first step in this process
- **9.2: Prioritize connecting neighborhoods and destinations with greenways**
 - Expedite the development of the Cape Fear River Trail and key connections
 - Create a master plan and improve wayfinding for the Cross Creek Linear Park
 - Study future greenway connections along major creeks including Little Cross Creek, Beaver Creek, Bones Creek and other tributaries identified as potential greenways in previously completed Small Area Plans



Greenways (multi-use trails) are a local amenity as well as a regional recreational attractor.

LU-10: SUPPORT LAND USE, SITE DESIGN AND CAPITAL IMPROVEMENT INITIATIVES THAT INCREASE RESILIENCY AND REDUCE IMPACTS FROM FLOODING AND NATURAL DISASTERS

- **10.1: Encourage on-site stormwater control measures that reduce impacts of new development**
 - Stormwater requirements should seek to mimic pre-development conditions, limit impacts from new development on adjacent properties and reduce the rate of stormwater runoff to avoid erosion of stream banks and encourage groundwater recharge
- **10.2: Incentivize Low Impact Development (LID) techniques in new development**
- **10.3: Plan for stormwater management at the stream basin level, especially in areas that have been developed with limited on-site detention**
- **10.4: Carefully control development within the floodplain**
 - Encourage open space, passive parks and restoration of native vegetation within the 100-year floodplain
 - Require all structures to be built with additional “freeboard” or distance above habitable floors and a base flood elevations (BFE)
 - Discourage uses that include hazardous material storage in the floodplain



The best (and safest) use of high- to moderate-frequency floodplains is to be reserved for the storage of floodwater during storm events. Passive recreational uses can also increase the utility of these areas.

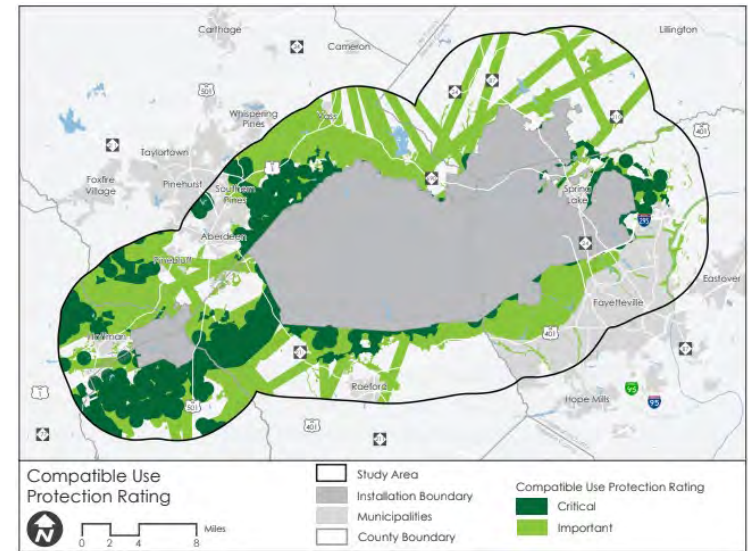
MILITARY INSTALLATIONS AND INSTITUTIONS

LU-11: ENCOURAGE A DEVELOPMENT PATTERN AND COMMUNITY GROWTH THAT RESPECTS THE TRAINING AND OPERATIONAL MISSION OF THE MILITARY, WHILE ALSO ALLOWING FOR REASONABLE, APPROPRIATE USES OF PROPERTIES NEAR FORT BRAGG

- **11.1: Discourage higher intensity development in Critical and Important areas identified in the 2018 Joint Land Use Study (JLUS)**
- **11.2: Require notice of military installation commanders when new major subdivisions are proposed within 5 miles of Fort Bragg**
- **11.3: Limit height of buildings proximal to major military installations (per JLUS recommendation)**
- **11.4: Discourage residential uses and gathering places within the Noise-Accident Potential (NPO) Districts identified in the JLUS plan**
 - Continue to discourage residential uses and public gathering places
 - Consider requiring adherence to development standards include:
 - Maximum density of residential uses of 1 dwelling unit per five acres
 - Clubhouses and gathering places should not be allowed
 - Noise attenuation in impacted structures

LU-12: COORDINATE WITH FORT BRAGG

- **12.1: Regularly communicate with Fort Bragg and ensure that local government representatives are participants in the Regional Land Use Advisory Commission (RULAC)**
- **12.2: Fort Bragg shall be included in all major infrastructure planning locally. This will be especially important as Fort Bragg and surrounding local communities seek mutually beneficial opportunities to enhance services**
- **12.3: Consider the co-location and joint development of park facilities in cooperation with institutions such as colleges, public schools, the military, other federal, state and local government agencies, as well as private and non-profit interests**



The operations at Fort Bragg are impacted by the uses of surrounding lands, as detailed in the recently revised Joint Land Use Study (JLUS).

(Source: Fort Bragg JLUS, Sept. 2018)

- **12.4: Coordinate with Cumberland County, the Fayetteville-Cumberland County Chamber of Commerce and the military to encourage compatible economic development near the base**
- **12.5: Coordinate with the military, affordable housing interests and housing developers to increase supply of high-quality housing that is conveniently located and attractive to a variety of individuals and family types**

LU-13: COORDINATE WITH LOCAL GOVERNMENTS, NON-PROFITS AND EDUCATION AND MEDICAL INSTITUTIONS ON ECONOMIC DEVELOPMENT INITIATIVES AND COMPLIMENTARY DEVELOPMENT IN THE VICINITY CAMPUSES

- **13.1: Encourage growth and development that is complimentary to higher education institutions**
- **13.3: Coordinate with institutions to determine long-term off campus needs and priorities surrounding their campuses**
 - This coordination could include identifying areas for student housing, placemaking initiatives, transportation improvements and/or small area planning priorities



Methodist University, Fayetteville State University and Fayetteville Technical Community College are anchor institutions that great assets to the City. Coordinating with representatives of these institutions will be key during small area planning initiatives in the future.

Section 4: Implementation Recommendations

The following strategies represent near-term recommendations for implementing key components of the Future Land Use Plan.

STRATEGY #1: USE THIS DOCUMENT AND THE FUTURE LAND USE MAP TO GUIDE LAND USE POLICY DECISIONS AT STAFF, BOARD, AND ELECTED OFFICIAL LEVELS TO PROMOTE SOUND DEVELOPMENT PATTERNS THROUGHOUT THE CITY.

- **CONTEXT:** The last City-wide land use plan was included in the Cumberland County 2010 Land Use Plan, completed in 1996, which resulted from a joint effort between Cumberland County and the City of Fayetteville. Since this time a number of small area plans have been completed in the City that have included land use recommendations. Oftentimes, there could be multiple plans that address the future land use of a parcel in the city. This fact, and not having a clear understanding of what plan recommendations take precedence, could create issues between staff and the development community when those parcels are being considered for development. This document and the associated Future Land Use Map was created based on updating a city-wide vision for growth and development that is based on previous small area plans and a planning and public engagement process that included stakeholder interviews, public meetings, a survey and staff worksessions. It is meant to supersede previous land use planning efforts and be updated regularly.
- **IMPLEMENTATION RECOMMENDATIONS:**
 - Formally adopt the Future Land Use Map and Recommendations
 - Review all land use petitions (rezonings, conditional and/or special uses, site plans and etc.) for consistency with the future

Implementation Recommendations

- #1:** Use this document and the Future Land Use Map to guide land use policy decisions
- #2:** Update the City's comprehensive plan
- #3:** Remove barriers for reinvestment and redevelopment in target areas
- #4:** Coordinate efforts among departments to create synergistic opportunities for reinvestment in distressed areas
- #5:** Increase public engagement efforts in support of the goals and action steps in this document

land use map as well as the goals, policies, and strategies of this plan.

- o Implement targeted development regulations that support the future land use goals and character area descriptions.
 - o Refine the city's development codes in a clear and consistently applied manner and use them as a tool for implementation of the land use goals and strategies found in this document.
- o Regularly update the Future Land Use map based on rezoning decisions, future small area planning initiatives and major updates every 5 years

STRATEGY #2: BUILD ON THE RECOMMENDATIONS AND THE FUTURE LAND USE MAP WITH A COMPREHENSIVE PLAN UPDATE

- **CONTEXT:** Outside of recent planning efforts for small areas within the city, there has not been a full-fledged comprehensive plan since the 2008 Growth Vision Plan. As comprehensive plans typically have a shelf-life of 5-10 years, an update is necessary to properly represent the wants and wishes of stakeholders and citizens alike. While this mapping update took much of the city's available land use, environmental, and socio-economic data to create a thoughtful approach to its future development, a comprehensive plan update will also address items and topics not touched on this update, such as economic development, parks and open space, transportation, and others.
- **IMPLEMENTATION RECOMMENDATIONS:** Planning managers should work closely with elected officials and city management to explain the necessity of a comprehensive planning update and coordinate its completion with planning staff or dedicate funding for completion by a private planning firm. Specific recommendations include:
 - Encourage City Council to appropriate funds for a citywide comprehensive plan to update the 2010 Plan with public participation as a key element.

- Supplement that planning effort with other corridor and small area plans that are focused on implementation, specifically for areas within the city with distressed neighborhoods or marginal commercial development.

STRATEGY #3: REMOVE BARRIERS FOR REINVESTMENT AND REDEVELOPMENT IN TARGET AREAS, ESPECIALLY MARGINAL COMMERCIAL STRIP CORRIDORS AND/OR RESIDENTIAL NEIGHBORHOODS

- **CONTEXT:** There is an oversupply of commercial property in Fayetteville, which has led to high vacancies and underperforming commercial strip development along many major thoroughfares. Encouraging commercial reinvestment and redevelopment at key nodes and allowing the marginal strip commercial properties to redevelop into apartments and multi-family residential (with cross access between properties) could simultaneously reinvigorate distressed and blighted strip commercial properties and reinforce the neighborhood nodes. This will provide stability and focused investment in key nodes that will build community value that will permeate the surrounding neighborhoods, while also providing a useful and important function for underutilized properties.

Over the years, strip development has occurred on nearly every major or minor arterial in the city. This effect has been exacerbated by the numerous, incremental road realignments as well as unpredictable and significant fluctuations in demand and population (in part due to the military base). The changes have created an unreliable backdrop for investment, with an ever-changing landscape of population density, income, access, and availability. As each new strip develops, it disenfranchises the previous strip development by lowering demand, and partially underutilized land and marginal businesses and rental spaces are all that is left. Some parcels were so highly prized for their frontage on an arterial that the entire back 75% of the parcel was ignored, with just a parking lot and shallow commercial space developed along the roadway. With the



Strip commercial centers with reinvestment potential existing on many of the major commercial corridors. Often, these commercial strip buildings have vacant land behind them that is underutilized.

newly proposed focal activity areas, it is important to encourage and incentivize redevelopment of these marginal strip commercial centers. By doing so, these properties can redevelop as higher value contributors to a better organized community that will reinforce activity centers.

- Strip properties within Commercial Strip Redevelopment character areas will be incentivized to redevelop as higher density residential properties. They have good vehicular access for residents and the reduction in commercial properties will heighten demand for the remaining commercial at the activity centers. These activity centers will then benefit by increased demand for upfits and redevelopment, which will increase their attractiveness and vibrancy. The existing and future pedestrian facilities along these redeveloped corridors will connect the residents of the redeveloped Commercial Strip Redevelopment areas with the activity centers, which will help those businesses flourish by having a high population of potential consumers nearby.
- Neighborhood Improvement/Redevelopment character areas offer a similar opportunity for marginal residential neighborhoods that have failed to grow value as much as other neighborhoods. If context-sensitive redevelopment of appropriate density is allowed and encouraged to occur, it can lead to aggregation of parcels and redevelopment that will build wealth and spur reinvestment. The city will need to find ways to encourage slight increases in density while maintaining neighborhood character. Public improvements, such as sidewalks, street trees, curb-and-gutter, street lights, upfitting sewer pipes, etc. could be targeted to spur reinvestment.
- **IMPLEMENTATION RECOMMENDATIONS:**
 - Identify properties and reach out to owners and the development community to identify strategies and incentives for encouraging the desired redevelopment.
 - If necessary, make changes to the land development regulations and zoning code, including a potential zoning overlay with relaxed lot sizes, dimensional standards, use

allowances or housing type allowances, etc., to allow the desired development to occur.

- o Begin a targeted incentive program that encourages the desired outcomes. If possible, establish a standing funding stream for redevelopment activities, which may include a municipal services district, dedicated general fund revenues, low interest revolving loan fund, waiver of utility or inspection fees, etc.

STRATEGY #4: COORDINATE EFFORTS AMONG DEPARTMENTS TO CREATE SYNERGISTIC OPPORTUNITIES FOR REINVESTMENT IN DISTRESSED AREAS

- **CONTEXT:** Incremental, disjointed improvements by multiple players across a broad area will fail to communicate priorities and direction that will focus private sector investment to build community wealth. This issue may be addressed by the public sector in the following ways:
 - o upzoning select parcels
 - o upsizing water, sewer, stormwater, electric, and broadband infrastructure
 - o adding pedestrian and transportation improvements
 - o providing outdoor recreation, open space, and stormwater management
 - o school improvements

By coordinating and focusing public sector energy, funding, and improvements into key locations, the city can leverage private investment in those locations to build community value that extends into neighboring residential properties.

Specifically, transportation improvements such as realigning key major and minor intersections and establishing connections near activity nodes is an opportunity in areas that could benefit from investment or public realm enhancements. This will require a coordinated effort between planning staff and transportation agencies. Identifying and realigning minor road sections and/or establishing connections between neighborhoods and commercial centers can lead to more



intuitive neighborhood centers and focus private sector investment decisions in areas that will build community focus and wealth, including opportunities for walkable, distinct, and active nodes.

- **IMPLEMENTATION RECOMMENDATIONS:**

- Identify a lead from each city department, establish a regular coordination/meeting framework. Evaluate the current development review and implementation process, as well as intended and unintended consequences of current efforts including public facility planning, redevelopment, cost recovery, beautification, etc.
- Map out priority focus neighborhoods or areas and discuss ways to align efforts. Create a group priority recommendation and get community buy-in, including extensive outreach to the community and private sector.
- Inventory and identify misaligned intersections and gaps in the road network.
- Prioritize those interventions, in part using public input, and then budget for acquisition and construction.
- Ensure that these new connections include pedestrian facilities that connect residences to activity centers, to help reinforce these new nodes of commercial activity.
- Connect neighborhoods to commercial nodes to support and activate these areas. Method for realigning should rank parcels relative distance to key nodes and seek interventions that have highest cost (purchase + construction) – to – benefit (increased connectivity to node).

STRATEGY #5: INCREASE PUBLIC ENGAGEMENT EFFORTS IN SUPPORT OF GOALS AND ACTION STEPS IN THIS DOCUMENT

- **CONTEXT:** Public engagement is the cornerstone of plan implementation. Without public buy-in, a plan will meet resistance when it comes time to implement, budget, prioritize, and appropriate funds. By building a network of contacts in local institutions,

neighborhoods, and districts, and reaching out for education, momentum can be built for implementing plan recommendations.

- **IMPLEMENTATION RECOMMENDATIONS:** Identify and designate a responsible internal team and task them with making contacts and establishing small-scale neighborhood meetings throughout the city. Outreach beginning in the Fall of 2019 can help validate recommendations in the Future Land Use Map and this document and can contribute to an understanding of priority issues to inform a new Comprehensive Plan. A “road show” should be developed that highlights key recommendations in this plan and familiarizes community members and organizations with the goals of the plan. Create and disseminate other informational material, including a website, to help educate the community and provide avenues for them to discuss, comment on, and revise the Plan. Establish metrics for successful engagement and track and report on those metrics to an appropriately accountable body. Additional implementation steps include:
 - Utilize the city’s planning staff and public information office to serve as the “front line” for implementation of all goals and strategies in this map update.
 - Involve other local partners (NCDOT, developers, etc.) when necessary to serve as conduits in the implementation of the goals of this planning effort to assist in the coordination of regulatory compliance
 - Ensure that the land use map, its character areas, and their descriptions are regularly updated according to the city’s development trends and the desires of the citizens of Fayetteville
 - Facilitate training and education on the implications of this report to areas of the city that would be affected the most by the changes outlined within these policies and strategies.

Section 5: Community Profile

The Community Profile focuses on the Fayetteville planning area and includes demographic indicators and trends (i.e. population, employment, income, housing, education, health, aging, etc.) which provide a context for growth and change in Fayetteville and Cumberland County. Natural resources, environmental constraints, existing land use patterns and land use suitability is also documented.

DEMOGRAPHICS

POPULATION & AGE

Growth has primarily occurred within the City of Fayetteville with an annual growth rate of 3.3% between 2000 and 2017. This compares with an annual growth rate of 0.6% for Cumberland County during this period.

The median age in Fayetteville has generally gotten younger between 2000 and 2017 going from a median age of 31.9 years to 30 years. This is due to a 96% increase of 14,461 persons in the 20 to 24-year age cohort.

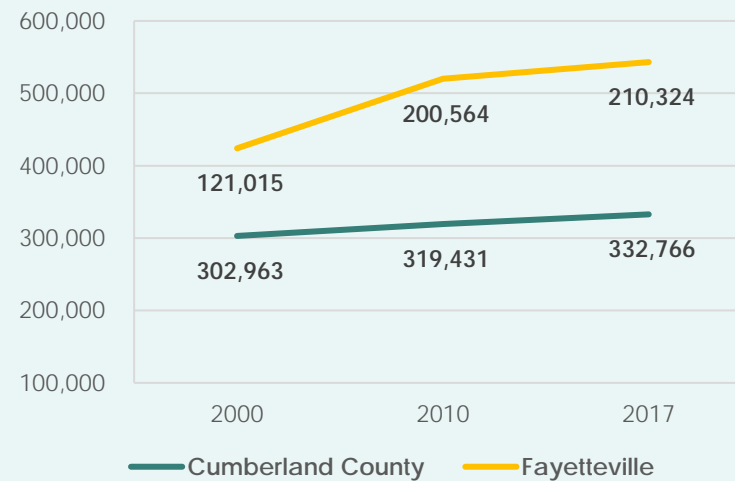
VETERANS & PERSONS WITH DISABILITIES

Within Fayetteville, Veterans make up approximately 21% of the civilian population of persons over the age of 18. For these Veterans, 28.7% report having a disability. This contributes to the general population of the City having a higher than average number of persons with disabilities (16.7%) than the rest of North Carolina (13.7%). The most prevalent type of difficulty is ambulatory meaning that 9.6% of the population (civilian, non-institutionalized) reports having serious difficulty walking or climbing stairs.

Veteran /Disability Status	City	NC
Veteran Status	20.8%	8.7%
Reported Disability	20.5%	16.6%

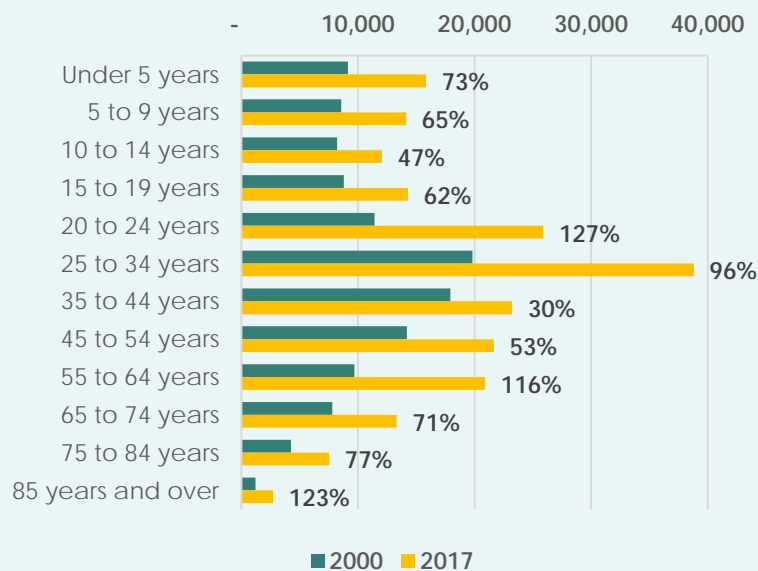
SOURCE: 2017 ACS ESTIMATES; CIVILIAN POPULATION 18+

Population Growth



Source: 2000 Census, 2010 Census, 2017 ACS

Growth by Age Cohort



Source: 2000 Census, 2017 ACS

Housing

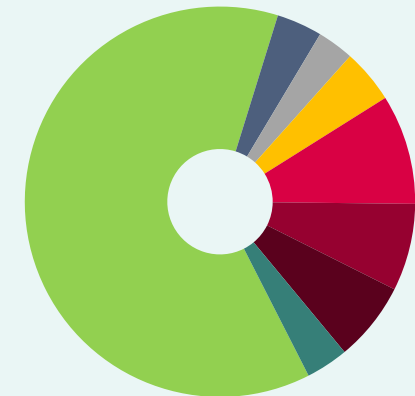
The City of Fayetteville has experienced a 77% increase in the number of housing units between 2000 and 2017, at a rate of approximately 3.6% per year during that time period. Most of this growth can be attributed to annexation. The County experienced slower growth in housing units (23%) during this same time period at a rate of approximately 1% per year. The housing table below indicates the types of units in the City and the year that they were built. Most of the housing within Fayetteville is 1 unit detached (62.3%), separated on all sides from any other structure except its own garage or shed. Apartment buildings with 5+ units are also a prevalent housing type within the City. Three quarters of all housing units have been built since 1970. While the dataset is not current to 2019, it appears that construction of units has tapered off since 1999.

Housing by Type			Housing Year Built		
1 unit - detached	58,966	62.3%	2014 or later	853	0.9%
1 unit - attached	3,575	3.8%	2010 to 2013	4,234	4.5%
2 units	2,872	3.0%	2000 to 2009	12,453	13.2%
3 or 4 units	4,228	4.5%	1990 to 1999	16,692	17.6%
5 to 9 units	8,610	9.1%	1980 to 1989	16,829	17.8%
10-19 units	6,847	7.2%	1970 to 1979	19,917	21.0%
20 or more units	6,228	6.6%	1960 to 1969	12,725	13.4%
Mobile Home	3,326	3.5%	1950 to 1959	6,812	7.2%
Other	-	0.0%	1940 to 1949	2,641	2.8%
			1939 or later	1,496	1.6%
			Total	94,652	

SOURCE: 2017 ACS, 5-YEAR ESTIMATES

Since 2010, there has been a gradual shift towards renter-occupied housing. In 2013 the balance tipped toward renter-occupied housing. Currently, Fayetteville has 45.2% owner-occupied housing. Median rent is \$892 and 85% of housing units are occupied (2017 ACS, 5-Year Estimates).

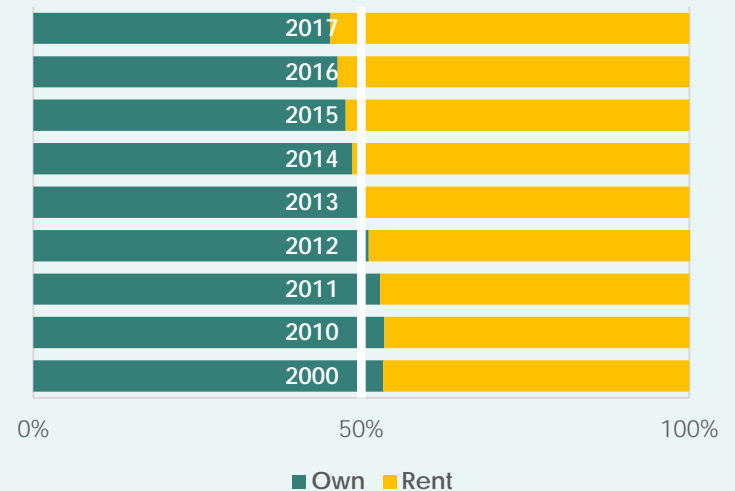
Housing by Type



- 1 unit - detached
- 1 unit - attached
- 2 units
- 3 or 4 units
- 5 to 9 units
- 10-19 units
- 20 or more units
- Mobile Home

Source: 2017 ACS, 5-Year Estimates

Owner vs Renter Occupied



Source: 2000 Census, 2010 Census, 2011-2017 ACS Estimates

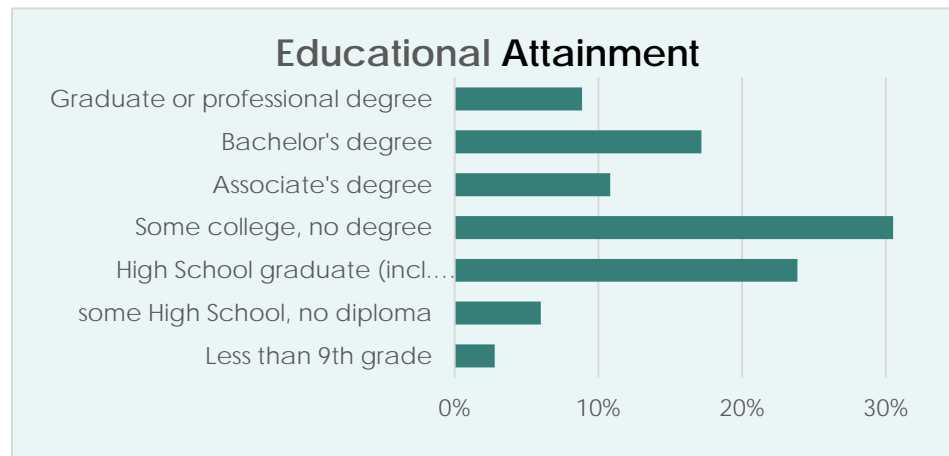
INCOME

Median household income in Fayetteville was \$43,439 in 2017. Median household income in 2017 is approximately 11% less than in 2010 when adjusting for inflation. This decrease in household income is consistent with an increase in family poverty. During this time period, there has also been a small increase in the ratio of income spent on rent as a percentage of overall household income.

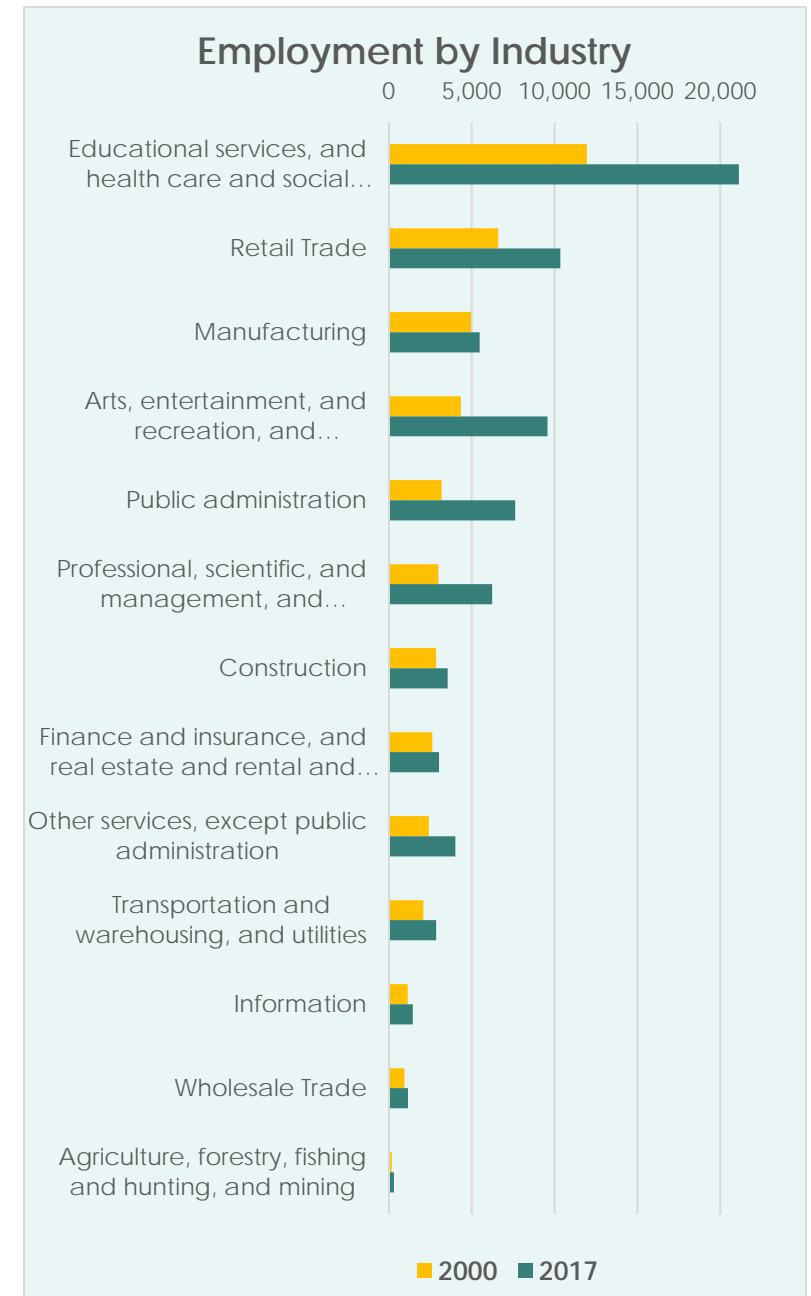
Socio-economic Indicators	2000	2010	2017
Median HH Income (Inflation Adjusted to 2017)	\$36,287 (\$51,653)	\$43,284 (\$48,656)	\$43,439
Family Poverty	11.7%	13.8%	15.8%
Median Gross Rent as % of HH Income	-	28.2%	31.6%
Unemployment	-	11.7%	10.8%
Households with No Vehicles Available	-	6.7%	7.2%
Source: 2000 Census, 2010 Census, 2017 ACS Estimates			

EDUCATIONAL ATTAINMENT & EMPLOYMENT

One quarter of persons aged 25 and older residing in Fayetteville hold a Bachelor's degree or higher. The Educational services, health care, and social assistance sector has the greatest percentage of those employed in the City with an increase of 57% and



Source: 2017 ACS, 5-Year Estimates



Source: 2017 ACS, 5-Year Estimates

nearly 10,000 persons employed since 2000. While all sectors gained employment, Public administration (139% increase) and Arts, entertainment and recreation, and accommodation and food services (121% increase) had the highest gains in employment since 2000. Manufacturing (10.4%) and Finance and insurance, and real estate and rental and leasing (14.9%) saw the smallest amount of growth among employment sectors.

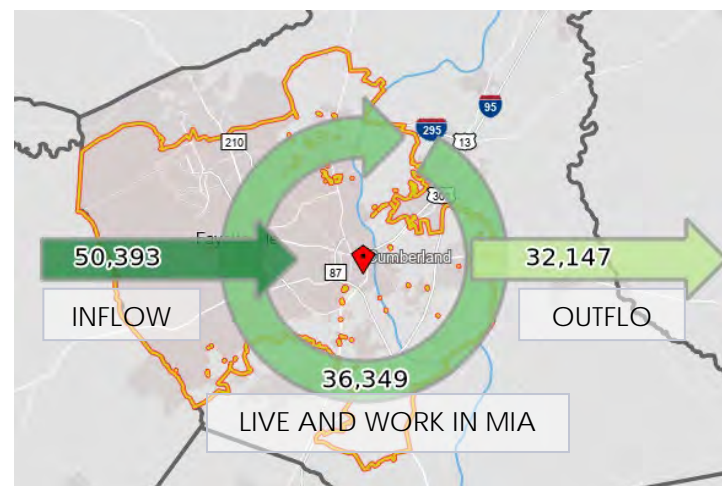
COMMUTING

Mean travel time to work decreased between 2010 and 2017. At the same time Fayetteville saw a 1% decrease in driving alone, a 3% increase in people walking to work and a 3% drop in those working from home. Based on 2015 commute data, 58% percent of people employed in the Fayetteville Municipal Influence Area (MIA) live in areas outside. Most of these individuals are commuting to areas South and West of Fayetteville. Conversely, 47% of people that live in the Fayetteville MIA are employed and commute to areas outside of the area.

Commuting to Work				
	2010		2017	
Mean Travel Time	19.2 Minutes		18.7 Minutes	
Car, truck or van, drove alone	71,452	79%	78,883	78%
Car, truck or van, carpoolled	8,513	9%	8,836	9%
Public transportation	513	1%	771	1%
Walked	3,723	4%	7,463	7%
Other means	1,352	1%	1,097	1%
Worked at home	5,442	6%	3,474	3%

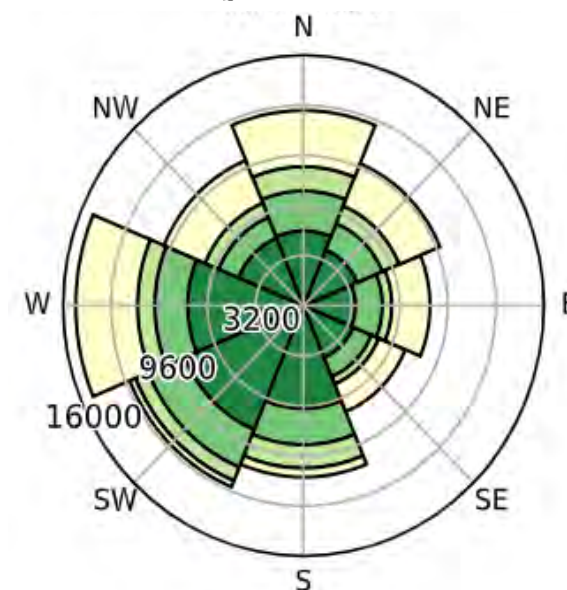
Source: 2000 Census, 2017 ACS Estimates

Commuting Patterns to/from MIA



Source: 2015 Census OnTheMap, Center for Economic Studies

Job Counts by Area for Commuters



Source: 2015 Census OnTheMap, Center for Economic Studies

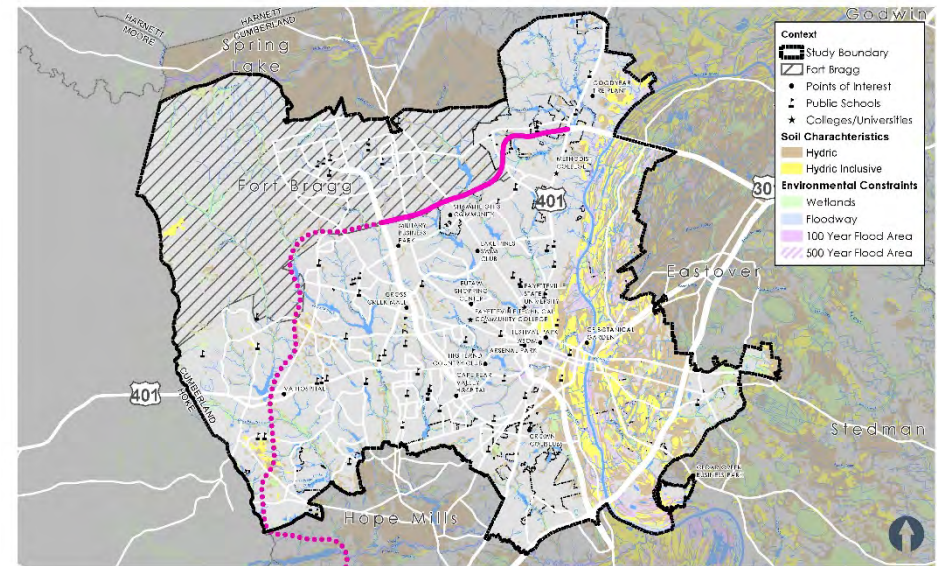
NATURAL RESOURCES AND ENVIRONMENTAL CONSTRAINTS

Floodplain and Hydric Soil

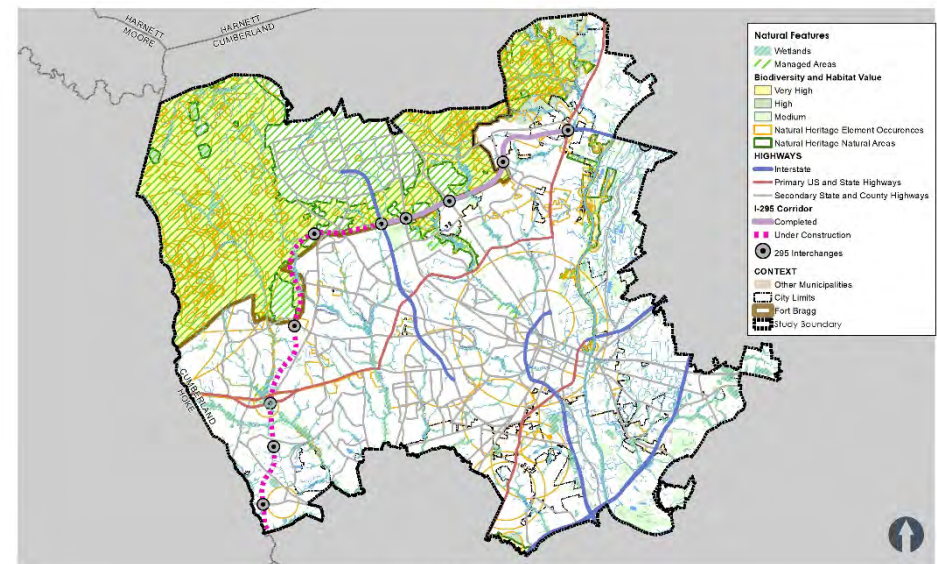
Hydric soils primarily exist in and around the Cape Fear River, making these areas unsuitable for intense development. The vast floodplain of the Cape Fear River has a significant footprint, especially on the older parts of town, including east of downtown. New development should respect these constraints, especially since a changing future climate predicts stronger, more intense rainfall events, which will test the ability of the floodplain to absorb and store water. Minimizing or eliminating development in the floodplains should be pursued as a way to protect existing investment on the fringe, and allow these lands to serve their highest and best function: storing floodwaters. Floodplains can also have secondary uses, however, such as passive recreation and wildlife habitat preservation.

Natural Resources and Environmental Constraints

The area's natural heritage elements and natural areas are somewhat fragmented, as is common in highly urbanized and suburbanized areas. The majority of natural resources follow riparian corridors, preserved areas, or are contained on the military base property, which includes significant tracts of fairly undisturbed natural areas. Focused study and acquisition of key properties could enhance natural resources in the region by connecting habitat corridors and refuge areas.



ENVIRONMENTAL CONSTRAINTS



NATURAL RESOURCES

EXISTING LAND USE AND LAND SUPPLY

Existing Land Use

Existing land use was analyzed for all land within Fayetteville's municipal limits and municipal influence area. The exercise of mapping an area's existing land use is different from the city's zoning map or future land use designation in that it utilizes the city's tax parcel records and confirmation through aeriels and other means to verify what is occurring on any given parcel. For example, a parcel in the western part of the city may be zoned commercial but have an institutional use on-site (such as a church or school). For this analysis, the existing land use of that parcel would be considered institutional.

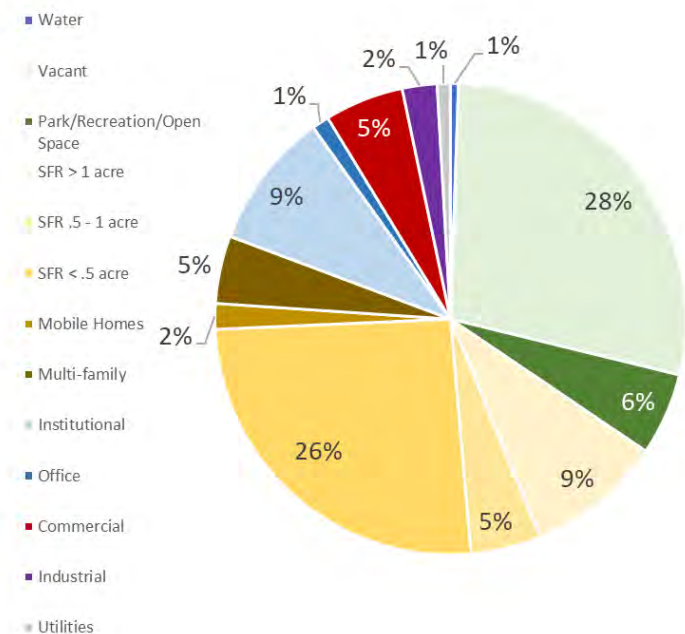
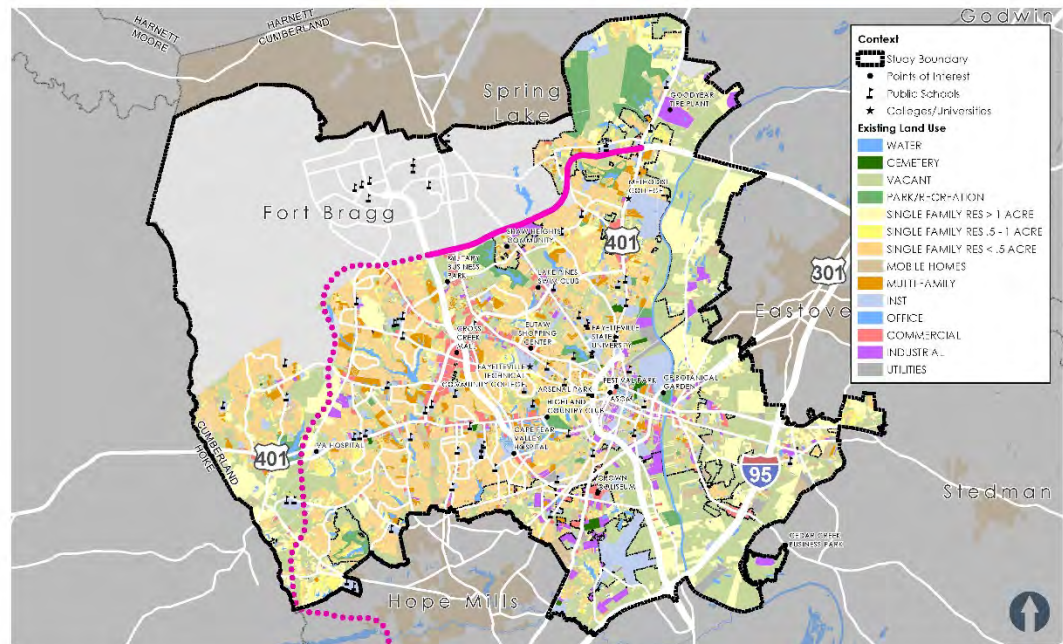
The dominant land uses in within Fayetteville's municipal limits are detached single family residential land (40%), vacant land (28%), and institutional land (9%). Much of the vacant land is located along the I-295 corridor and east of the Cape Fear River. Single family residential land was broken up into three categories:

- Single family residential <.5 acres
- Single family residential .5 – 1 acre
- Single family residential > 1 acre

The majority of single-family residential land (26%) is made up of residential parcels on lots less than .5 acres.

Additional existing land use observations include:

- There is more commercially zoned land than there are actual commercial land uses
- Much of existing commercial areas is older strip development along many older routes into Base and could benefit from targeted reinvestment.
- Much of the vacant land within the city is located around the I-295 corridor. This is expected to change over the next decade as the project nears completion.



Land Supply

Using data derived from county tax records, a land supply analysis was conducted to identify land into three categories:

- Available
- Underutilized
- Utilized

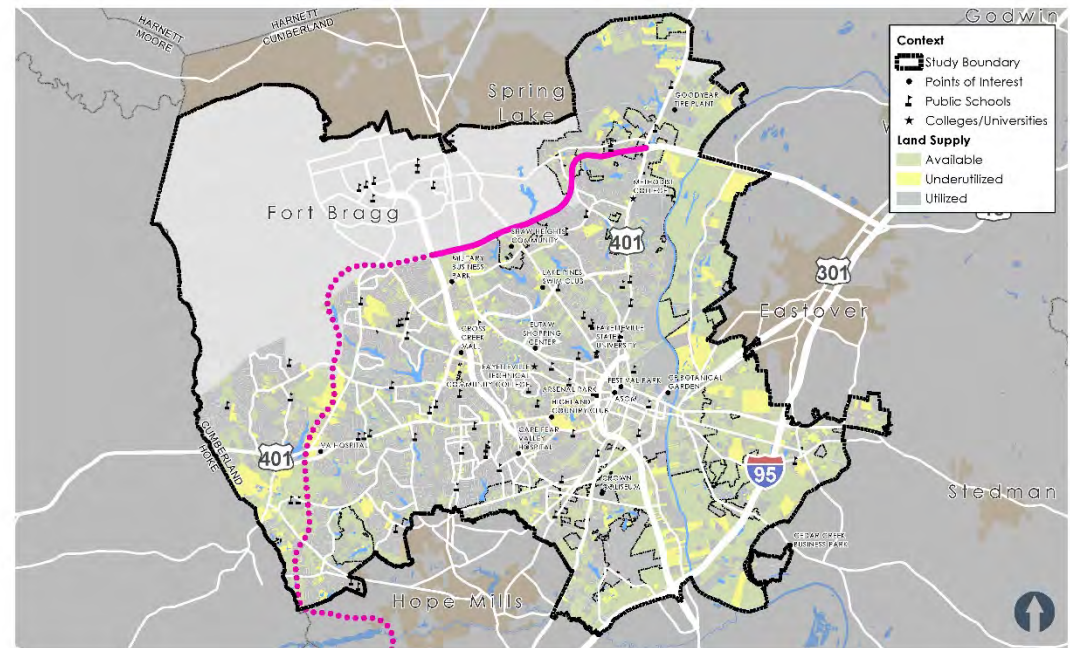
Available land is typically vacant land and may be, for example, currently used for farming purposes with no significant structure onsite.

Underutilized parcels are those that have a low structure value to land value ratio. Although some land identified as underutilized might already be developed, it provides insight into land that could conceivably be redeveloped if development pressures are experienced.

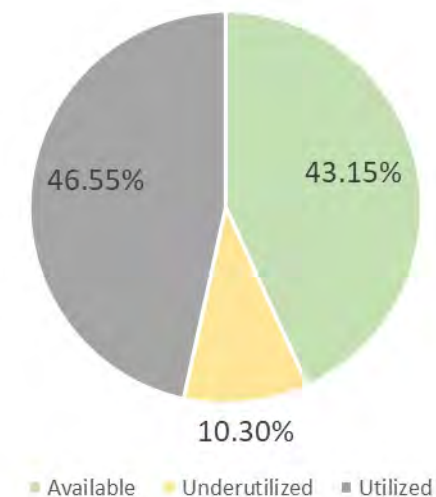
Utilized or “built” lands are those that have homes, businesses, churches or schools on them. This exercise showed that approximately 53 percent of the land in Fayetteville is either available or underutilized. Much of the available and underutilized land is situated along the Study Area’s periphery, predominantly east of the Cape Fear River where hydric soil and floodplain are found most frequently.

The methodology to develop a land supply estimate included the steps below:

- Calculate improvement value ratio (building / land value)
- Any parcels with an improvement to land value ratio of 1 or more were considered “Utilized”
- Parcels with a value under one but not zero were considered “Underutilized”
- Parcels with a value of zero not classified as utilities, cemeteries, parks, or institutional uses were considered “Available”.
- Additional adjustments were made for areas within the city that have a low land and building value.



LAND SUPPLY



SUITABILITY ANALYSIS

To supplement and support the future land use map, suitability analysis was conducted utilizing geographic information systems (GIS) software to identify lands within Fayetteville that would be most appropriate for residential, commercial, and industrial land uses. Data that was factored into this analysis included identifying lands proximal to compatible uses (e.g. commercial centers close to residential neighborhoods or industrial development away from residential neighborhoods), proximity to Fort Bragg, lands located within or close to environmental constraints, and lands close to major intersections and interchanges (both existing and proposed).

Results from the suitability analysis exercise include:

- Identification of focal commercial and industrial nodes
- Better illumination of residential constraints
- Understanding the impacts and externalities of corridors

