

2030 Growth Vision Plan Policies and Actions

Cumberland County

City of Fayetteville

Town of Hope Mills

Town of Eastover

Town of Falcon

Town of Godwin

Town of Linden

Town of Spring Lake

Town of Stedman

Town of Wade



November, 2008

2030 Growth Vision Plan

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Introduction

Overview of the 2030 Plan

Need for Planning

During the past several decades, Cumberland County and its municipalities have faced a number of challenges as the region has undergone considerable change. Areas of new growth and development have continued their shift from urban to suburban and rural locations. As new development moves farther into the countryside, greater demands are being placed on area roads, utilities, parks and other local government services. Resource issues are also coming to the forefront, including sprawling development, farmland losses, drainage issues, and environmental degradation.

At the same time, Cumberland County and the surrounding area appear to be poised for significant new growth. The latest round of BRAC (Base Realignment and Closure) Commission decisions will significantly boost the military and civilian population of Fort Bragg, resulting in new economic development in the region and greater demands for housing, infrastructure and services. Downtown Fayetteville has seen considerable new investment in preserving the historic and cultural heart of the region. The area's park system, though aging, offers a diverse range of facilities for the recreation needs of local residents. And, compared to many parts of the state, Cumberland County is blessed with good water and sewer capacities-- available for new industry and new growth.

Authorization for Planning

As the region continues to change, local elected leaders must make difficult decisions about how to manage growth and about how to allocate the area's finite financial resources to deal with these many growth-related issues. In response to these pressures, elected officials from Cumberland County, the City of Fayetteville, and the Town of Hope Mills came together in 2005 to authorize and jointly fund a new comprehensive planning initiative for the area. The *2030 Joint Growth Vision Plan* is intended to help guide and coordinate those difficult decisions—about future development and redevelopment, and about priorities for local government in response to the demands brought about by this constant change.

Leadership and Coordination

Strong leadership and coordination is critical to the success of an effective planning program. Fortunately, Cumberland County, its several communities, and Fort Bragg are well stocked with dedicated, experienced leaders. From successful business people, to farmers, to educators, to military personnel, to fully engaged political leaders and public servants, to citizens with a special appreciation for the area's quality of life, Cumberland County is blessed with more than its share of capable people. Preparation of the 2030 Plan involved an informed and active group of leaders representing every local government in Cumberland County. Members of the 20-person *Growth Vision Task Force* were appointed from each local government in Cumberland County by their respective elected bodies. Research, writing, and technical/logistical support for preparation of the Plan was facilitated by a local government staff *Support Team* working in coordination with a professional planning consultant, Glenn R. Harbeck, AICP.

Community Involvement

A critical part of plan development is the involvement of property owners, residents, business owners, and other stakeholders in the community. The development of the *Growth Vision Plan* started 'from the ground up'; i.e., community involvement was the foundation of the plan. The following summarizes several significant stages in the development of the Plan:

- **County-Wide Summit Meeting** Starting early in the process, the City of Fayetteville, Cumberland County and the Town of Hope Mills hosted a *County-Wide Summit Meeting* for the 2030

Plan. On June 28, 2005, over 100 elected officials and planning board members, representing every local government in the county, met to identify and assign priorities to the most important growth issues facing the area. These issues were duly recorded, sorted and ranked for further study.

- **Future of Cumberland Month** Soon after the successful *Summit Meeting*, the 20-person *Growth Vision Task Force* was appointed and began its work. In September of 2005, the *Task Force* sponsored "*Future of Cumberland Month*" hosting a series of town meetings at eleven locations around the county. These meetings involved a county-wide growth issue and visioning exercise. Again, all comments were recorded word for word, sorted, and ranked in accordance with the input received. When compiled in a report, this information became a benchmark document for reference by the Task Force during policy development.
- **Task Force Work Sessions.** Subsequent *Task Force* meetings proceeded from the foundation of input received from the *Summit Meeting* and *Future of Cumberland Month*. All input gleaned from these meetings was reviewed during monthly work sessions of the *Task Force*. Every policy and action proposed for inclusion in the Plan was reviewed, approved, modified or discarded by the consensus of the Task Force.
- **County-Wide Open Houses.** With draft vision statements, policies and proposed implementation actions in hand, the Task Force then hosted a series of "open houses" in every part of the county, in which the draft Plan was presented for public comment. A walk around survey was employed to elicit detailed comments in an efficient manner. Eleven open houses for the 2030 Plan were held during the month of March 2007.
- **Additional Task Force Work Sessions.** Following the open houses, citizen input was reviewed during several more work sessions of the Task Force in 2007 and early 2008. In addition to citizen perspectives, many other stakeholders and stakeholder groups submitted written comments or sat in on the monthly Task Force meetings. Also during this period of time, City of Fayetteville and Cumberland County officials undertook a special initiative to address issues concerning extensions of water and sewer services, MIA's, and the incorporation of the Town of Eastover.
- **Concluding County-Wide Summit Meeting.** As intended, the planning process concluded by coming full circle back to the elected officials and planning board members most involved in growth and development decisions in their respective communities. At the *Concluding County-Wide Summit Meeting*, held on September 30, 2008, the proposed 2030 Growth Vision Plan was presented as to its key features, benefits and usefulness. Procedures for plan adoption were suggested.

In general, the planning process proceeded from the broad to the specific, and from idealistic visions to pragmatic actions. Citizen and stakeholder input was welcomed and valued throughout the duration. Following each round of public meetings and the receipt of other comments, the Task Force authorized further revisions to the plan. The process was both initiated and concluded with input from the broadest geographic spectrum of elected officials and planning board members throughout the county.

Functions of the 2030 Plan

The Growth Vision Plan serves the following primary purposes:

- ***Guidance for Local Government Decisions***
The Vision Statements, Policies, Growth Strategy Map, and Implementation Actions of the Plan give direction to area local governments in reviewing development proposals, planning growth-related facilities and services, preparing standards and regulations, working with other local government jurisdictions on growth management issues, and establishing applicable budget and work program priorities.

- **Source of Information**

The Plan and supporting technical research, especially the various white papers of the *Growth Factors Analysis*, provide useful information on a number of topics, including the local population and economy, transportation, housing, community facilities and other factors.

- **Public Participation and Input**

Public input meetings, Task Force meetings, publication and review of documents, written comments, and other means seek to ensure that the Plan reflects, as accurately as possible, the attitudes and perspectives of the majority of citizens of the area.

Major Parts of the Growth Vision Plan

- **Growth Factors Analysis**

The *Growth Factors Analysis* includes primarily statistical measures concerning the area's population, housing, economy and infrastructure capabilities. The purpose of the *Growth Factors Analysis* is to provide a factual basis for understanding the social, economic, and environmental context for growth in Cumberland County. The Growth Factors Analysis is published under separate cover.

- **Vision Statements**

The *Vision Statements* establish a clear picture of where the County would like to be some 20 years from now. *Vision Statements* lay the foundation for policies and actions. *Vision Statements* are written as if it is now 20 years in the future and we are looking back at what has come about as a result of policies and actions identified in the Growth Vision Plan. One of the best ways to determine whether a proposed development or action is consistent with the Plan is to understand the intent of the *Vision Statements* and see what they might say about the proposal.

- **Policy Statements**

The *Policy Statements* are the heart of the plan. Policies on land use, various forms of development, water and sewer, transportation facilities, parks and open space, and community appearance, are among those addressed in the plan. Policies are officially adopted positions of local government with regard to preferred or required courses of action. Their primary purpose is to provide guidance to decisions and actions today. When a policy is applied, it does not go away. Policies can and should be used over and over again in support of the Vision Statements. There are typically several policy statements for each vision area.

- **Growth Strategy Map**

The *Growth Strategy Map* identifies various parts of the planning area as to their suitability for development and urban services. The map shows where development and redevelopment might best occur, and where natural and cultural resources should be conserved. The Growth Strategy Map is to be supported and complemented by zoning, subdivision regulations, infrastructure investments and other local growth management tools.

- **Implementation Actions**

Implementation Actions serve as a "to do list" for local government in support of the Growth Vision Plan policies. Unlike the vision and policy statements, which should remain relatively constant over time, implementation actions should be updated each year to keep up with changing needs and priorities. Also, once an action is completed, it goes away; it gets checked off the list. Actions may be considered as potential work program items for implementation by local governments in the coming fiscal year or subsequent fiscal years. It should not be expected that all implementation items can be completed in the first fiscal year. Priorities must be chosen. There are typically several implementation actions for each vision area.

Words With Special Meaning Often Used in Policy Statements

Certain key words are used frequently in policy statements. The following glossary is intended to convey the specific meaning of these key words as used in Policy Statements for the 2030 Growth Vision Plan.

1. adequate: sufficient to achieve the intended purpose or prevent harm
2. allow, authorize, permit: official action to let something happen
3. control: to regulate or direct
4. discourage: to not favor; to dissuade
5. encourage: to favor or foster (also see support)
6. may: provides the option, but not required; permissive
7. preferred: the favored course among alternatives but does not preclude other options
8. prohibit: not allowed, period: to totally prevent
9. promote: to proactively encourage, to take positive steps
10. reasonable, reasonably: practical, just enough to do the job; not extreme
11. require: to mandate something
12. shall: mandatory, not optional; a more formal term for “will”
13. should: preferred or recommended but not mandatory
14. significant: important; determined by quantity or relative impact
15. support: to foster; may imply financial support

How to Use the Plan Policies and Actions

The Policies contained in the Growth Vision Plan have been designed for regular use in guiding public decisions of local governments as well as in providing information for private decisions. As officially adopted policies, they are to be used primarily in managing growth and development and as a foundation for decisions on local government facilities and services. The following paragraphs detail how various parties involved in local decision-making may use the Policies and Implementation Actions set forth in the Growth Vision Plan.

- ***As Used by Local Government Staff***

Reviewing Development Proposals—Local government staff should consult the Policies in reviewing development proposals that fall under local government authority. Such development proposals would typically include rezonings, subdivision reviews, site plan reviews, driveway permits, special use permits, sign permits, and the like. All Policies and Actions are given a unique identification number allowing them to be referenced by “chapter and verse” in staff recommendations.

Suggesting Changes in Local Government Services—Local government staff should consult the Policies and Actions before making recommendations about changes in local government facilities and services. Recommendations to be presented to the local government manager or elected body should first be evaluated according to their consistency with the adopted policies. All local government department heads should periodically review the policies and implementation actions, becoming familiar with their content. This is especially important during preparation of the annual work program and proposed budget request for each department.

- ***As Used by Appointed Boards and Commissions***

Before their regular meetings, members of appointed boards and commissions should review proposed agenda items in light of the adopted Growth Vision Policies. For example, the Planning Board should review development proposals with regard to how well they match up with the Plan’s policies on transportation, housing, community appearance, and so forth. (The local government planning staff should assist the Planning Board by pointing out policies applicable to each agenda item when preparing staff recommendations.) Board members should then draw their own conclusions as to the consistency of a particular action or proposal with the Policies of the Growth Vision Plan.

- ***As Used by Elected Officials***

In their authority to rezone properties, approve proposed developments as well as changes in local government facilities and services, elected officials have the final word on the actions of local government. As customary, the elected body should take into account and weigh the interpretation of Policy as provided by all interested parties, the local government staff, and appropriate appointed boards and commissions. Decisions on programs and capital improvement expenditures are also made with greater confidence when they can be evaluated for consistency with the Growth Vision Plan. Over time, a track record of policy interpretation forms a reliable foundation for decision-making.

- ***As Used by Military Officials at Fort Bragg***

Military authorities at Fort Bragg should consult the Growth Vision Plan when considering plans and projects under their jurisdiction. Long range plans for the army base concerning infrastructure systems, buffer areas, and other decisions affecting the area around the base should give consideration to the Growth Vision Plan. Similarly, local governments with planning jurisdiction over properties near the base should give due consideration to the planning and land use objectives of Fort Bragg.

- ***As Used by Development Interests***

Developers, property owners, builders and others involved in the development community should consult the Policies when formulating their own development plans. By making their plans consistent with the Policies of the Growth Vision Plan, the chances of plan approval should increase, thereby minimizing guesswork, time and money. The quality of the plans drawn up for review may also improve if the developer knows that the effort put into the design is more apt to pay off.

- ***As Used by the General Public***

Residents of Cumberland County and all of its municipalities can and should reference specific Policies of the Growth Vision Plan, when speaking in favor or in opposition to a particular proposal before appointed and elected boards and commissions.

The Vision Statements, Policies and Implementation Actions of the 2030 Growth Vision Plan begin on the following page.

Vision Statements

Public Meetings Held--Future of Cumberland Month

During the month of September 2005, eleven public workshops were held throughout Cumberland County to seek public input on issues and concerns related to the future of Cumberland County and its municipalities. These meetings were held early in the planning process to allow the public to identify priority subjects for policy development and implementation. Input received at these meetings lead directly to the formulation of Vision Statements for the Joint Growth Vision Plan. The vision statements, in turn, provided the foundation for policy development.

Meetings were held as follows:

<i>Eastover Area</i>	<i>(Salem Methodist Church)</i>	<i>September 22</i>
<i>Fayetteville</i>	<i>(Smith Recreation Center)</i>	<i>September 14</i>
<i>Grays Creek Area</i>	<i>(Grays Creek Recreation Center)</i>	<i>September 29</i>
<i>Haymount Area</i>	<i>(Kiwanis Recreation Center)</i>	<i>September 22</i>
<i>Hope Mills</i>	<i>(Hope Mills Town Hall)</i>	<i>September 21</i>
<i>N Cumberland/Linden</i>	<i>(Raleigh Road School)</i>	<i>September 28</i>
<i>N Fayetteville</i>	<i>(College Lakes Recreation Center)</i>	<i>September 13</i>
<i>Stedman Area</i>	<i>(Stedman Primary School)</i>	<i>September 20</i>
<i>Spring Lake</i>	<i>(Spring Lake Town Hall)</i>	<i>September 27</i>
<i>West Fayetteville</i>	<i>(Cliffdale Recreation Center)</i>	<i>September 29</i>
<i>Wade, Falcon, Godwin</i>	<i>(District 7 Elementary School)</i>	<i>September 15</i>

It is important to remember that the following Vision Statements are written as if it is 20 to 25 years from now and we are looking back at what came about as a result of the 2030 Growth Vision Plan, completed in 2008.

1. A More Diversified Economy

The local economic base of Cumberland County has grown and diversified significantly. New and expanded business and industry have brought better paying jobs, requiring higher levels of education and training. Local educational institutions have responded with courses and curriculums custom tailored to meet education and training needs. Young workers in Cumberland County can find excellent, lifelong career opportunities without ever leaving the area. While workers in retail trade and manufacturing employment continue to be an important part of the local economy, other types of work have expanded, including health care, information services, professional and technical services and wholesale trade. The substantial contribution of the military to the local economy has continued, with the strategic national importance of Fort Bragg never waning, and with local efforts to protect the land area and mission of Fort Bragg continuing. Enhanced cultural facilities serve to distinguish Cumberland County from other communities of comparable size, improving the area's competitiveness for attracting new businesses.

2. Well Managed Growth

Working from the 2030 Plan, area local governments and service providers have been able to coordinate their policies and actions to direct new growth where it can best be served. As a result, new developments generate fewer land use conflicts, less sprawl, and less traffic congestion, while creating more planned open spaces, and a cleaner, healthier environment. By facilitating more efficient, clustered and mixed use development patterns, area local governments have been able to deliver public services for tax rates below state averages. Better, more quality-conscious development standards are applied consistently throughout the county, resulting in higher quality developments. At the same time, such standards respect the inherent differences found in development practices for rural versus urban areas, small towns versus large city areas, and historic versus "modern" areas.

3. Infrastructure That Keeps Pace

The location of new development has been carefully coordinated with area plans for infrastructure, including transportation, water and sewer services, stormwater management, schools, parks and open space. Utilities must be shown to be adequate and in place prior to the occupancy of the new developments they serve. Sewer services have been strategically employed to encourage urban level growth where it can best be accommodated. Advanced planning has allowed future school and park sites to be located and acquired ahead of their need. Planned highway corridors have been identified and mapped to ensure their protection during the development process. Similarly, future greenway corridors have been identified so that they may be incorporated into the design of new developments. A countywide stormwater management plan has anticipated necessary drainage and retention facilities as various areas have been developed.

4. A Balanced Transportation System

Local governments in Cumberland County have worked proactively with the State DOT toward a balanced, multi-modal transportation system. Advanced planning and follow-through has resulted in an efficient system of streets and highways, and a well-connected network of sidewalks, trails and bike paths. It has become common practice for new road improvements to include bike lanes and well-designed cross walks. New public and private developments routinely include sidewalks and bikeway connections. Mixed use and urban level developments have been employed to encourage walkability. A rural transit service has joined the area public transportation system in serving the needs of senior citizens and others who cannot or choose not to drive a car. Nearly all roads have been paved; existing roads are well maintained. The outer loop and other important connectors have been completed.

5. Community Oriented Schools

Schools in Cumberland County have been planned well in advance of growth to avoid overcrowding and the need for mobile classrooms. Instead of building large, impersonal schools, new smaller schools (especially elementary) have been located and designed to serve and be accessible to the neighborhoods around them. Access to such schools is as much by walking and biking, as it is by automobile. Rather than functioning as single purpose “factories to educate children”, schools in Cumberland County serve as true community centers, providing meeting space for community gatherings, recreational events, and other functions.

6. Expanded Parks & Recreation

As Cumberland County has grown, more park and recreation facilities have been added to meet demand. Many new parks include active recreation facilities for the youth, such as soccer, softball, and multi-purpose fields. Other park facilities have addressed the active and passive recreation preferences of seniors. A well developed system of walking and biking trails runs adjacent to the Cape Fear River and its tributaries, as well as within available utility corridors. This “greenway” system can be accessed from many parts of the county, and connects numerous schools, parks, open spaces and neighborhoods. In addition to more large parks, there is a renewed emphasis on smaller neighborhood parks close at hand, within walking distance of residential areas. Numerous smaller park and open space areas have been created as part of routine development approval processes. Many recreation facilities have been developed in cooperation with County schools.

7. Preserved Open Space & Rural Character

Losses of open space, farmland and rural character have been curtailed by growth management policies that have directed new development away from prime agricultural areas, significant open spaces, and environmentally sensitive lands. Rather, Cumberland County has worked effectively with area municipalities, other service providers, and the school board to place urban infrastructure within or adjoining existing urban areas, and away from rural areas and open spaces. Urban services, such as centralized water and sewer, roads, schools and parks, have been strategically placed to facilitate compact, contiguous growth, rather than promoting leapfrog developments in the midst of productive farmland. New development has been encouraged to occur in the form of full service, mixed use *communities*, rather than a series of unrelated, single use, sprawling, suburban-style *subdivisions*.

8. Quality Housing & Residential Development

Cumberland County communities offer a multitude of quality housing choices, including a predominance of single-family homes, but also truly urban housing forms such as townhouses, condominiums, and apartments. A local public school is often a central feature of new neighborhoods, along with compatible neighborhood services. Because services are close at hand, such neighborhoods encourage walking and reduce auto dependency. Consistent zoning practices have protected existing and planned neighborhoods from incompatible, large scale, automobile-oriented commercial development. Affordable housing needs have been met in greater measure by smaller accessory units (garage apartments, granny flats, apartments over shops or small clusters of multifamily housing) rather than solely by mobile homes or institutional complexes. Many older, existing neighborhoods have also seen a resurgence in the rehabilitation of homes well suited to meet affordable housing needs.

9. Compatible Commercial Development & Services

Community leaders have navigated a careful course, allowing for shopping and services convenient to nearby residential areas, while protecting these same areas from incompatible commercial encroachment. Local development regulations have controlled the types of services allowed near residential areas, as well as their size and physical design. New and rehabilitated commercial buildings exhibit well-groomed landscaping, attractive signage, oftentimes with a distinctive architectural design. Previously vacant commercial and industrial buildings have been renovated and adapted for use as cultural facilities, retail enterprises, office and institutional use, innovative housing, and as small business development centers. Policies have been implemented to prevent indiscriminate abandonment and prolonged vacancies of “big boxes” left behind for “bigger boxes”.

10. Attractive Community Appearance & Image

Visitors to Cumberland County are impressed by the attractive roadways and major streets serving the area. Major urban corridors are lined with plentiful street trees, attractive landscaping, understated signage, and architecturally appealing buildings. Both urban and rural roadsides are free of clutter and litter. Strict enforcement of regulations concerning junked vehicles and dilapidated structures has cleared the area of these eyesores, and helped foster a positive image. Most new developments have placed electric, cable and other utility lines underground. Some older developed areas have had existing overhead wires placed underground as redevelopment opportunities have allowed. Residents throughout the county have developed a renewed pride in the upkeep of their homes and businesses. Area citizens place a high value on the unique history of their community, as reflected in efforts to preserve historic buildings and places.

11. A Healthy, Sustainable Environment

In managing growth, area local governments have worked to minimize adverse impacts to the region's air and water quality. Joint growth policies and development standards have reduced automobile dependency; many area residents are able to walk or bicycle to most daily activities. Cluster developments, walkable neighborhoods and nearby services are designed to generate less traffic and require shorter distances to shop or work. Streams and drainage ways passing through the county receive less storm water runoff and pollution due, in part, to policies on low impact design, tree preservation, protection of wetlands, landscaped parking areas, and vegetated buffer strips adjoining stream channels and roadsides. New and expanding industries in Cumberland County are known to be good environmental stewards. Solid waste levels have been substantially reduced through area-wide recycling efforts.

12. Vibrant Downtown Areas

The past two decades have seen renewed interest in the unique value and heritage of downtown areas throughout the county. Many older buildings have been rehabilitated and adaptively reused for a wide range of shopping, dining, working, and cultural attractions. Our downtowns have benefited from their revival as the social and cultural heart of the communities they serve. People are naturally drawn to these areas by their historic character and beauty, and the human scale of their buildings and public spaces. Renewed interest in downtown area neighborhoods has repopulated these central locations, providing financial support to merchants and twenty-four hour security for downtown area visitors. Municipal and

county governments have been proactive in creating the physical, financial, and regulatory environment especially conducive to business development in these areas.

13. The Cape Fear River, A Regional Asset

The Cape Fear River has been restored to its rightful place as a significant regional asset. The core ‘gateway’ area of the river in Fayetteville between Grove and Person Streets has been developed as an entertainment and retail district. Terraced plazas lead down to the river on both sides. The Cape Fear River Trail has been extended and improved, offering views of the river not seen for many years. Recreational use of the river has been enhanced with improved boating access sites and better information about river conditions. New investment in the river corridor has complemented downtown revitalization efforts, especially east of the Market House. As the image and appearance of the river corridor has been upgraded, new residential and business development has been drawn to the area.

14. Public Safety Services Closer to the People

As Cumberland County has continued to grow, it has become necessary for local area law enforcement, fire safety, and emergency medical officials to operate, in some instances, from substations closer to the populations they serve. In addition to improving response times, this has allowed area public safety personnel to become especially attuned to the issues and problems unique to each area of the county. All public safety services have been continually upgraded in terms of communications capability, equipment, personnel, and advanced planning. By working together, area citizens and public safety officials have dramatically reduced instances of violence and crime and enhanced fire protection and emergency medical services.

15. Senior Citizens Well Served

As the senior citizen population of Cumberland County has grown, so too have public and private services responded to meet the needs of an aging population. Public and private transit services, for example, fulfill a critical need, as seniors have sought and found ways to maintain their mobility. Many new forms of housing have come into being, allowing seniors to live close to the services they require. In addition to traditional senior citizen housing, many seniors choose to live in accessory housing close to an extended family, providing for the right balance between independent and assisted living. Recreation and other enrichment activities for seniors have become a large part of local government recreation programs. Convenient access to health care and social services has required the establishment of several regional “one-stop” senior citizen centers at strategic locations in the county.

16. Intergovernmental Cooperation & Efficiency

Local governments in Cumberland County have joined forces on many fronts to address matters of common interest. These matters include, for example: economic development, growth management, transportation, water and sewer services, open space preservation, and environmental quality, among others. Some local government services have been consolidated for efficiency and improved service. Other government functions have remained separate, but have benefited from the guidance of multi-jurisdictional boards and committees. All local governments have benefited from an expanding tax base and cost effective innovations in service delivery. A renewed focus on frequent, effective communication between local government leaders and area residents has greatly enhanced decision making in the region.

17. An Active, Involved Citizenry

Area citizens show a keen interest in the affairs of their local government. There is a can-do spirit driven by civic pride and revealed through broad community involvement. Local governing boards and committees have no shortage of interested, qualified people willing to serve. Area citizens are heavily involved in civic clubs and organizations; volunteerism is a constant source of energy as it is poured into the institutions and organizations that work to improve the area. Local government officials routinely seek the views of their constituents on growth and development issues. During the development review process, great emphasis is placed on effective communication and consensus among all parties, including elected officials, planning board members, other local advisory boards, the developer, local government staff, and the public.

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Policies and Actions

Policy Area 1: A More Diversified Local Economy

The health of the local economy is the engine that drives area incomes, standards of living and quality of life. The global economy requires that communities continually re-equip themselves for the industries and jobs of the future. A diversified economy is the best insurance that the community will be able to shift gears and adjust to changing world conditions.

*Vision Statement**

The local economic base of Cumberland County has grown and diversified significantly. New and expanded business and industry have brought better paying jobs, requiring higher levels of education and training. Local educational institutions have responded with courses and curriculums custom tailored to meet training needs. Young workers in Cumberland County can find excellent, lifelong career opportunities without ever leaving the area. While workers in retail trade and manufacturing continue to be an important part of the economy, other types of work have expanded, including health care, information services, professional and technical services and wholesale trade. The substantial contribution of the military to the local economy has continued, with the strategic national importance of Fort Bragg never waning. Local efforts to protect the land area and mission of Fort Bragg have continued. Enhanced cultural facilities serve to distinguish Cumberland County from other communities of comparable size, improving the area's competitiveness for attracting new businesses.

POLICIES FOR VISION 1. A MORE DIVERSIFIED LOCAL ECONOMY

Policy 1.1: The EXPANSION OF EXISTING BUSINESSES and the START UP OF NEW BUSINESSES shall be a critical component of the area's economic development effort.

Policy 1.2: The rehabilitation and reuse of currently unused or UNDERUTILIZED STRUCTURES, SITES AND INFRASTRUCTURE shall be encouraged.

Policy 1.3: Local governments shall be active participants, facilitators and partners in the creation of BUSINESS AND INDUSTRIAL DEVELOPMENT OPPORTUNITIES capitalizing upon the unique human and economic resources of the area.



* Note: Vision Statements have been repeated at the beginning of each corresponding policy section.

Policy 1.4: Local economic development efforts shall protect, enhance and encourage a high **QUALITY OF LIFE, IMAGE AND CULTURAL AMENITIES** as critical factors in business retention, recruitment and economic growth.



Policy 1.5: Agri-tourism (ice cream sales, pumpkin harvest, strawberry picking, winery tours and tasting, farm stays, etc.) shall be encouraged as a means to supplement and sustain family farms while also bolstering the local area economy.

Policy 1.6: **AREA EDUCATIONAL INSTITUTIONS** should focus on training and retraining students and workers with knowledge and skill sets geared to the 21st Century economy.

Policy 1.7: The identification, restoration and active use of **STRUCTURES, MONUMENTS, NEIGHBORHOODS, AND SITES OF HISTORIC SIGNIFICANCE** shall be encouraged as a means of enhancing their economic and cultural value to the area.



Policy 1.8: **NEW AND EXPANDING BUSINESSES AND INDUSTRIES** shall be encouraged that: 1) diversify the local economy, 2) train and employ a more highly skilled work force and 3) increase area resident's incomes.

Policy 1.9: Opportunities to **LINK THE GREATER CUMBERLAND COUNTY ECONOMY** to 1) surrounding counties and 2) research institutions throughout the state and nation shall be actively pursued.

Policy 1.10: **ECONOMIC DEVELOPMENT INCENTIVES** shall be periodically identified, evaluated and implemented to encourage appropriate and desirable growth and development within the region.

Policy 1.11: Local governments shall encourage a **PUBLIC SERVICE AND REGULATORY ENVIRONMENT** conducive to economic development, provided that environmental quality, public health and safety considerations are not compromised.

Policy 1.12: Appropriate **OPPORTUNITY SITES** for manufacturing and new technology enterprises shall be identified and protected through appropriate zoning. Such sites shall be based upon factors such as transportation access, availability of utilities, compatibility with nearby land uses, soil conditions, drainage, and other considerations.

Policy 1.13: Activities that bring new people and businesses to the area, including **SPECIAL EVENTS, SPORTS TOURNAMENTS, TOURISM AND CONVENTION ACTIVITIES** shall be encouraged and supported.

Actions for Vision 1. A More Diversified Local Economy

Action 1.1: Create and maintain an up-to-date inventory of opportunity sites for business development, to include existing buildings suitable for rehabilitation and adaptive reuse.

Action 1.2: Identify sources and/or establish mechanisms for funding economic development incentives.

Action 1.3: Continue to support Cumberland County Business Council in their efforts to expand existing businesses and recruit new businesses to the area.

Action 1.4. Continue to support Cumberland County Business Council's Match Force Program, which seeks to match the talents of military retirees with employment opportunities in the area, thereby retaining a valuable talent pool for economic growth.

Action 1.5: Continue to support the area's tourism and convention potential, including recommendations for travel and tourism oriented businesses and infrastructure necessary to host major meeting and convention events, particularly in downtown Fayetteville.

Action 1.6: Establish a business recruiting presence in the Research Triangle area.

Action 1.7: Advertise the area's abundant water resources, steady stream of capable workers (former military and spouses), strategic location along I-95, affordable housing, 2 and 4 year colleges, cultural diversity, and quality health care as key business advantages to locate in the Fayetteville-Cumberland County area.

Action 1.8: Conduct a review of zoning and infrastructure to identify and/or confirm appropriate sites for manufacturing and new technology enterprises.

Action 1.9: Include cultural facilities in local government capital improvement plans and budgets. Weigh the value of enhanced cultural facilities relative to economic development and quality of life benefits.



Policy Area 2: Well-Managed Growth and Development

Not all land is equally suited for development. Development on land that is “high and dry” avoids future problems related to poor drainage and flooding. Development that is convenient to existing public facilities maximizes taxpayer investments and minimizes local government service costs. Consistent development standards result in more predictable and higher quality growth.

Vision Statement

Working from the 2030 Plan, area local governments and service providers have been able to coordinate their policies and actions to direct new growth where it can best be served. As a result, new developments generate fewer land use conflicts, less sprawl, and less traffic congestion. There are also more planned open spaces, and a cleaner, healthier environment. By facilitating more efficient, clustered and mixed use development patterns, local governments have been able to deliver public services for tax rates below state averages. Better, more quality-conscious development standards are applied consistently throughout the county, resulting in higher quality developments. At the same time, such standards respect the differences found in development practices for rural versus urban areas, small towns versus large city areas, and historic versus “modern” areas.

POLICIES FOR VISION 2. WELL-MANAGED GROWTH AND DEVELOPMENT



Policy 2.1: An **URBAN AREA** shall be identified and mapped where urban level development and redevelopment (averaging 4 units or more per acre) is to be especially encouraged and where a full range of urban services, including centralized water and sewer, as well as stormwater management services, are already available or can be provided in a timely, cost effective manner.



Policy 2.2: An **URBAN FRINGE AREA** shall be identified and mapped where urban level development and redevelopment (averaging 3 units or more per acre) is to be accommodated and where a full range of urban services, including centralized water and sewer, as well as stormwater management services, can be provided within the next 10 to 15 years.



Policy 2.3: A **RURAL AREA** shall be identified and mapped where development at a non-urban density (2.2 units per acre allowed but much lower densities preferred) is to be encouraged and where on-site sewer services (i.e. septic tanks) are most appropriate.

Policy 2.4: **COMMUNITY AREAS** shall be identified and mapped to include small towns where a mixture of community level land uses is to be encouraged to help meet the housing, shopping and employment needs of area residents.

Policy 2.5: **CONSERVATION AREAS** shall be identified and mapped to include 100 year floodplains, riparian buffers along streams,

Natural Heritage Areas, critical wildlife habitat, public parks, and other significant, limited or irreplaceable natural areas. Development, if any, should be limited and attentive to the protection of environmental features.

Policy 2.6: URBAN LEVEL DEVELOPMENT STANDARDS shall be developed and applied within the URBAN and URBAN FRINGE AREAS (e.g. sidewalks, streetlights, storm water improvements, etc.). Such standards may be modified when site-specific conditions warrant a more environmentally sensitive, low impact approach. Allowances may also be made for historic areas

Policy 2.7: RURAL LEVEL DEVELOPMENT STANDARDS shall be developed and applied within the RURAL AREAS of the county (e.g. no curb and gutter, no streetlights, etc.).

Policy 2.8: Regardless of location on the GROWTH STRATEGY MAP, new development should occur at DENSITIES APPROPRIATE FOR THE SITE. Density factors shall include whether the site is within an environmentally sensitive area, the type of sewage treatment available, the topography and drainage of the site, the capacity of transportation facilities serving the site, the proximity of the site to other existing services, and other relevant factors.

Policy 2.9: NEW DEVELOPMENT AND INFILL DEVELOPMENT shall be especially encouraged in locations where a full range of urban services and infrastructure (i.e. schools, fire stations, water and sewer facilities, parks, and roads) is already in place, and where the public sector will not incur the full cost for building new facilities to serve the area.

Policy 2.10: Local governments shall encourage patterns of development and community growth that respect the training and operational mission of the military, while also allowing for reasonable, appropriate USES OF PROPERTIES NEAR FORT BRAGG.



Actions for Vision 2. Well-Managed Growth and Development

Action 2.1: Create development standards for application within all local government jurisdictions in Cumberland County. Involve all interested public and private sector interests in the creation of the standards as follows:

- Urban Development Standards for existing urban areas and properties within the Urban and Urban Fringe Areas. Include exceptions for environmentally sensitive or constrained sites.
- Rural Development Standards for properties not in an incorporated area and not within the Urban or Urban Fringe Areas.
- Small Town Development Standards as may be necessary to accommodate particular small town areas.
- Historic Area Development Standards for exceptions to more modern standards that would destroy the character of older areas.



Action 2.2: Jointly adopt and print a development standards booklet describing in both text and illustrations, the standards established under Action 2.1 above.

Action 2.3: Establish specific criteria in area zoning ordinances for approving higher density development. At the same time, create one or more large lot zoning districts as well as a density CUD within the City of Fayetteville's zoning ordinance for application where environmental constraints or other conditions may warrant their use.

Action 2.4: Identify and adopt incentives for encouraging infill development on sites where urban services are already in place.

Action 2.5: Continue to work with Fort Bragg on the development of land use policies and requirements for the use of properties abutting the base. Begin with the Joint Land Use Study (.i.e. buffers) and move forward from that study.

Policy Area 3: Infrastructure That Keeps Pace

The location, timing and capacity of infrastructure such as roads, water and sewer utilities, schools, parks and drainage are among the most influential factors affecting growth and development. 2030 policies and actions suggest that local governments should become more proactive in using these features to direct growth and development intelligently and to protect taxpayer investments in these facilities.

Vision Statement

The location of new development has been carefully coordinated with area plans for infrastructure, including transportation, water and sewer services, stormwater management, schools, parks and open space. Utilities must be shown to be adequate and in place prior to the occupancy of the new developments they serve. Sewer services have been strategically employed to encourage urban level growth where it can best be accommodated. Advanced planning has allowed future school and park sites to be located and acquired ahead of their need. Planned highway corridors have been identified and mapped to ensure their protection during the development process. Similarly, future greenway corridors have been identified so that they may be incorporated into the design of new developments. A countywide stormwater management plan has anticipated necessary drainage and retention facilities as various areas have been developed.



Note: Because this policy area is quite broad, the plan user should also consult the following plan sections for additional policy direction on specific infrastructure elements:

- *Policy Area 2: Well-Managed Growth (includes urban services)*
- *Policy Area 4: A Balanced Transportation System*
- *Policy Area 5: Community-Oriented Schools*
- *Policy Area 6: Expanded Parks and Recreation*
- *Policy Area 11: A Healthy, Sustainable Environment (includes stormwater management)*

POLICIES FOR VISION 3. INFRASTRUCTURE THAT KEEPS PACE

Policy 3.1: Recognizing that infrastructure has a powerful influence on growth and development, the availability of infrastructure (along with other factors) should determine WHERE DEVELOPMENT WILL OCCUR in the region, rather than the other way around.

Policy 3.2: ADVANCED PLANNING FOR ALL INFRASTRUCTURE facilities shall be supported and routinely updated on a countywide basis. Facilities benefited by advanced planning shall include, at a minimum, schools, roads, water, sewer, stormwater management, parks and greenways.

Policy 3.3: DEVELOPMENT INTENSITY should be matched, generally, with the availability of infrastructure. There will be locations, however, where infrastructure alone cannot make up for poor soils, inadequate topography (drainage), or other overriding factors.

Policy 3.4: Local governments in Cumberland County support the provision of CENTRALIZED WATER SERVICES throughout the county.

Policy 3.5: Due to the high expense involved and number of customers required per given area, “county-wide sewer” must be acknowledged as untenable for the foreseeable future. Rather, CENTRALIZED SEWAGE COLLECTION AND TREATMENT should be focused on a DESIGNATED SERVICE AREA where sewer lines can be properly located and sized to serve a carefully projected customer base.

Policy 3.6: Generally, INFRASTRUCTURE WITH EXCESS CAPACITY should be utilized first before spending additional monies to install and maintain new infrastructure elsewhere. INCENTIVES may be necessary to direct new development and redevelopment to locations with excess infrastructure capacity.

Policy 3.7: ADEQUATE UTILITIES INFRASTRUCTURE (water supply, sewage collection and treatment capacity, stormwater management, etc.) must be in place before the new development it serves may be occupied.

Policy 3.8: New infrastructure shall not be placed in areas where it would encourage DEVELOPMENT INCOMPATIBLE WITH THE MISSION OF THE FORT BRAGG/POPE military complex, thereby jeopardizing this important economic driver in the region.

Policy 3.9: New infrastructure shall not be placed in areas where it would encourage SPRAWLING OR SCATTERED DEVELOPMENT in outlying rural areas. Exceptions may be made for major economic development initiatives, or a need to address an imminent public health emergency.



Policy 3.10: 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.

Policy 3.11: Local governments in Cumberland County are unified in their opposition to INTERBASIN TRANSFERS OF WATER between the Cape Fear and Neuse River basins. (Repeated in the Cape Fear River Section.)

Policy 3.12: Additional RAW WATER STORAGE RESERVES shall be developed by utilizing existing lakes on Rockfish Creek. The restoration of HOPE MILLS LAKES NOS. 1 AND 2 shall be encouraged.



Actions for Vision 3: Infrastructure That Keeps Pace

Action 3.1: Continue to support the Cumberland County Public School Master Plan; offer input on future school locations relative to area growth and development objectives.

Action 3.2: Continue to support the Joint Cumberland County Transportation Plan; lobby for implementation of key transportation projects.

Action 3.3: (Do not include this action, or some version of it, until the outcome of the Policy Initiative may be evaluated.)

Action 3.4: Continue to support area plans for the provision of Water Services throughout the county.

Action 3.5: Prepare a Joint Cumberland County Stormwater Master Plan.

Action 3.6: Continue to support the Cumberland County Parks Master Plan.

Action 3.7: Prepare a Joint Cumberland County Greenway Master Plan.

Action 3.8: Based on information contained in each of the various infrastructure master plans noted above, prepare a Summary Needs Assessment For Infrastructure throughout the county. Review capital improvement plans (CIP's) from the county, county schools, PWC and all municipalities in light of the needs assessment. Update all CIP's as appropriate.

Action 3.9: Based on information contained in each of the various infrastructure master plans noted above, prepare maps showing the adequacy of infrastructure facilities throughout the county. Update them continuously. Develop an Adequate Public Facilities Ordinance, linking development approvals to the adequacy of infrastructure by location.

Action 3.10: Prepare an in-house study evaluating various development incentives (both financial and non-financial) that might be employed to encourage growth to locate where existing infrastructure has excess capacity.

Action 3.11: Include representatives of Fort Bragg in all local advanced planning initiatives for infrastructure development. Continue their presence on the 2030 Long Range Planning Committee.

Action 3.12: The installation of infrastructure and determination of land use types near Fort Bragg should be reviewed for consistency with the Fort Bragg Small Area Plan.

Policy Area 4: A Balanced Transportation System

Transportation facilities are the essential corridors of commerce and mobility. 2030 policies call for an efficient system of streets and roads, improved mass transit services, as well as more sidewalks, trails and bicycling facilities. The policies also recognize that the way in which we choose to lay out new roads and developments can have a profound impact in reducing automobile dependency and traffic congestion.

Vision Statement

Local governments in Cumberland County have worked proactively with the State DOT toward a balanced, multi-modal transportation system. Advanced planning and follow-through has resulted in an efficient system of streets and highways, and a well-connected network of sidewalks, trails and bike paths. It has become common practice for new road improvements to include bike lanes and well-designed cross walks. New public and private developments routinely include sidewalks and bikeway connections. Mixed use and urban level developments have been employed to encourage walkability. A rural transit system has joined the area public transportation system in serving the needs of senior citizens and others who cannot or choose not to drive a car. Nearly all roads have been paved; existing roads are well maintained. The outer loop and other important connectors have been completed.



POLICIES FOR VISION 4. A BALANCED TRANSPORTATION SYSTEM

Policy 4.1: Opportunities to ENHANCE REGIONAL TRANSPORTATION CONNECTIONS between Fayetteville and other parts of the state and region shall be supported; such opportunities may include not only roadways but also **COMMUTER RAIL PASSENGER SERVICE** between Cumberland County and other metropolitan areas within the State.

Policy 4.2: The completion of the OUTER LOOP AROUND FAYETTEVILLE shall be supported as the highest priority highway improvement project in Cumberland County.

Policy 4.3: PEDESTRIAN AND BIKEWAY FACILITIES shall be encouraged as energy-efficient, healthful, and environmentally sound alternatives to the automobile. All future road construction and expansion within the region shall consider opportunities for bikeways and pedestrian ways within the project.



Policy 4.4: Local communities shall strive to make areas under their jurisdiction PEDESTRIAN-FRIENDLY THROUGH DEVELOPMENT STANDARDS AND PUBLIC IMPROVEMENTS.

Policy 4.5: As new neighborhoods are developed, at least two points of access/egress should be provided. The secondary access/egress may be gated with a breakaway wall but should allow for passage of pedestrians and bicyclists.

Policy 4.6: The mobility needs of all citizens shall be recognized through the provision of TRANSPORTATION ALTERNATIVES TO THE AUTOMOBILE. Local communities shall lobby the state and federal governments for pedestrian, bikeway and transit improvements proportionate to the large number of people benefited.



Policy 4.7: An AREA-WIDE BIKEWAY SYSTEM should be tied into the ALL-AMERICAN TRAIL.

Policy 4.8: The operational success of area-wide mass transit services shall be supported through the encouragement of compact, TRANSIT –SENSITIVE DEVELOPMENT PATTERNS. Higher intensity development shall be encouraged along prospective transit corridors, between municipalities and employment centers, Fort Bragg and other population centers.

Policy 4.9: ACCESS TO THE AREA’S MAJOR ROADWAYS shall be managed so as to preserve the intended purpose of the highway and to protect the investment of taxpayer dollars used to build the facility. Methods may include, for example, limited driveway access, minimum lot frontages, the use of service roads and parallel access roads, connections between adjoining parking lots, etc.



Policy 4.10: Opportunities to enhance air passenger service at FAYETTEVILLE REGIONAL AIRPORT shall be supported. Land uses such as industrial development, warehousing and distribution shall be the preferred development activities on lands influenced by airport impacts (e.g. noise and safety issues).

Actions for Vision 4: A Balanced Transportation System

Action 4.1: Re-examine the regional transportation plan in light of the impending dramatic growth of Fort Bragg due to BRAC and Army Modular Force. (The latest information on growth includes a net increase of 7,064 military, an associated 12,716 family member, 1,795 civilians and another 351 contract employees. For the past 26 years, Fort Bragg has been essentially a stable population with no growth.)

Action 4.2: Continue to support the currently adopted area-wide Bicycle and Pedestrian Plan. For more information visit www.fampo.org, click on *Programs*, then *Bicycle and Pedestrian*.

Action 4.3: In keeping with currently adopted Bicycle and Pedestrian Plan, include bike lanes as part of street construction standards. Apply these standards when appropriate and as may be consistent with the Bicycle and Pedestrian Plan.

Action 4.4: Reexamine area development standards to evaluate the need for improved pedestrian systems (sidewalks, greenways, etc.) in new residential developments.

Action 4.5: Seek funding sources, such as Enhancement Grants, to provide sidewalks and street furniture, lighting, etc. to improve pedestrian-oriented areas.

Action 4.6: Reexamine area development standards to require bus shelters or, at a minimum, bus pull offs in new higher density residential and commercial developments served by two or more bus routes.

Action 4.7: Seek funding sources to establish commuter-rail passenger service. (Fayetteville Metropolitan Planning Organization (FAMPO) and the RPO to lead.)

Action 4.8: Continue to support development standards that require parking lot connections and shared driveway access for commercial developments whenever possible.

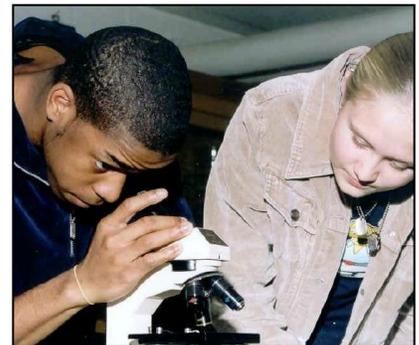


Policy Area 5: Community Oriented Schools

For the 2030 Plan, public schools are viewed as an anchor for community growth, social interaction and neighborhood stability. Because public schools have also become one of the largest budget items for local government, policies and actions call for enhanced long-range thinking, innovative action planning, and multiple uses of these relatively expensive community assets.

Vision Statement

Schools in Cumberland County have been planned well in advance of growth to avoid overcrowding and the need for mobile classrooms. Instead of building large, impersonal schools, new smaller schools (especially elementary) have been located and designed to serve and be accessible to the neighborhoods around them. Access to such schools is as much by walking and biking, as it is by automobile. Rather than functioning as single purpose “factories to educate children”, schools in Cumberland County serve as true community centers, providing meeting space for community gatherings, recreational events, and other functions.



POLICIES FOR VISION 5. COMMUNITY ORIENTED SCHOOLS

Policy 5.1: ADVANCED PLANNING FOR THE LOCATION of new public schools shall be supported. School locations should serve to reinforce desirable growth patterns rather than promoting sprawl.



New elementary school locations shall be viewed as a **CORNERSTONE OF THE NEIGHBORHOODS** they are intended to serve.

Policy 5.2: OFFERS OF LAND for the siting of new schools shall be encouraged, particularly in conjunction with related neighborhood development. Acceptance of such properties shall be based on approved locational and design criteria.

Policy 5.3: School campuses shall be designed to allow safe, **PEDESTRIAN ACCESS FROM ADJACENT NEIGHBORHOODS**. Travel corridors within 1.5 miles of all public schools shall be a priority for construction of sidewalks, bike paths and pedestrian trails.

Policy 5.4: Site planning for TRAFFIC MANAGEMENT AND SAFETY in the vicinity of public schools shall be a priority.

Policy 5.5: The CO-LOCATION AND JOINT DEVELOPMENT of school facilities in conjunction with other community facilities and services shall be encouraged. Co-located facilities and services may include but not be limited to park and recreation facilities, senior centers, health clinics, and libraries.

Actions for Vision 5. Community Oriented Schools

Action 5.1: The Cumberland County Board of Education should be encouraged to prepare a School Master Plan with input on growth and development concerns from the Cumberland County Long Range Planning Committee. The 20-year plan should target suitable areas for land acquisition and be updated every five years. (The School System currently prepares a 10-year plan, updated every 5 years.)

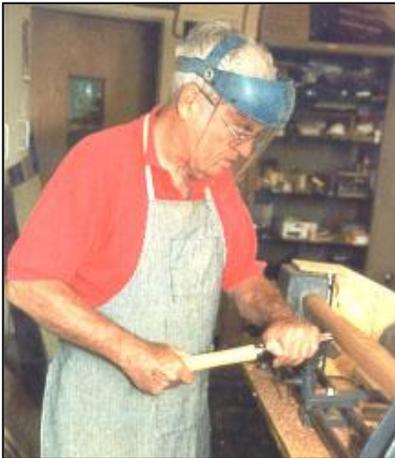
Action 5.2: Each local government in Cumberland County should consider preparing and adopting its own capital improvement plan to include funding for the construction of pedestrian and bicycle facilities within 1.5 miles of public schools in its jurisdiction.

Action 5.3: Prepare a study of alternatives for paying for new school construction based on the demand for school space created by new development.

Action 5.4: Consider co-location of schools with park and recreation facilities when preparing the next master park and recreation plan.

Action 5.5: In cooperation with the Cumberland County Board of Education, prepare school location and design criteria for the placement and site development of community-oriented schools, to include priorities for safe pedestrian and bicycle access, transit use, neighborhood connectivity, infrastructure availability, and environmental compatibility.

Action 5.6: Apply for a Safe Routes to School Grant through the North Carolina Department of Transportation. These Federal funds, administered by the State, may be used to construct new bike lanes, pathways, and sidewalks, as well as to launch Safe Routes education and promotion campaigns in elementary and middle schools.



Policy Area 6: Expanded Parks and Recreation

Quality parks and recreation facilities are one of the key features that separate communities with a high quality of life from those that claim to but do not. The following vision, policies and actions are intended to continue the Cumberland County region's reputation for high quality recreation facilities.

Vision Statement

As Cumberland County has grown, more park and recreation facilities have been added to meet demand. Many new parks include active recreation facilities for the youth, such as soccer, softball, and multi-purpose fields. Other park facilities have addressed the active and passive recreation preferences of seniors. A well developed system of walking and biking trails runs adjacent to the Cape Fear River and its tributaries, as well as within available utility corridors. This "greenway" system can be accessed from many parts of the county, and connects numerous schools, parks, open spaces and neighborhoods. In addition to more large parks, there is a renewed emphasis on smaller neighborhood parks close at hand, within walking distance of residential areas. Numerous smaller park and open space areas have been created as part of routine development approval processes. Many recreation facilities have been developed in cooperation with County schools.

POLICIES FOR VISION 6. EXPANDED PARKS AND RECREATION

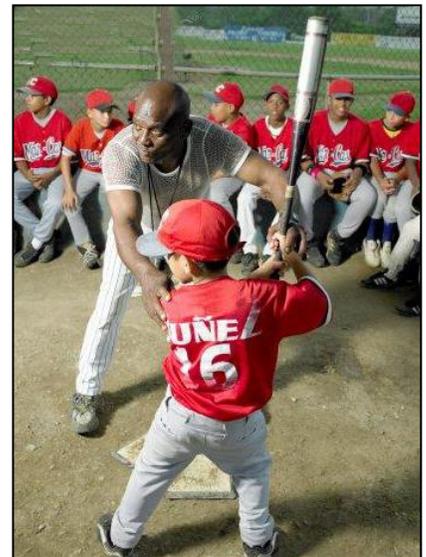
Policy 6.1: PARKS DEVELOPMENT shall be emphasized as being vital to Cumberland County as a great community with a high quality of life that can attract new businesses and industry to the area.

Policy 6.2: Parks shall be **LOCATED AND DESIGNED** according to population density and needs of the people residing within the most likely park service area. Special attention shall be given to the unique needs of **ELDERLY** and **PHYSICALLY AND MENTALLY CHALLENGED** citizens.

Policy 6.3: Efforts to develop a system of open space GREENWAYS AND HIKING TRAILS to connect residential areas with schools, parks, service areas, downtowns and cultural areas shall be supported. Natural corridors such as streams and floodplains, and man-made corridors such as utility and transportation rights-of-way and easements shall be strategically employed.

Policy 6.4: The underutilized value of the CAPE FEAR RIVER AND ITS TRIBUTARIES shall be capitalized upon by the provision of more and better access to the river for active and passive recreation.

Policy 6.5: SMALLER PARKS shall be encouraged in existing and proposed neighborhoods to meet the needs of small children and to



encourage social interaction and mutual support among area families.

Policy 6.6: Neighborhood parks should be located with exposure to residences, businesses and other activities, where informal OBSERVATION AND OVERSIGHT can provide enhanced security to park properties.



Policy 6.7: NEW RESIDENTIAL DEVELOPMENT should provide for adequate open space and recreation areas in proportion to the demand created by the development. Acreage or funding may be determined according to local government criteria.

Policy 6.8: In addition to developer support for parks development, local governments shall seek a consistent, on-going SOURCE OF FUNDING FOR PARKS improvements and maintenance.

Policy 6.9: 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, shall be supported.



Policy 6.10: Opportunities to locate and develop needed park facilities that may function as a BUFFER TO FORT BRAG shall be encouraged.

Policy 6.11: New methods of park maintenance and programming including, but not limited to, increased PRIVATIZATION AND VOLUNTEERISM shall be explored.

Policy 6.12: Cooperative PUBLIC-PRIVATE ARRANGEMENTS for the development, programming, and maintenance of park and recreation facilities shall be encouraged.



Actions for Vision 6. Expanded Parks and Recreation

Action 6.1: Incorporate the City/County Parks and Recreation Master Plan into the 2030 Growth Vision Plan by reference.

Action 6.2: Develop and support park and recreation master plans for the Towns of Spring Lake, Hope Mills, and ~~Stedman-Eastover~~. Continue to support the Falcon and Wade Master Plan.

Action 6.3: Prepare a ~~greenways and trails~~ Fayetteville/Cumberland Parks and Greenways Master Plan for the entire county. Make a Cape Fear River Corridor Conservation and Development Plan a central feature of the master plan, *with all affected municipalities, including the Towns of Eastover, Godwin, Linden and Wade*. Develop major feeders from Rockfish, Locks Creek, Little River, the South River, etc. Develop methods and mechanisms to preserve and protect natural and man-made corridors for future pedestrian and boating use. Develop guidelines and design standards for pedestrian and boating trails.

Action 6.4: Work with Fort Bragg on the development of the All-American Trail.

Action 6.5: Work with the North Carolina Sandhills Cooperative Partnership and Fort Bragg to preserve land parcels that will provide recreation opportunities and also protect the continued viability of Fort Bragg.

Action 6.6: Continue to leverage State dollars from a special program designed to protect military installations from incompatible development (House Bill 1264).

Action 6.7: Amend subdivision regulations or other appropriate ordinances to allow for a proportionate fee in lieu of land dedication.

Action 6.8: Develop criteria for determining the adequacy of acreage to be accepted from developers for parks and/or open space. Establish routine procedures for deeding ownership of dedicated land to local government.

Action 6.9: Authorize a mechanism by which developers with property on a planned pedestrian way may donate land and develop the trail as a means of meeting some or all of their open space requirements. Set appropriate standards for trail development.

Action 6.10: Work with the State Parks Division in the development of the new state park in providing unique regional facilities not found in local parks.

Action 6.11: Develop new neighborhood parks in the Towns of Godwin, and Linden, and Eastover. These parks to include playground units, swings, benches/trash receptacles, walking trail, and picnic shelter.

Action 6.12: Expand the Town of Stedman Park to include a walking trail that connects to the existing walking trail at the recreation center. Include additional security lighting, renovation of the two small existing picnic shelters, and fence along park property, additional landscaping and restroom/concession facility.

Action 6.13: Complete the remaining phases to the Wade Town Park to include splash pad, concession/restroom facilities, additional athletic fields, completion of walking trail around the park property, additional picnic shelters/with grills, benches, trash receptacles and basketball court.

Action 6.14: Expand Falcon Town Park to included additional amenities such as paving the walking trail, softball/baseball field, tennis courts, concession building and improvements to the stream that flows through the park.

Action 6.15: Upon restoration of Hope Mills Lake, create a Heritage Park at the old Hope Mill Property (approximately 6 acres.) As outlined in the Heritage Preservation Plan (1995) improvements that could be included in the Heritage Park include an outdoor amphitheater, a picnic area and a fishing area. Also create a Water Trail beginning at the Park and



extending to the Cape Fear River Water Trail at the Huske Lock and Dam.

Action 6.16: Expand the Town of Spring Lake Edward Mendoza Memorial Park to include additional baseball fields and walking trails. Develop additional neighborhood parks to include playground units and picnic areas. Redevelop area around the Spring Lake Multi-purpose Community Center to include soccer and football fields.

Policy Area 7: Preserved Open Space & Rural Character

It has been said that the best way to preserve the countryside is to build a better city. 2030 policies on preserving open space and rural character call for land use and infrastructure policies to direct new growth and development to locations within or near existing urban areas.

Vision Statement

Losses of open space, farmland and rural character have been curtailed by growth management policies that have directed new development away from prime agricultural areas, significant open spaces, and environmentally sensitive lands. Rather, Cumberland County has worked effectively with area municipalities, other service providers, and the school board to place urban infrastructure within or adjoining existing urban areas, and away from rural areas and open spaces. Urban services, such as centralized water and sewer, roads, schools and parks, have been strategically placed to facilitate compact, contiguous growth, rather than promoting leapfrog developments in the midst of productive farmland. New development has been encouraged to occur in the form of full service, mixed use *communities*, rather than a series of unrelated, single use, sprawling, suburban-style *subdivisions*.



POLICIES FOR VISION 7. PRESERVED OPEN SPACE AND RURAL CHARACTER

Policy 7.1: Local government policies shall seek to conserve RURAL AREA AGRICULTURAL LANDS having a high productive potential for appropriate agricultural use.

Policy 7.2: Actions concerning INFRASTRUCTURE (e.g. schools, parks, utilities) and regulations shall direct new development first to targeted growth areas near existing towns, rather than “leapfrogging” to locations in the midst of farmland and greenspace.

Policy 7.3: ENVIRONMENTALLY SENSITIVE AREAS shall be identified and managed so as to protect them from incompatible land uses.

Policy 7.4: FLOODPRONE AREAS shall be conserved for the valuable open space, environmental and flood hazard benefits they provide and shall be managed for suitable land use activities.

Policy 7.5: All PARK AND RECREATION MASTER PLANS shall include open space, greenways and natural areas as key components.

Policy 7.6: CONSERVATION EASEMENTS shall be promoted as a means of providing appropriate open space areas and corridors for public use, while also providing tax benefits to the donor.

Policy 7.7: All land that is set aside for OPEN SPACE SHALL BE MANAGED by a community association, non-profit organization, government authority or other suitable entity.

Policy 7.8: CLUSTER DEVELOPMENT shall be encouraged as an environmentally sound, economically cost effective, and visually attractive alternative to large lot subdivisions. Such developments should be planned around the most outstanding natural features of the land, with some outstanding areas serving as designated open space regardless of whether upland or wetland.

Policy 7.9: On-going efforts to implement the County's VOLUNTARY AGRICULTURAL DISTRICT PROGRAM shall be encouraged and supported.

Policy 7.10: Local governments shall consult with the Cumberland County FARM ADVISORY BOARD on all planning related matters affecting farmland.

Actions for Vision 7. Preserved Open Space and Rural Character

Action 7.1: Prepare a mapped inventory of environmentally sensitive areas and determine their associated values worth protecting. Use this information to determine appropriate land use activities for these areas and to prepare appropriate management tools.

Action 7.2. Reexamine the County's floodplain management ordinance as to its adequacy for addressing land uses within these areas.

Action 7.3: Acquire and distribute or prepare, as necessary, informational material concerning the dedication of conservation easements and the tax advantages available to property owners.

Action 7.4: Prepare a cluster development provision for inclusion in all area zoning ordinances. Include criteria that identify the most appropriate locations and situations in which to apply the cluster development concept.

Action 7.5: Implement and promote the Voluntary Agricultural District Program, pointing out benefits such as limits on eminent domain and protection against nuisance lawsuits, among others.

Action 7.6 Prepare an open space and greenway master plan for all of Cumberland County.



Action 7.7: Local governments in Cumberland County should establish additional tools, as well as a reliable, long term funding mechanism for the acquisition of open space to keep pace with area growth and development.

Action 7.8: Provide for low density zoning for areas outside the *urban services area*.

Policy Area 8: Quality Housing & Residential Development

2030 polices and actions support a broad range of housing types and levels of affordability. While single-family site-built homes remain the predominant housing form in the area, many other options are available. Rehabilitation of existing homes and neighborhoods, already provided with urban services, is especially desirable to promote economic health and advance the stability of existing neighborhoods.

Vision Statement

Cumberland County communities offer a multitude of quality housing choices, including a predominance of single-family homes, but also truly urban housing forms such as townhouses, condominiums, and apartments. A local public school is often a central feature of new neighborhoods, along with compatible neighborhood services. Because services are close at hand, such neighborhoods encourage walking and reduce auto dependency. Consistent zoning practices have protected existing and planned neighborhoods from incompatible, large scale, automobile-oriented commercial development. Affordable housing needs have been met in greater measure by smaller accessory units (garage apartments, granny flats, apartments over shops or small clusters of multifamily housing) rather than solely by mobile homes or institutional complexes. Many older, existing neighborhoods have also seen a resurgence in the rehabilitation of homes well suited to meet affordable housing needs.



POLICIES FOR VISION 8. QUALITY HOUSING AND RESIDENTIAL DEVELOPMENT

Policy 8.1: Local governments in Cumberland County shall seek to accommodate a VARIETY OF HOUSING TYPES in locations consistent with their characteristics and level of services required.

Policy 8.2: Factors used to determine preferred locations for LARGE MULTI-FAMILY DEVELOPMENTS shall include: close proximity to employment and shopping centers, access to major thoroughfares and transit systems, the availability of public services and facilities, storm water management issues, and compatibility with adjacent areas and land uses.

Policy 8.3: ACCESS TO HIGHER INTENSITY DEVELOPMENT shall generally not be permitted through an area of lower intensity development. For example, access to a large multi-family development, major new park facility, or other large traffic

generator shall not be permitted through a single-family residential area.

Policy 8.4: Area **AFFORDABLE HOUSING** needs shall be met through an array of rental and home ownership options including apartments, townhouses, granny flats, carriage houses (garage apartments), single family site built homes, accessory living units, and manufactured homes.



Policy 8.5: The particular housing needs of **SENIOR CITIZENS AND THE DISABLED** shall be recognized in local government policies and actions regarding residential development.

Policy 8.6: Incentives may be provided for **INFILL DEVELOPMENT** and the **REHABILITATION OF EXISTING HOUSING** already provided with urban services to acknowledge the lower service and infrastructure costs to the taxpayer. **DEVELOPMENT REQUIRING THE EXPANSION OF SERVICES AND INFRASTRUCTURE** may be required to assist in the cost of such service expansions.



Policy 8.7: **INNOVATIVE AND FLEXIBLE LAND PLANNING AND DEVELOPMENT** practices shall be encouraged to create neighborhoods which better safeguard land, water, energy and historic resources.

Policy 8.8: **EXISTING NEIGHBORHOODS** shall be protected from encroachment by incompatible land uses. At the same time, convenient services designed to be compatible with nearby residential uses may be permitted at an appropriate level of design and scale.



Policy 8.9: **NEW INFILL DEVELOPMENT** shall be architecturally compatible with existing structures, landscape features and the streetscape within its vicinity. Efforts by neighborhood associations to establish their own standards for development compatibility shall be encouraged.

Policy 8.10: Residential areas that have become completely infused or surrounded by non-residential uses may undergo an **ORDERLY CONVERSION** to higher density residential development or other compatible land uses.

Policy 8.11: Housing throughout the county shall be required to meet or exceed **MINIMUM HOUSING AND NUISANCE ABATEMENT STANDARDS** to eliminate unlawful activity and blight. Individual structures that have declined to levels beyond reasonable rehabilitation and repair shall be removed so as not to adversely affect the economic health of other nearby structures.

Policy 8.12: Proposed residential development that would expose residents to the harmful effects of **INCOMPATIBLE DEVELOPMENT OR TO ENVIRONMENTAL HAZARDS** shall be prohibited.

Policy 8.13: All forms of housing development should be discouraged from **“LEAPFROGGING”** into the countryside, thereby destroying the rural character of the County, breaking up large

farmland areas, and making the provision of urban services more costly to taxpayers.



Policy 8.14: Detailed NEIGHBORHOOD AND SMALL AREA PLANNING shall be supported so as to encourage greater resident involvement and closer attention to area specific issues and needs.

Policy 8.15: COMPACT, FULL SERVICE NEIGHBORHOODS offering a compatible mixture of appropriately scaled and designed structures (homes, schools, churches, parks, shopping and services, etc.) and less dependency on the automobile, shall be encouraged



Policy 8.16: MANUFACTURED HOME PARKS AND MANUFACTURED HOME PLACEMENTS shall be approved in accordance with specific development standards, which address size, location, physical requirements (e.g. underpinning), road access and circulation.

Policy 8.17: To preserve the traffic moving function of the area's major travel ways, prevent traffic accidents and avoid land locking interior land parcels for economic development, local governments shall discourage RESIDENTIAL STRIP DEVELOPMENT along the county's major roadways.

Policy 8.18: Residential development may be encouraged to BACK UP TO MAJOR ROADWAYS, provided that adequate buffering (attractive berms, walls, significant vegetation, etc.) is provided along rear property lines adjoining the roadway. Buffering shall be visually opaque and provide for substantial noise deadening.

Actions for Vision 8. Quality Housing and Residential Development

Action 8.1: Examine area zoning ordinances concerning provisions that would allow for accessory housing such as carriage houses and granny flats in new residential areas. (i.e. mother-in-law suites)

Action 8.2. Examine area zoning ordinances concerning new provisions that would encourage the development of housing suitable for senior citizens or disabled persons and consider removing provisions that might discourage the same.

Action 8.3: Create incentives for infill development on sites with urban services already in place.

Action 8.4: Establish that new developments requiring the expansion of schools, fire stations, utilities, roads and parks should contribute to the cost of building such facilities.

Action 8.5: Establish design criteria for neighborhood services convenient to nearby residential areas.

Action 8.6: Examine area zoning ordinances concerning provisions governing the placement and design of day care facilities in residential

areas. Approval of such facilities in residential areas should require that standards be met to ensure compatibility.

Action 8.7: Identify areas that would benefit from a special area plan. Rank them in order of priority, including which area appears most interested in getting involved in such an effort.

Action 8.8: Reexamine standards for manufactured home parks and manufactured home placements as to their adequacy.

Action 8.9: Re-examine subdivision regulations to discourage single-family lots and individual driveways from fronting on and having direct access to major roadways.

Policy Area 9: Compatible Commercial Development

New commercial areas, particularly those near a residential area, have traditionally been a major challenge for developers and city planners alike. Images of bright lights, garish signage, large paved areas and heavy traffic cause nearby residents to be justifiably concerned. The 2030 policies suggest that with thoughtful design and development standards, commercial uses of various sizes and types can be accommodated and accepted as good neighbors and convenient services.

Vision Statement

Community leaders have navigated a careful course, allowing for shopping and services convenient to nearby residential areas, while protecting these same areas from incompatible commercial encroachment. Local development regulations have controlled the types of services allowed near residential areas, as well as their size and physical design. New and rehabilitated commercial buildings exhibit well-groomed landscaping, attractive signage, oftentimes with a distinctive architectural design. Previously vacant commercial and industrial buildings have been renovated and adapted for use as cultural facilities, retail enterprises, office and institutional use, innovative housing, and as small business development centers. Policies have been implemented to prevent indiscriminate abandonment and prolonged vacancies of “big boxes” left behind for “bigger boxes”.



POLICIES FOR VISION 9. COMPATIBLE COMMERCIAL DEVELOPMENT

Policy 9.1: ~~Taxpayer investment in major roadways shall be protected by prohibiting UNCONTROLLED STRIP DEVELOPMENT along the area's important traffic moving arteries.~~ Promote policies that address the expansion of strip commercial areas with respect to landscaping, access and buffering. Beyond traffic considerations, the quality of development adjoining the area's travel corridors should have a positive influence on community image, appearance and economic development.

Policy 9.2: Local governments shall ~~should~~ **AVOID BE CAUTIOUS OF REZONING RESIDENTIALLY ZONED LAND** to commercial zoning solely because it adjoins a major highway or street. Proper design and/or buffering has shown that land tracts adjoining major streets can be properly developed for residential use.



Policy 9.3: **OFFICE AND INSTITUTIONAL DEVELOPMENT** may be encouraged to locate as a transitional land use between residential areas and activities of higher intensity, including major highways. Existing residences fronting on a once quiet roadway, now intensively traveled, may be candidates for conversion to office and institutional uses.

Policy 9.4: To disperse traffic loads and allow for regional access, **LARGE-SCALE COMMERCIAL DEVELOPMENT** (i.e. regional shopping, distribution centers, major manufacturing, etc.) should be located at or near major intersections.



Policy 9.5: **SMALLER SCALE COMMERCIAL DEVELOPMENT** should be clustered in “nodal” locations convenient to surrounding residential areas. Pedestrian and bicycle facilities should be installed along all streets leading to such commercial nodes.

Policy 9.6: So as to minimize unsafe turning movements into and out of the flow of traffic, local governments shall encourage the **CONSOLIDATION OF COMMERCIAL DRIVEWAYS** onto major streets and the **CONNECTION OF ADJACENT PARKING LOTS**.

Policy 9.7: Local governments shall encourage businesses to replace existing, non-conforming signage with **UPDATED, CONFORMING SIGNAGE**.



Policy 9.8: The pedestrian-oriented character and architectural **INTEGRITY OF OLDER COMMERCIAL AREAS** shall be preserved and strengthened.

Policy 9.9: **OFF-STREET PARKING REQUIREMENTS** for older or specially designed commercial areas may be reduced in light of compensating factors such as on-street parking, and walking or transit access.

Policy 9.10: The preservation, rehabilitation and appropriate adaptive reuse of older commercial areas shall be encouraged. Incentives may be employed for **REUTILIZING EXISTING COMMERCIAL PROPERTIES** before rezoning additional land for commercial development.

Policy 9.11: When a new business moves into a vacated business location, previously expansive, **UNLANDSCAPED OR UNDERLANDSCAPED PARKING AREAS** should be up-fitted with appropriate planting islands and perimeter landscaping.

Policy 9.12: New or redeveloped commercial properties shall be designed and maintained so as to be compatible with the area in which they are located. **DESIGN STANDARDS** for a large commercial development adjoining a major street may be different

than design standards for a smaller commercial property serving a residential area.

Policy 9.13: The PREFERRED DESIGN OF COMMERCIAL PROPERTIES shall be: (1) buildings pulled up to the street so as to enclose the streetspace (2) parking to the side or rear and (3) windowed walls oriented toward public rights of way. Other design alternatives are also acceptable, so long as they fit in with the area in which they are located.

Policy 9.14: Large commercial developments shall be ADEQUATELY BUFFERED from nearby residential areas. Buffering may include but not be limited to landscaping, berms, fences and walls as well as less intensive transitional land uses (e.g. office and institutional development, parks and open space, cemetery, etc.)

Policy 9.15: When “BIG BOX” RETAIL STORES relocate to another “bigger box” location in the community, the company is strongly encouraged to find new occupants and make arrangements for the on-going maintenance of the building.

Policy 9.16: Local governments may establish SPECIAL DESIGN STANDARDS FOR BIG BOX RETAIL STORES, so as to avoid accepting the “anywhere USA” standard, minimal building design.



Actions for Vision 9. Compatible Commercial Development

Action 9.1: Prepare an inventory and accounting of existing commercially zoned land and vacant buildings with an eye toward future commercial development needs and preferred development patterns.

Action 9.2. Prepare design standards for new commercial development at two scales—large-scale automobile-oriented development and smaller scale pedestrian-oriented/neighborhood commercial development.

Action 9.3: Prepare special neighborhood level plans for areas undergoing a transition from residential to commercial development.

Action 9.4: Reexamine parking requirements for older commercial areas or specially designed new commercial areas.

Action 9.5: Identify possible incentives to encourage the revitalization and reuse of existing commercial properties.

Action 9.6: Prepare ordinance amendments setting forth requirements for the up-fitting the landscaping and design of existing expansive parking areas upon redevelopment of the property.

Action 9.7: Reexamine buffering standards between commercial and residential development.

Action 9.8: Investigate what other communities have done with regard to the abandonment of “big box” commercial buildings.



Also see policies and actions listed under Policy Area 10: Community Appearance and Image, following.

Policy Area 10: Community Appearance and Image

Community appearance and image deals largely with what can be seen from the public roadway. This is usually the first and most lasting impression that a visitor or prospective new businessperson receives when touring the area. Issues addressed under community appearance and image are critical to the economic development and continued prosperity of the area. As such, they are not to be taken lightly. Policies and actions deal mainly with the appearance of gateway highway corridors, both inside the public right of way as well as the image presented by private properties fronting on the public roadway.

Vision Statement

Visitors to Cumberland County are impressed by the attractive roadways and major streets serving the area. Major urban corridors are lined with plentiful street trees, attractive landscaping, understated signage, and architecturally appealing buildings. Both urban and rural roadsides are free of clutter and litter. Strict enforcement of regulations concerning junked vehicles and dilapidated structures has cleared the area of these eyesores, and helped foster a positive image. Most new developments have placed electric, cable and other utility lines underground. Some older developed areas have had existing overhead wires placed underground as redevelopment opportunities have allowed. Residents throughout the county have developed a renewed pride in the upkeep of their homes and businesses. Area citizens place a high value on the unique history of their community, as reflected in efforts to preserve historic buildings and places.



POLICIES FOR VISION 10. COMMUNITY APPEARANCE AND IMAGE

Policy 10.1: The important economic, tourism, and community image benefits of attractive MAJOR TRAVEL CORRIDORS through the area shall be recognized. Such entryway corridors shall receive priority attention for improved appearance and development standards, including landscaping, signage, tree preservation, underground utilities, streetlights, and sidewalks.

Policy 10.2: BILLBOARDS shall be prohibited along newly constructed thoroughfares, including but not limited to: I-295, the Hope Mills Bypass, and Owen Drive Extension. Additional billboards along existing major thoroughfares shall be limited.

Policy 10.3: LANDSCAPE IMPROVEMENTS AT EXISTING AND NEW COMMERCIAL DEVELOPMENTS, particularly as related to breaking up and softening the appearance of expansive parking areas, shall be encouraged.

Policy 10.4: The **INAPPROPRIATE USE OF MANUFACTURED HOMES** for storage, or their abandonment without proper disposal, shall be prohibited. Short-term storage in tractor-trailers or storage containers may be authorized.

Policy 10.5: Proper code enforcement shall be employed to deal with the public health and safety issues of **ABANDONED AND NEGLECTED RESIDENTIAL PROPERTIES**.

Policy 10.6: New development, redevelopment, rehabilitation and maintenance of structures and sites should be consistent and supportive of the neighborhood and architectural context of designated **NEIGHBORHOOD CONSERVATION AREAS***. (See footnote)

Policy 10.7: The significance of **STREET TREES** in providing visual relief, summer cooling, improved air quality and livability shall be recognized through public policies to encourage their planting and maintenance. Highest priority shall be given to gateway travel corridors and urban centers. Programs urging voluntary efforts by property owners shall be preferred. Power companies shall be encouraged to aesthetically trim trees under or near power lines when those trees do not interfere with power line operations.

Policy 10.8: **SIGN REGULATIONS AND STANDARDS** shall be reviewed and periodically updated to enhance community identity and create a high quality business image.

Policy 10.9: **LITTERING** of public streets and roadside properties, whether from “litterbugs”, drivers of poorly covered trucks, or persons blowing debris onto the street, shall not be tolerated. Those who would abuse our local environment and denigrate the image of our area shall be held accountable through community service programs and enforcement of litter laws.

Policy 10.10: The placement of **UTILITY WIRES UNDERGROUND** shall be required in all new public and private developments. Existing overhead utilities should be relocated to underground locations when redevelopment or new construction affords the opportunity and where high visibility justifies the cost.

Policy 10.11: The placement of **COMMUNICATION AND OTHER TOWERS** in Cumberland County shall be monitored through the use of the special use permitting process. Their design and location shall continue to be regulated as necessary.

Policy 10.12: The County shall not permit the establishment and operation of **UNLICENSED JUNKYARDS**. Similarly, **JUNKED OR UNLICENSED VEHICLES** shall not be permitted to remain in



* A neighborhood conservation area may be designated by the local government upon agreement with neighborhood property owners that the character of the area warrants protection from incompatible development. Rules governing development review in a conservation area serve a purpose similar to private restrictive covenants where no such covenants exist. Such rules are less restrictive than those found in a locally designated historic district.

locations visible from any public right of way, except as may be specifically permitted within an approved junkyard.

Policy 10.13: ~~CLEARCUTTING OF TREES (except those grown for timber) shall not be permitted without advance notice and just cause.~~ Those proposing the removal of trees shall demonstrate a good faith effort to incorporate existing trees into their site designs. Incentives and disincentives may be used to encourage appropriate site development.

Actions for Vision 10. Community Appearance and Image

Action 10.1: Designate roadways into the County and municipalities that serve as gateway corridors into each jurisdiction. Map them. Rank them by priority.



Action 10.2: Authorize and approve design and streetscape standards for gateway corridors in close cooperation with gateway corridor property owners. Do this in the order of each corridor's priority. Show successful examples from other communities.

Action 10.3: Initiate voluntary gateway enhancement programs in close cooperation with gateway corridor property owners. Do this in the order of each corridor's priority.

Action 10.4: Amend the zoning ordinance to require street trees or other appropriate vegetation, in association with new development along designated gateway corridors.

Action 10.5: Prepare or update a landscape ordinance and design guidelines setting forth rules for tree removal and tree preservation, planting and maintenance. Set forth rules to address clear cutting in different land use activities. (See esp. City of Salisbury, NC Landscape Ordinance and Design Guidelines.)



Action 10.6: Create a market brand and unique identifier strategy for the heart of each community. This may include, but not be limited to logos, banners, signage, light fixtures, canopies, street furniture, etc.

Action 10.7: Develop and adopt guidelines for new commercial signage, based on the identifier strategy.

Action 10.8: Review existing sign regulations and revise to enhance the visual image of each community.

Action 10.9: Seek funding from grants, foundations and public-private partnerships for visual art.

Action 10.10: Earmark funds to relocate overhead utilities underground in critical, highly visible locations.

Action 10.11: Each community in Cumberland County is encouraged to obtain TREE CITY USA designation.

Action 10.12: Prepare a street tree planting and maintenance booklet

Action 10.13: Expand the use of the environmental court for littering and other appearance-related code violations.

Action 10.14: Review the entire code enforcement system and adjust personnel, budget and other tools as needed to address priority appearance issues.

Action 10.15: Identify several potential neighborhood conservation areas. Educate neighborhoods and encourage participation in conservation initiatives. Prepare neighborhood conservation plans in the order of each neighborhood's readiness to proceed.

Policy Area 11: A Healthy, Sustainable Environment

Concern for air and water quality speaks volumes about how an area values its quality of life and economic development potential. 2030 policies focus on preserving air quality largely through reduced dependence on the automobile as well as the recruitment of clean industry. Policies on preserving water quality call for landscape preservation (topography, trees, stream buffers, etc.) and enhanced stormwater management.

Vision Statement

In managing growth, area local governments have worked to minimize adverse impacts to the region's air and water quality. Joint growth policies and development standards have reduced automobile dependency; many area residents are able to walk or bicycle to most daily activities. Cluster developments, walkable neighborhoods and nearby services are designed to generate less traffic and require shorter distances to shop or work. Streams and drainage ways passing through the county receive less storm water runoff and pollution due, in part, to policies on low impact design, tree preservation, protection of wetlands, landscaped parking areas, and vegetated buffer strips adjoining stream channels and roadsides. New and expanding industries in Cumberland County are known to be good environmental stewards. Solid waste levels have been substantially reduced through area-wide recycling efforts.

POLICIES FOR VISION 11. A HEALTHY, SUSTAINABLE ENVIRONMENT

Policy 11.1: Local governments shall strive to make their respective communities WALKABLE AND PEDESTRIAN-FRIENDLY, and less dependent on the individual automobile.

Policy 11.2: Compact, MIXED USE DEVELOPMENTS shall be encouraged so as to facilitate walking, biking and transit options.



Policy 11.3: New, HIGHER DENSITY RESIDENTIAL DEVELOPMENT should be designed to be compatible with opportunities for transit services.

Policy 11.4: RUNOFF AND DRAINAGE from development shall be of a quality and quantity as near to natural conditions as possible. (See new Policy 11.5)

Policy 11.5: Local governments support the efforts of the Cumberland County Soil and Water Conservation District and the U.S. Department of Agriculture to advise FORESTRY AND AGRICULTURAL LAND USERS in implementing best management practices to conserve soil and protect water quality.



Policy 11.6: Site plans for commercial and multi-family development should demonstrate a good faith effort to preserve the NATURAL FEATURES OF THE SITE, including existing topography and significant existing vegetation (i.e. avoid clear cutting)



Policy 11.7: Local governments may employ a ~~combination of incentives and disincentives~~ to PROTECT EXISTING TREES and/or ~~require the replacement of trees removed for development.~~ In combination with the landscape ordinance.

Policy 11.8: The environmental benefits of LOW IMPACT DEVELOPMENT, including the use of vegetated roadside DRAINAGE SWALES, shall be recognized. Requirements for CURB AND GUTTER shall be reserved to urban level development that is served by stormwater collection, retention and slow release facilities.

Policy 11.9: Local governments shall require the retention of a VEGETATED RIPARIAN BUFFER (natural or planted) along all creeks, rivers, lakes and other non-privately held water bodies in Cumberland County.

Policy 11.10: LARGE PARKING LOTS shall have landscaped planting islands and perimeter buffer strips and may use other materials and design technologies to intercept and absorb runoff from the parking surface. Parking requirements shall be carefully gauged by land use so as not to create excessive paved surface areas.

Policy 11.11: Development activities in the 100-YEAR FLOODPLAIN shall be carefully controlled. ~~If development must occur, low intensity uses such as open space, recreation and adequately buffered agricultural activities shall be preferred.~~

Policy 11.12: Local ECONOMIC DEVELOPMENT AND INDUSTRIAL RECRUITMENT efforts shall focus on businesses and industries that have a clean air and water quality impact.

Policy 11.13: Local governments shall encourage the construction of energy efficient structures, including the use of "GREEN BUILDING" (i.e. using renewable material and energy resources) design.

Policy 11.14: Local governments shall continue to pursue a variety of **SOLID WASTE REDUCTION STRATEGIES**, including educational programming on waste prevention, recycling and reuse.

Policy 11.15: Local governments shall encourage residential **COMPOSTING AND MULCHING**.

Policy 11.16: Land uses that, by nature, pose a higher risk of **SURFACE AND GROUNDWATER CONTAMINATION** shall be located in areas less susceptible to such contamination. Such uses might include, for example, junk yards, landfills, chemical storage, etc.

Actions for Vision 11. A Healthy, Sustainable Environment

Action 11.1: Prepare and apply design standards for pedestrian friendly circulation within commercial and residential areas.

Action 11.2: Seek funding sources such as Enhancement Grants to provide sidewalks, bikeways and pedestrian friendly amenities on area streets.

Action 11.3: Prepare a countywide comprehensive drainage and flood management plan, including public and private actions in support of plan implementation, **with all municipalities with environmentally sensitive areas**. Prepare sub-area plans as a follow-on activity to identify specific actions needed by area of the county, **with special attention to and involvement of municipalities with environmentally sensitive areas**. Seek ways to maintain drainage districts created by past actions.

Action 11.4: ~~Develop ordinances and regulations~~ **Support policies** for improving and maintaining the stormwater drainage system throughout the county, **with special attention to and involvement of municipalities with environmentally sensitive areas**. Require newly created drainage systems or drainage districts, whether public or private, to have a permanent mechanism in place for the on-going maintenance of such systems or districts.

Action 11.5: Prepare a tree preservation ordinance clearly identifying those situations where varying degrees of tree removal shall be allowed and/or tree replacement shall be required. Check with other communities around the state to find out what has worked elsewhere. The intent of such an ordinance shall be to prevent unnecessary clear cutting of development sites.

Action 11.6: Prepare ordinance amendments setting forth design standards for planting islands and perimeter landscaping designed to absorb stormwater runoff from parking lots.

Action 11.7: Map significant environmental corridors and other lands in the county and prepare management plans to preserve their integrity.



Action 11.8: Develop a more intense education program locally on the importance of recycling and the cessation of littering and dumping.

Action 11.9: Develop an urban forestry program for all local governments in Cumberland County.

Action 11.10: Establish a clean corporate citizen award campaign.

Action 11.11: Establish an inter-jurisdictional task force to agree upon riparian buffer standards throughout the county adjoining area streams, lakes, ponds, and other non-privately held water bodies.

Action 11.12: Re-examine parking requirements in local ordinances with an eye toward reducing parking spaces for some types of uses. The intent would be to avoid excessive parking requirements while minimizing the amount of impervious surface area and volume of stormwater runoff.

Policy Area 12: Vibrant Downtown Areas

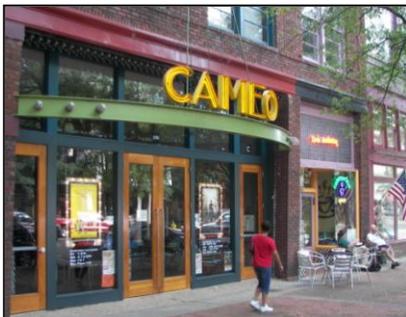
Downtown Fayetteville is the historic and cultural center of Cumberland County. While the city center has experienced its ups and downs over the years, great strides have been made in recent years toward a true resurgence in the economic vitality of the area. Similarly, all of Cumberland County's smaller communities have town centers that are in varying stages of growth, development or revitalization. The policies and actions of this section are intended to support the economic, physical and social health of these important areas.

Vision Statement

The past two decades have seen renewed interest in the unique value and heritage of downtown areas throughout the county. Many older buildings have been rehabilitated and adaptively reused for a wide range of shopping, dining, working, and cultural attractions. Our downtowns have benefited from their renewal as the social and cultural heart of the communities they serve. People are naturally drawn to these areas by their historic character and beauty, and the human scale of their buildings and public spaces. Renewed interest in downtown area neighborhoods has repopulated these central locations, providing financial support to merchants and twenty-four hour security for downtown area visitors.

POLICIES FOR VISION 12. VIBRANT DOWNTOWN AREAS

Policy 12.1: PRIMARY ENTRYWAY CORRIDORS INTO DOWNTOWN AREAS shall continue to receive priority for visual enhancements, employing special development standards, public investment, and community involvement to facilitate constructive change.



Policy 12.2: A COMPATIBLE, DIVERSE MIXTURE of retail, office, institutional, residential, dining, services, and public open space shall be encouraged in clearly defined downtown areas.

Policy 12.3: The role of the county's downtown areas as CENTRAL MEETING PLACES and focus for cultural, entertainment and recreational activities shall be supported.

Policy 12.4: The PRESERVATION, REHABILITATION AND APPROPRIATE ADAPTIVE REUSE of historic and other desirable downtown properties shall be encouraged. Rehabilitations shall respect the original architecture and fabric of the building and site. Destruction or demolition of desirable older structures shall be avoided.

Policy 12.5: PEDESTRIAN ORIENTED STREETSCAPE IMPROVEMENTS including, but not limited to sidewalks, street trees, landscaping, street lights, street furniture, and signs shall be made to create and maintain a downtown environment attractive to investment.

Policy 12.6 The DOWNTOWN AREA CIRCULATION SYSTEM shall balance the needs of pedestrians, private vehicles, public transit services, and train traffic.

Policy 12.7: Efforts to direct NEW AND EXPANDING BUSINESSES to compatible locations in downtown areas shall be encouraged.

Policy 12.8: The City and County shall maintain a TANGIBLE PRESENCE IN DOWNTOWN FAYETTEVILLE through the location of City and County offices there. Other local, state and federal governments shall also be encouraged to maintain similar commitments to downtown areas.

Policy 12.9: Cooperative planning and economic development efforts between LOCAL GOVERNMENTS AND FORT BRAGG to enhance the economic and social well being of historic commercial districts near the Army installation shall be encouraged.

Policy 12.10: Development and redevelopment of downtown area properties shall support the ARCHITECTURAL AND HISTORIC CONTEXT so important to the economic success of the area. The intent shall be to create a unique environment and identity not found in other places.

Policy 12.11: Efforts to maximize the use of the PUBLIC SPACE OF THE SIDEWALK so as to enliven the downtown street space are generally supported. Such use shall be balanced against public safety and other issues as may affect pedestrian movement and other proper uses of the street right of way.

Policy 12.12 A VARIETY OF HOUSING TYPES AND PRICE RANGES shall be encouraged in and adjoining the commercial business district. Such housing shall be at densities in keeping with a downtown location and compatible with nearby properties. Public-



private partnerships to encourage downtown area housing shall be supported.

Policy 12.13: The revitalization of NEIGHBORHOODS NEAR DOWNTOWN AREAS shall be recognized as a key to the long-term economic success of these town centers.

Policy 12.14: NEW PARKING FACILITIES serving the downtown area may be developed as needed in concert with additional investment opportunities. Such facilities shall be located and designed so as to complement and enhance the aesthetic and functional fabric of the downtown.

Policy 12.15: APPROPRIATE INFILL DEVELOPMENT, particularly on sites where previous buildings once stood and now present a “missing tooth” in the streetscape, shall be encouraged.



Policy 12.16: STRATEGIC LINKAGES (i.e. transportation and land use) between downtown areas and other economic centers or amenities shall be established and supported.

Actions for Vision 12. Vibrant Downtown Areas

Action 12.1. Establish a Gateway Management Program to address appearance and traffic management issues on roads leading to downtown areas. Seek funding and voluntary cooperation for implementation and maintenance.

Action 12.2. For each community, delineate the area of town that will be considered the downtown area.

Action 12.3: Prepare specific downtown redevelopment plans for each of the communities, including recommendations for a specific economic niche.

Action 12.4: Prepare streetscape plans for each community’s downtown area, including plans for the development of sidewalks, street trees, lighting and other improvements as necessary.

Action 12.5: Develop a public awareness program concerning minor low cost measures that can be undertaken to improve the visual appearance of their property.

Action 12.6: Evaluate the condition of existing neighborhoods in the vicinity of downtown areas. Based on this evaluation, recommend actions needed for improvements or support for each neighborhood.

Action 12.7: Participate in the Fort Bragg-Fayetteville Heritage Partnership Initiative. (Fayetteville was among seven military communities selected to receive technical assistance under the Army-Community Heritage Partnership. The program is designed to develop preservation-based economic development strategies to increase the vitality of the community’s historic downtown commercial district.)



Action 12.8: Complete the development of the Cross Creek Linear Park. This will help establish a linkage between Downtown Fayetteville and the Cape Fear River

Action 12.9: Complete the improvements to the streetscape of Person Street. This will help establish a linkage between Downtown Fayetteville and the Cape Fear River.

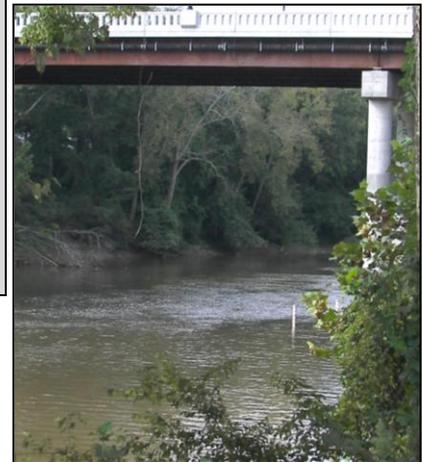
Action 12.10: Use bicycle and pedestrian plans prepared by the Fayetteville Metropolitan Planning Organization or the Rural Planning Organization as an element of detailed circulation plans within the downtowns.

Policy Area 13: The Cape Fear River, A Regional Asset

Policies and actions concerning the Cape Fear River as a regional asset speak to the largely untapped potential that this once influential natural resource now holds. The greatest potential of the river (and its tributaries) can be achieved through a careful balancing of compatible development within the context of conserving the best natural and scenic features of the river and its banks.

Vision Statement

The Cape Fear River has been restored to its rightful place as a significant regional asset. The core ‘gateway’ area of the river in Fayetteville between Grove and Person Streets has been developed as an entertainment and retail district. Terraced plazas lead down to the river on both sides. The Cape Fear River Trail has been extended and improved, offering views of the river not seen for many years. Recreational use of the river has been enhanced with improved boating access sites and better information about river conditions. New investment in the river corridor has complemented downtown revitalization efforts, especially east of the Market House. As the image and appearance of the river corridor has been upgraded, new residential and business development has been drawn to the area.



POLICIES FOR VISION 13. THE CAPE FEAR RIVER, A REGIONAL ASSET

Policy 13.1: Recognizing the important role of the Cape Fear River and its tributaries to the natural and economic heritage of the region, policies and actions shall support CONSERVATION OF THE RIVERINE ECOSYSTEM while allowing for STRATEGIC, ENVIRONMENTALLY SENSITIVE DEVELOPMENT of the resource.

Policy 13.2: A CAPE FEAR RIVER CORRIDOR CONSERVATION AND DEVELOPMENT PLAN shall be prepared and periodically updated setting forth priority goals and objectives as well as development standards. The River Corridor Plan should be developed, adopted



and implemented by *all* the jurisdictions that are, or could be, geographically connected to the river.† (See footnote)

Policy 13.3: DEVELOPMENT WITHIN THE RIVER CORRIDOR, including its tributaries, should respect and capitalize upon the conservation of natural resources, the influence of the river on the development of the region, cultural diversity, opportunities for exercise and outdoor recreation, heritage-oriented entertainment, and public-private partnerships with local and major businesses.

Policy 13.4: LANDFORMS AND LANDSCAPING associated with development shall be sensitive to the natural and scenic quality of the river and adjoining lands.

Policy 13.5: A BUFFER OF INDIGENOUS VEGETATION shall be maintained and supplemented as necessary along the riverbank to filter runoff and sustain the environmental and visual quality of the river corridor. The depth of the buffer from the river's edge shall be determined primarily by ecological considerations, as they influence the long-term economic viability of the resource.



Policy 13.6: Preservation of SIGNIFICANT NATURAL HERITAGE AREAS along the Cape Fear River and its tributaries shall be a priority.

Policy 13.7: Infill development between the DOWNTOWN AND THE CAPE FEAR RIVER should be encouraged as a means to create an economic opportunity and activity corridor connecting the two areas.

Policy 13.8: Continued development of the CAPE FEAR RIVER TRAIL from the Bladen County line to Harnett County shall be supported. All opportunities to increase the length of the Cape Fear River Trail shall be considered.

Policy 13.9: WALKWAYS, BIKEWAYS AND GREENWAYS shall be encouraged that connect development adjoining the river corridor to the Cape Fear River Trail.

Policy 13.10: PARKING AREAS, ROADWAYS and other automobile-oriented facilities shall be located and designed so as to be generally screened from the surface of the river and from adjoining trails. A scenic river drive may be designed to allow for occasional views of the river, without calling attention to the roadway.



Policy 13.11: Improved BOATING ACCESS facilities shall be a priority for increasing public access to the Cape Fear River and its tributaries.

† For the purpose of this policy section, it is recommended that the planning area for the Cape Fear River Corridor extend along the entire length of the river (and its tributaries) as it passes through Cumberland County, including properties visible from the water's edge for a maximum distance of 1000 feet and a minimum distance of 250 feet, depending upon topography or other relevant factors.

Policy 13.12: Local governments in Cumberland County are unified in their opposition to INTERBASIN TRANSFERS OF WATER between the Cape Fear and Neuse River basins. (Repeated in the Infrastructure Section.)

Policy 13.13: Local governments in Cumberland County are unified in their SUPPORT FOR THE RETENTION AND PRESERVATION OF THE LOCKS on the Cape Fear River.

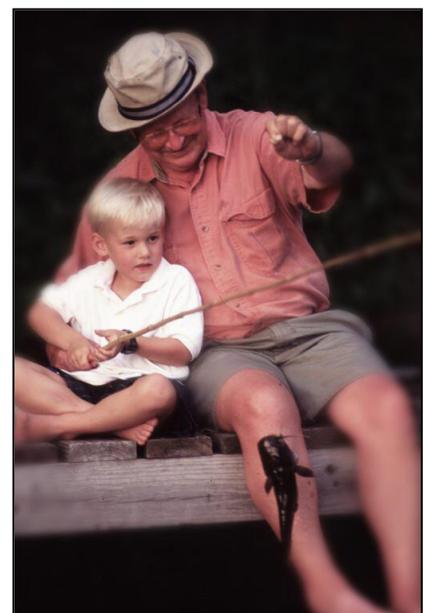
Actions for Vision 13. The Cape Fear River, A Regional Asset

Action 13.1: Establish a Cape Fear River Corridor Oversight Group, appointed by **all** the local government jurisdictions that are, or could be, geographically connected to the River. Allow for some flexibility in appointing the group.

Action 13.2: Charge the Oversight Group with preparing a Cape Fear River Corridor Conservation and Development Plan, to be adopted and implemented by **all** the jurisdictions that are, or could be, geographically connected to the River or its tributaries.

Action 13.3: As part of the Cape Fear River Corridor Conservation and Development Plan:

- a) Map environmentally significant natural, scenic, and historic sites.
- b) Prepare a development analysis of the Corridor to delineate developable areas according to environmental suitability (soils, slopes, flooding, etc.) the feasibility of providing infrastructure (vehicular, utilities, etc.) and locational suitability.
- c) Define a Cape Fear River Corridor Development Zone for priority economic development and investment. Identify several strategic locations within the development zone for particular development opportunities based on a market study.
- d) Develop guidelines and design standards for the Cape Fear River Corridor Development Zone
- e) Develop guidelines and design standards for the Cape Fear River Trail and all "tributary trails" leading to it. Such trails should be on both land and water. Include Rockfish Creek for as a prime canoeing/kayaking trail.
- f) Identify land for acquisition in fee simple and/or easements along the west bank of the Cape Fear River to expand the Cape Fear River Trail.
- g) Identify properties located along the east bank of the Cape Fear River that would be suitable for development of a riverfront park and/or greenway system in conjunction with the Cape Fear River Trail.
- h) Identify and pursue funding sources for installing and upgrading facilities along the Cape Fear River Trail.
- i) Identify opportunities for pedestrian access between the Cape Fear River and targeted areas.
- j) Using landscape visualization and analysis techniques identify the best location for development of a scenic river drive.



- k) Identify opportunities for the placement of visible access markers of the Cape Fear River Corridor Development on all major highway entrances into the urban area.
- l) Consider development of an outdoor amphitheater as a key component within the approved Development Zone.
- m) Seek the input of the Cape Fear River Assembly, Sustainable Sandhills, Cape Fear Botanical Gardens, Fish and Wildlife and other organizations, agencies and authorities that could be advocates of the river.
- n) Seek corporate sponsors as a source of funding for key development opportunities.
- o) Identify mechanisms for marketing the Cape Fear River Trail as a tourist/recreation destination.

Action 13.4: To help protect the environmental integrity and water quality of the Cape Fear River:

- a) Prepare a study identifying the required buffer width(s) from the River's edge based on ecological considerations, topography, slope, soils, etc. Draft a model ordinance or ordinance provisions to be adopted by all local governments with jurisdiction.
- b) Develop a public sector\ non profit land acquisition strategy for critical environmentally significant lands in the river corridor.
- c) Zone critical lands for conservation-compatible land uses.

Action 13.5: To increase awareness of the opportunities available from this regional asset:

- a) Include an educational component with the Cape Fear River Trail development emphasizing its unique environments, historic sites and scenic beauty. Take the 2030 Taskforce (and other public officials as may be appropriate) on a boat trip on the river so they experience firsthand.
- b) Develop the entire Cape Fear River Trail and hold an annual river trail run that highlights major points along the river, the ecosystem, and significant features of the area.

Action 13.6: Implement the improvement plan for Person Street from the Market House to the Cape Fear River.

Policy Area 14: Public Safety Services Closer to the People

The provision of public safety services is an essential function of local government. Demand for such services grows as an area expands. Response times are a critical measure of how well these services are being delivered. 2030 policies and actions call for enhancements in these services through more "stations" in the community as well as greater public-private partnerships.

Vision Statement

As Cumberland County has continued to grow, it has become necessary for local area law enforcement, fire safety, and emergency medical officials to operate, in some instances, from substations closer to the populations they serve. In addition to improving response times, this has allowed area public safety personnel to become especially attuned to the issues and problems unique to each area of the county. All public safety services have been continually upgraded in terms of communications capability, equipment, personnel, and advanced planning. By working together, area citizens and public safety officials have dramatically reduced instances of crime and have enhanced fire protection and emergency medical services.



POLICIES FOR VISION 14. PUBLIC SAFETY SERVICES CLOSER TO THE PEOPLE

Policy 14.1: Local governments shall encourage development patterns and housing choices that support **COMMUNITY POLICING** and **DEFENSIBLE SPACE PRINCIPLES**, e.g. mixed use development, defined public and private spaces, useful front porches, appropriate lighting, etc.

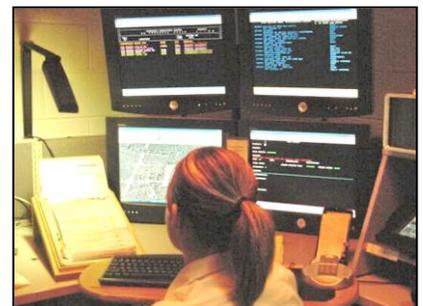
Policy 14.2: Local governments shall support public-private partnerships such as **NEIGHBORHOOD WATCH**, that enable neighborhood groups to effectively partner with law enforcement agencies in preventing crime.

Policy 14.3: The **SHARED USE OF PUBLIC BUILDINGS AND FACILITIES** (county, municipal, other) shall be encouraged to allow public safety services (substations) to be located closer to the people and properties they serve.

Policy 14.4: As an alternative to shared, fixed base substations, **MOBILE LAW ENFORCEMENT SUBSTATIONS** may be supported to allow law enforcement personnel to locate close to crime trouble spots.

Policy 14.5: Incentive programs may be employed to encourage **PUBLIC SAFETY PERSONNEL TO LIVE IN SELECTED NEIGHBORHOODS**.

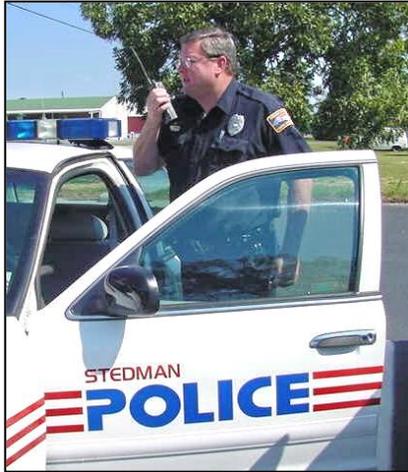
Policy 14.6: **PUBLIC SAFETY CLASSES AND PROGRAMS** shall be offered in senior centers, recreation sites and community buildings throughout the county.



Actions for Vision 14. Public Safety Services Closer to the People

Action 14.1: Create an inventory of public buildings and facilities that may be suitable for the location of a community-policing substation. Compare these locations with high crime areas and potential patrol areas.





Action 14.2: Purchase and equip one or more mobile law enforcement substations (trailers) that can be moved about the county in response to high crime locations.

Action 14.3: Explore the technical feasibility and cost of enabling emergency vehicles to pre-empt traffic signal systems for faster response times.

Action 14.4: Establish a routine schedule (i.e. every 3 to 5 years) for evaluating the technical components, area coverage, and staffing needs of the county's 911 system and emergency communications network.

Action 14.5: Offer incentives (e.g. reduced trash collection fee?) for neighborhoods to organize and participate in the Neighborhood Watch program.

Action 14.6: Fully implement the police program authorizing paid "civilian" personnel to complete on-the-scene traffic reports, thereby freeing up sworn officers on the Fayetteville police force to attend to other duties.

Policy Area 15: Senior Citizens Well Served

A community that is livable and friendly for seniors is likely to be livable and friendly to people of all ages. Services that are convenient to seniors will be convenient to others. Transit services that afford mobility to seniors may also afford mobility to the young and disabled. Senior citizens in accessory housing benefit from being near an extended family as much as the extended family benefits from having the wisdom of senior citizens close at hand.

Vision Statement

As the senior citizen population of Cumberland County has increased, so too have public and private services responded to meet the needs of an aging population. Public and private transit services, for example, fulfill a critical need, as seniors have sought and found ways to maintain their mobility. Many new forms of housing have come into being, allowing seniors to live close to the services they require. In addition to traditional senior citizen housing, many seniors choose to live in accessory housing close to an extended family, providing for the right balance between independent and assisted living. Recreation and other enrichment activities for seniors have become a large part of local recreation programs. Convenient access to health care and social services has required the establishment of several regional "one-stop" senior citizen centers at strategic locations in the county.



POLICIES FOR VISION 15. SENIOR CITIZENS WELL SERVED

Policy 15.1: Local governments shall encourage **DEVELOPMENT PATTERNS AND HOUSING CHOICES** that allow for cost-effective and convenient transportation options for senior citizens, including walking, biking and transit services.

Policy 15.2: Local governments shall continue to support a **COORDINATED PROGRAM** of recreation, health care, and social services to senior citizens, through partnerships of public, private, non-profit, charitable and faith-based organizations.

Policy 15.3: **MIXED USE DEVELOPMENTS** that provide housing suitable for senior citizens should be encouraged. Such mixed uses might include basic services such as food and drug stores, as well as health care providers.

Policy 15.4: Local governments should encourage a variety of **HOUSING TYPES AND PRICES** suitable for senior citizens. Included among these options should be **ACCESSORY HOUSING** forms that allow seniors to live near or adjacent to family in some newly developed neighborhoods.

Policy 15.5: Given the rapidly growing senior citizen population, priority shall be given to the **EXPANSION OF SENIOR SERVICES**, in such a way that the delivery of such services can be made more accessible.

Policy 15.6: Local government recreation programming shall include **LEISURE ACTIVITIES** suitable for people of all ages, including both indoor and outdoor pursuits. Parks and other common areas shall be accessible to individuals with varied disabilities.

Policy 15.7: **PUBLIC SPACES** known to be frequented by senior citizens should be fitted with design features that are elder friendly, such as convenient parking, benches, curb cuts and ramps, signalized crosswalks, and handrails.

Policy 15.8: The special **PUBLIC SAFETY AND CRIME PREVENTION** needs of senior citizens shall be recognized in local government law enforcement activities.

Actions for Vision 15. Senior Citizens Well Served

Action 15.1: Create an inventory of services and opportunities that encourages independence and quality of life for senior citizens. Use the inventory to market these services to current residents and potential newcomers.

Action 15.2: Initiate partnerships between local government, businesses, non-profits and educational institutions to promote the development of livable and senior friendly community amenities.



Action 15.3: Commission a senior center(s) space needs study with cost estimates and funding opportunities.

Action 15.4: Establish special anti-scam and neighborhood watch programs in local law enforcement efforts.

Action 15.5: Include consideration of senior citizen needs when preparing special area plans, corridor studies, park plans, etc.

Action 15.6: Amend local land use ordinances to create one or more new zoning districts where accessory housing is permitted as part of a new development, allowing senior citizens to live in an extended family situation. (It is not recommended that accessory housing be added to properties in an existing neighborhood, unless already permitted within the applicable zoning district.)

Policy Area 16: Intergovernmental Cooperation and Efficiency

As the urbanized areas of Cumberland County have continued to expand, public decision-making on key issues such as land use, transportation, water and sewer, open space, and environmental quality require greater levels of advanced planning and coordination among local government jurisdictions. At the same time, key elements of the area's cultural and economic base can benefit enormously from the mutual support, common interests and frequent communication among local governments.

Vision Statement

Local governments in Cumberland County, as well as the military, have joined forces on many fronts to address matters of common interest. These matters include, for example: economic development, growth management, transportation, water and sewer services, open space preservation, and environmental quality, among others. Some government services have been consolidated for efficiency and improved service. Other government functions have remained separate, but have benefited from the guidance of joint boards and committees. All local governments have benefited from an expanding tax base and cost effective innovations in service delivery. A renewed focus on frequent, effective communication between local government leaders and area residents has greatly enhanced decision making in the region.

POLICIES FOR VISION 16. INTERGOVERNMENTAL COOPERATION/EFFICIENCY

Policy 16.1: Local governments shall support on-going INTERGOVERNMENTAL PLANNING on issues of common concern, including land use and development, transportation, utilities, environmental management, economic development, law enforcement, emergency management, education, and recreation and tourism, among others.

Policy 16.2: MULTI-JURISDICTIONAL PLANS FOR INFRASTRUCTURE AND SERVICES (e.g. transportation, recreation)



shall be jointly prepared and periodically updated as area conditions change.

Policy 16.3: Public and private sector efforts to PLAN FOR AND PROMOTE THE REGION AS A COHERENT METROPOLITAN WHOLE, including coordination with adjoining counties, shall be supported. At the same time, the unique identity and character of individual communities with the region shall be respected.

Policy 16.4: Opportunities for CONSOLIDATION OF SERVICES shall be continually evaluated, particularly with regard to potential operational efficiencies and cost savings.

Policy 16.5: MULTI-JURISDICTIONAL BOARDS AND COMMITTEES shall be supported as they evaluate and recommend improvements in the delivery of government services and infrastructure.

Policy 16.6: JOINT MEETINGS, routinely held, shall be supported to allow elected and appointed board members, as well as key support staff, to better coordinate the planning and delivery of government services.

Policy 16.7: The 2030 PLAN shall be employed as a CENTRAL DOCUMENT FOR ON-GOING JOINT PLANNING efforts in the county. Elected and appointed officials, as well as local government staff, should use the 2030 Plan to facilitate discussion and action on issues of mutual concern.

Actions for Vision 16. Intergovernmental Cooperation and Efficiency

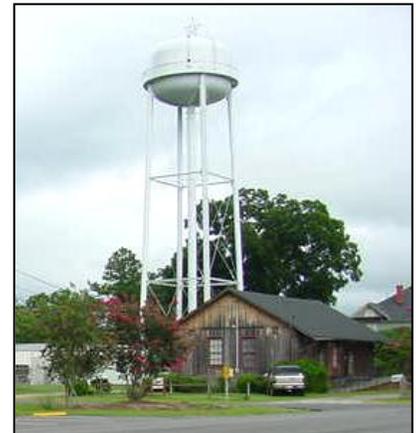
Action 16.1: As soon as possible after adoption of the joint 2030 Plan, hold a joint meeting of key local government staff to discuss the initial coordinated use of the policies and actions of the plan-- in both month to month recommendations to elected and appointed boards as well as in annual work program and budget formulation.

Action 16.2: Within six months after adoption of the 2030 Plan, hold a joint meeting of key local government staff in Cumberland County to discuss progress on the 2030 Plan with respect to routine use of the policies and implementation actions.

Action 16.3: Within one year after adopting the 2030 Plan, hold a joint meeting of local government elected officials in Cumberland County to discuss progress on the 2030 Plan with respect to routine use of the policies and implementation actions. Continue meeting annually for five years.

Action 16.4: Update the implementation actions section of the 2030 Plan annually in January of each year, leading to the work program and budget setting process of each local government.

Action 16.5: Continue the progress made in recent years with regard to improved planning coordination between Fort Bragg and Cumberland County.





Action 16.6: Authorize a study of local government services in Cumberland County to determine which services might offer the best opportunities for consolidation.

Action 16.7: Cumberland County, the City of Fayetteville and the Public Works Commission should continue to address the joint coordination of sewer service extensions and land use planning. Implementation of the policy initiative should be monitored and revisited at least annually.

Action 16.8: All local governments in Cumberland County should have appropriate representation on a joint county/municipal long range planning committee or other similar entity. The committee will jointly address regional issues such as transportation, the environment, and other subjects that cut across jurisdictional boundaries. Each local government would have the option of administering its own zoning, subdivision and similar current planning ordinances, as well as small area plans falling entirely within each government's jurisdiction.

Action 16.9: Upon joining the joint planning committee, municipal influence areas (MIA's) for each participating municipality may be established. Each municipality's development standards for roads, storm drainage, sidewalks, etc. would apply in the newly established MIA for that municipality.

Policy Area 17: An Active, Involved Citizenry



Effective community leadership and civic involvement is critical to the success of any local government initiative. This is especially true in implementing a long-range joint vision plan for a county as large as Cumberland. The policies of the 2030 Plan emphasize the need for ongoing civic involvement from a broad and deep pool of informed and capable citizens. Various means of maintaining effective lines of communication are also suggested.



Vision Statement

Area citizens show a keen interest in the affairs of their local government. There is a can-do spirit driven by civic pride and revealed through broad community involvement. Local governing boards and committees have no shortage of interested, qualified people willing to serve. Area citizens are heavily involved in civic clubs and organizations. Volunteerism is a constant source of energy as it is poured into the institutions and organizations that work to improve the area. Local government officials routinely seek the views of their constituents on growth and development issues. During the development review process, great emphasis is placed on effective communication and consensus among all parties, including elected officials, planning board members, other local advisory boards, the developer, local government staff, and the public.



POLICIES FOR VISION 17: AN ACTIVE, INVOLVED CITIZENRY

Policy 17.1: LOCAL GOVERNMENT BOARDS AND COMMISSIONS should be roughly representative of the constituent voting population of the planning area (e.g. youth, minorities, income groups, geography, etc.)

Policy 17.2: Public involvement shall be encouraged in decisions on land use and development by making the public aware of **PROPOSED DEVELOPMENTS** at the earliest lawful opportunity, as well as fostering communication between developers and the general public.

Policy 17.3: NEIGHBORHOOD AND SPECIAL AREA PLANNING shall be encouraged to foster public involvement in the preparation of closely tailored, action-oriented special area plans and improvements. Public participation should be a central, on-going feature of such plans.

Policy 17.4: All LOCAL GOVERNMENT WEBSITES in Cumberland County should have quick links to all other local governments in the county to facilitate convenient access to public information by area citizens.

Actions for Vision 17: An Active, Involved Citizenry

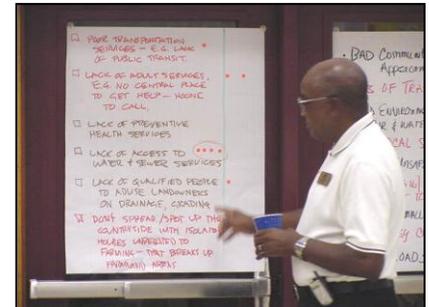
Action 17.1: Local government websites in Cumberland County should be designed to direct residents to the correct local government information for their location by using the resident's address and/or zip code.

Action 17.2: Each local government website should have a permanent feature identifying opportunities for greater citizen involvement in their local government's affairs. Openings on appointed boards and committees should be identified along with information concerning the duties of each board or committee. Opportunities for employment or to volunteer for local government service programs should also be identified.

Action 17.3: Prepare an assessment of the demographic composition of appointed boards and committees throughout the county. Compare the composition of these boards to their constituent populations. Set flexible goals to make appointments that roughly approximate the demographics of the area each board serves.

Action 17.4: When preparing the planning process for any new planning initiative, design the scope of work around key opportunities for citizen input.

Action 17.5: Evaluate how cable television might be better employed to inform area citizens of the activities and programs of their local governments, as well as decisions made by their elected officials.





Action 17.6: Authorize a random survey of citizen preferences concerning services and priorities of local government. Re-administer the survey every other year to track changes in citizen priorities.

Action 17.7: Establish an orientation video for new citizens to the area, viewable on the County's website and/or cable television familiarizing new comers to local government services and identifying opportunities to get involved.

2030 Growth Vision Plan
Acknowledgments

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Citizens of Cumberland County who have participated in the development of
the 2030 Growth Vision Plan

* Denotes Past Members/Advisors

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