



CITY OF FAYETTEVILLE LAND USE AND ECONOMIC DEVELOPMENT PLAN: MURCHISON ROAD CORRIDOR

FINAL REPORT

May 30, 2008 (version 5)



Prepared for:

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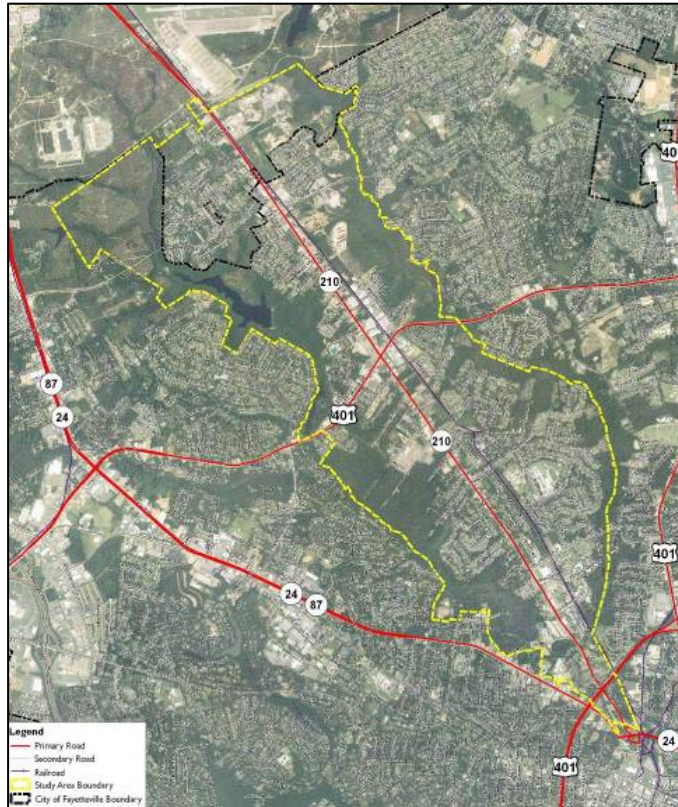
LandDesign, Inc.
Basile Baumann Prost Cole & Associates, Inc.



EXECUTIVE SUMMARY

In December, 2007, the City of Fayetteville commissioned LandDesign and project partner Basile Baumann Prost Cole & Associates (BBPC) to prepare a land use and economic development plan for the Murchison Road corridor and respective study area. The entire study area covers approximately 4,071 acres, extending from downtown and Martin Luther King Jr. Freeway (US 401) to Fort Bragg and the future I-295 Fayetteville Outer Loop corridor extension. The primary goals for the plan are presented below:

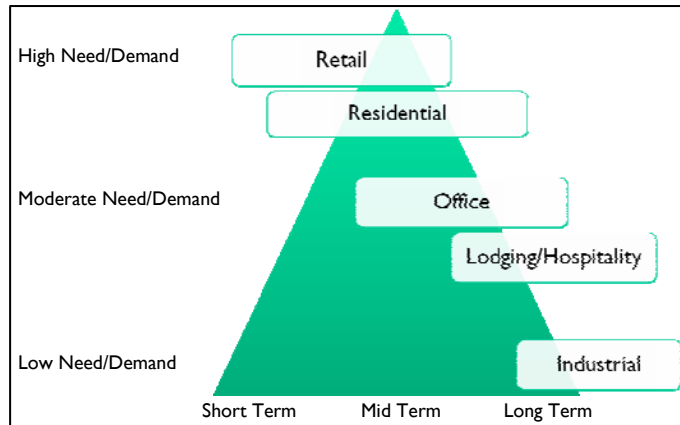
- Assemble an action plan that enhances community quality of life.
- Establish a hierarchy for investment, identifying opportunities designed to lead to rapid, near-term results while establishing the foundation for long-term corridor transformation and success.
- Review community mobility and transportation issues, balancing creative with cost-feasible approaches.
- Enhance the Murchison Road Corridor and City of Fayetteville’s image and attractiveness for investment.
- Provide realistic, workable, thoughtful approaches to corridor development within a compressed assessment and implementation timeframe.



A collaborative, open planning process was a hallmark of the plan’s five-month development cycle; the successful result of this effort could not have been possible without the work and dedication of the City Council and Mayor, Planning Commission, professional city staff, the advisory Task Force and members of the community and business owners.

Meeting	Date(s)
Project Kick-Off Meeting	Jan. 3, 2008
Task Force appointed by City Council	Jan. 14, 2008
Stakeholder Interviews	Jan. 29-30, 2008
Task Force Meeting 1	Jan. 29, 2008
Community Meeting 1	Jan. 29, 2008
Task Force Meeting 2	Mar. 6, 2008
Task Force Meeting 3	Apr. 15, 2008
Community Meeting 2	Apr. 15, 2008
Community Meeting 3 (Open House)	May 8, 2008

The effort moved through a series of planning tasks, starting with the inventory, analysis and synthesis of information pertaining to conditions and issues of importance for the study area through to a full economic assessment of corridor market demand and opportunities. Market demand and opportunities reviewed included office, residential, hospitality/lodging, industrial and retail. Key findings associated with this existing conditions and economic analysis included:



Murchison Road Corridor Strengths

- Projected growth in defense contract employment, health services and other office-based employment
- Existence of local business incubators and support organizations
- Vibrant, high-quality residential communities
- Proximity to major educational facilities
- Housing affordability and low cost of living
- Good access to major highways
- Proximity to Downtown, Fort Bragg and Fayetteville State University (FSU)
- Existing retail centers with expansion and renovations potential

Murchison Road Corridor Issues

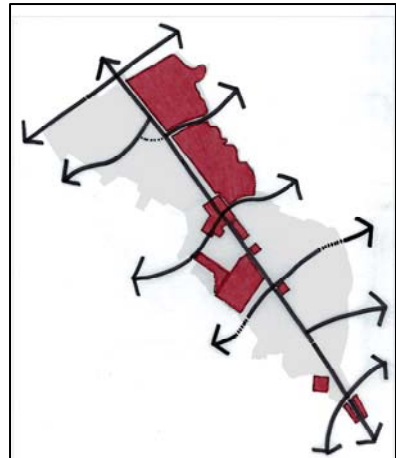
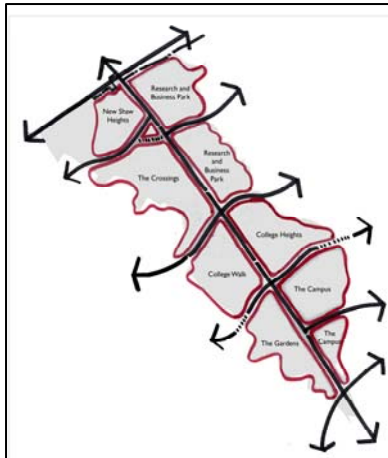
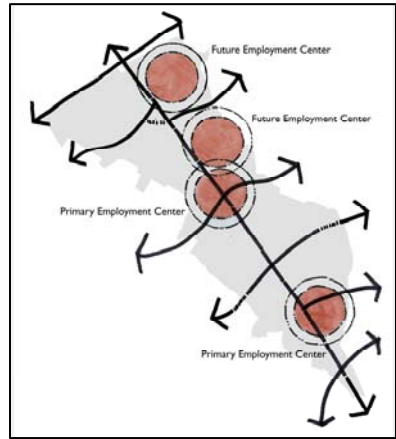
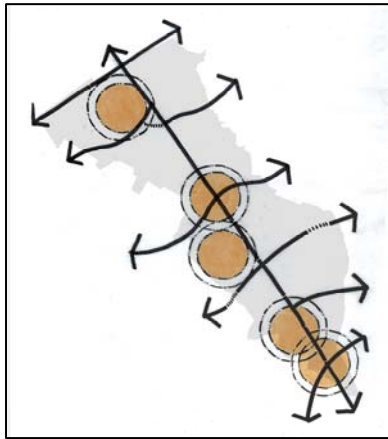
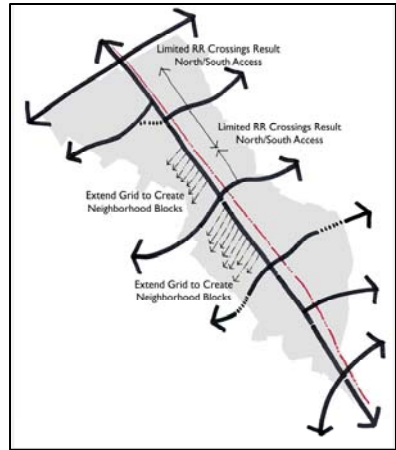
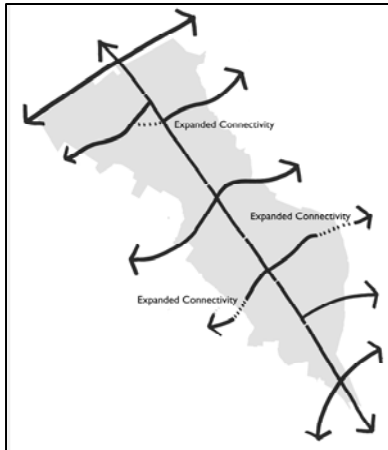
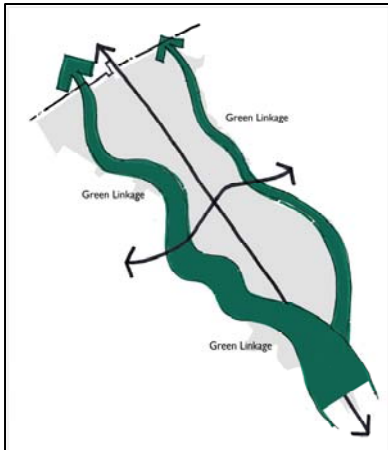
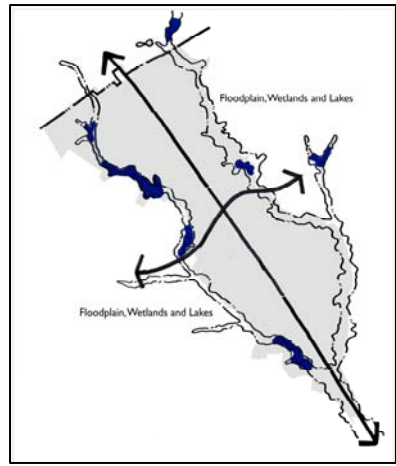
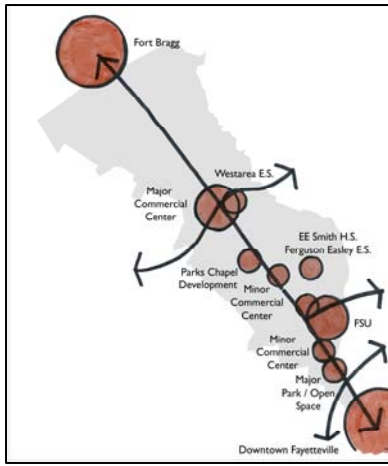
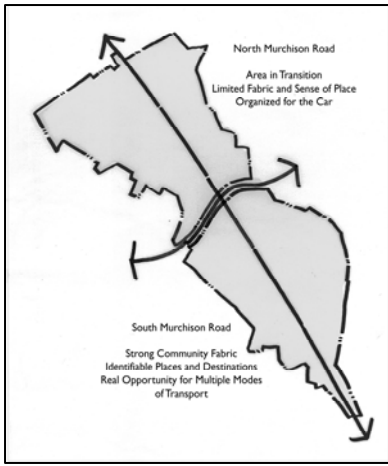
- Maintaining housing affordability amidst relatively high regional home values
- Lack of basic, convenience retail and services within study area
- Stagnant industrial market
- Limited office market corridor
- Absence of major lodging and hospitality options within study area
- New I-295 intersection and other traffic projects
- Lack of investment in community
- Limited residential, entertainment and dining options for FSU students off campus and area residents
- Fort Bragg expansion may have significant economic and physical impact on the corridor
- Historically differential investment in south and north portions of the corridor

Murchison Road Corridor Opportunities

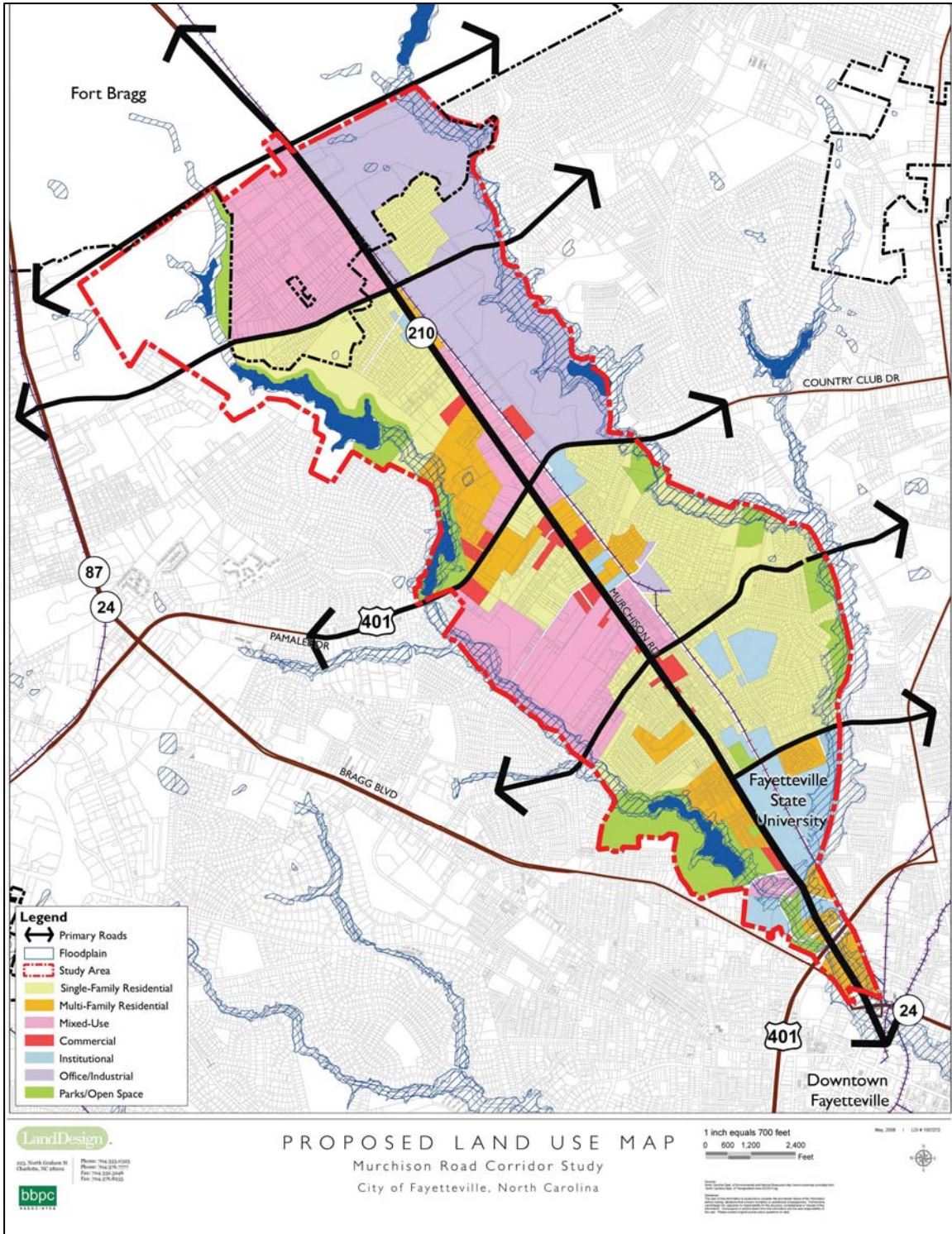
- Preservation of affordable housing prior to redevelopment to enable increased homeownership
- Enhancement/redevelopment of retail along corridor to provide needed retail and services
- Resume/redevelopment of selected, well-located industrial sites
- Fort Bragg expansion and revitalization could spur demand for military-related office space and hotels along corridor
- Study area can take advantage of increased traffic flows and changing patterns
- Provide area residents with needed retail services
- Foster institutional-community relations
- Residential and retail development to provide off-campus living options and capture student expenditures
- Opportunity to harness population and economic growth from Fort Bragg's expansion
- Both northern and southern portion can benefit from current and future revitalization efforts
- Short-term potential for 24,000 – 34,000 square feet of retail space; long-term potential for an additional 90,000 – 117,000 square feet
- Short-term potential for 80 – 110 residential units; long-term potential for an additional 110 -135 residential units
- Demand for an additional 70-120 residential units due to expected military growth in the region due to the Fort Bragg expansion
- Short-term potential for 50,000 – 93,000 square feet of office space; long-term potential for an additional 82,000 – 150,000 square feet

From this foundation, a planning framework was established to organize land use and economic strategies for the Murchison Road Corridor. These framework items included:

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



With initial framework concepts established, the plan entered the final stages of the process with more detailed refinement and establishment of a future land use approach, detailing specific catalyst sites for redevelopment and economic investment, strategy recommendations and other tasks.



Land use recommendations for the study area—presented in detail in the report—are summarized below:

- Pursue follow-on transportation and assessment study of the Murchison Road corridor taking into account increased traffic volumes associated with development and increased densities along the corridor as identified within the study effort, increased traffic flows projected by NCDOT associated with I-295 and the closure of Bragg Boulevard.
- Promote a land use pattern which allows for increases in development density at key activity areas along the corridor, including areas surrounding Murchison Road and Country Club Drive and FSU.
- Promote mixed-use land use areas which allow for flexibility required for creation of projects designed at a human scale and provide for residential, employment and recreational activities to be intermingled. Mixed-use areas should be supported surrounding FSU and associated with several catalyst site areas.
- Seek opportunities to relocate overhead utilities below grade along Murchison Road and throughout the study area.
- Seek opportunities to coordinate development of multiple parcels for provision of consolidated stormwater bio-retention, detention and filtration areas, especially for those areas proximate to creek, drainage and lake systems flanking either edge of the study area.
- Crime, both real and perceived, is a significant threat to the overall economic and social health of the corridor. Community residents participating in the planning effort have expressed strong desire for the long-term development of a police substation within the study area and along Murchison Road. While beyond the scope of this study, assessment of detailed crime statistics, community patrolling, response times and other elements is warranted to ensure community desires are taken into account and crime reduction efforts are put in place.
- Promote the development and implementation of the planned greenway along the western and eastern edges of the study area, allowing for improved pedestrian and multimodal facilities, recreational activities, and development opportunities / land values.
- Retail demand was measured as having the greatest economic potential over the short term. Needed commercial retail services should be the primary focus over the short term, with the private sector encouraged to offer expanded local and neighborhood commercial retail at catalyst sites. Incentives should also be offered for smaller commercial developers.
- Focus public incentives and program support on homeownership opportunities and housing options for all residents.
- Employ support from private sector entities both within and outside of the study area to facilitate (re)development at selected locations.
- Promote and preserve affordable and workforce housing.

- Establish cooperation and coordination between the many stakeholder groups, organizations, entities and government bodies in order to most efficiently and effectively implement revitalization and redevelopment efforts along the corridor. Encourage continued partnerships with FSU and Fort Bragg to facilitate community reinvestment along the corridor.
- Establish an overlay ordinance to assist in guiding growth and development for the corridor.

In support of the broader land use strategy, several areas within the study area were identified as important to jump start the overall redevelopment process and to ensure long-term economic and social health of the corridor. Strategies for these “catalyst sites” covered short, medium and long-term efforts.

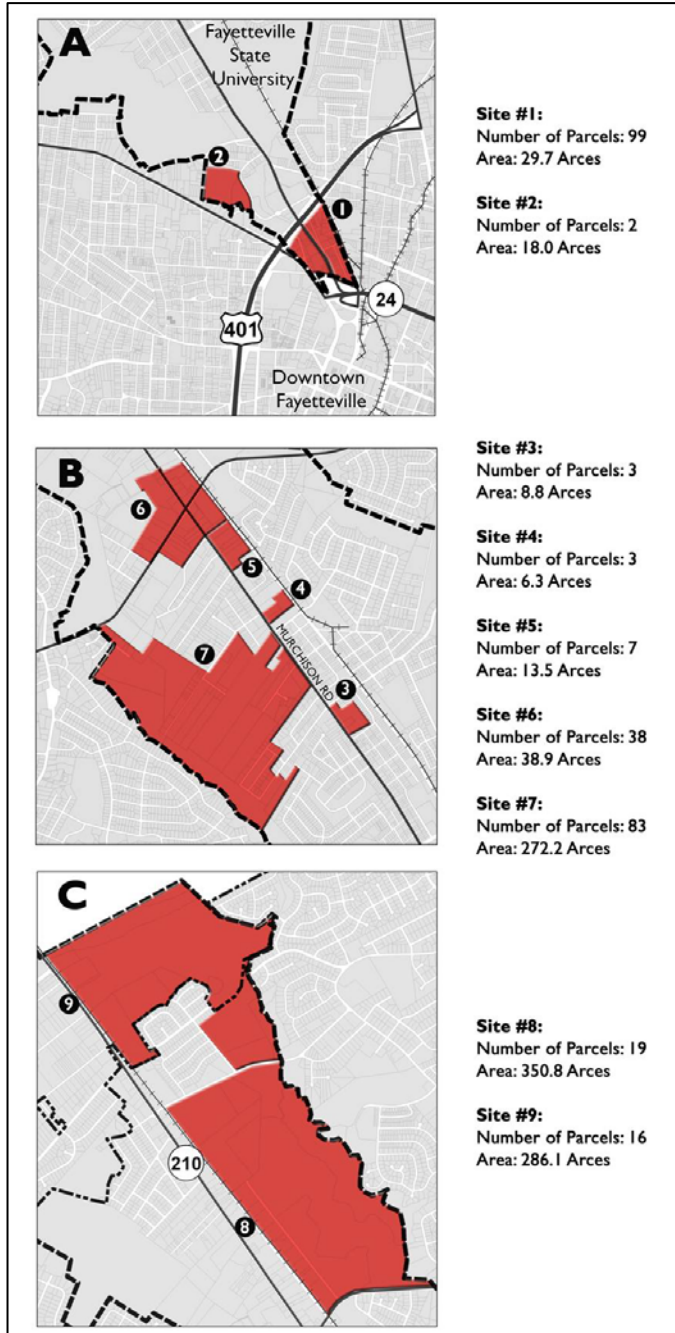


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The City of Fayetteville Land Use and Economic Development Plan for the Murchison Road Corridor was developed through a process initiated by the city and managed by the consultant team of LandDesign. This effort was aided by the Murchison Road Task Force. These individuals, selected by the city, were instrumental in helping the consultant team:

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Sharon King
Julian D. Brown
Moses Best
Elmer Floyd

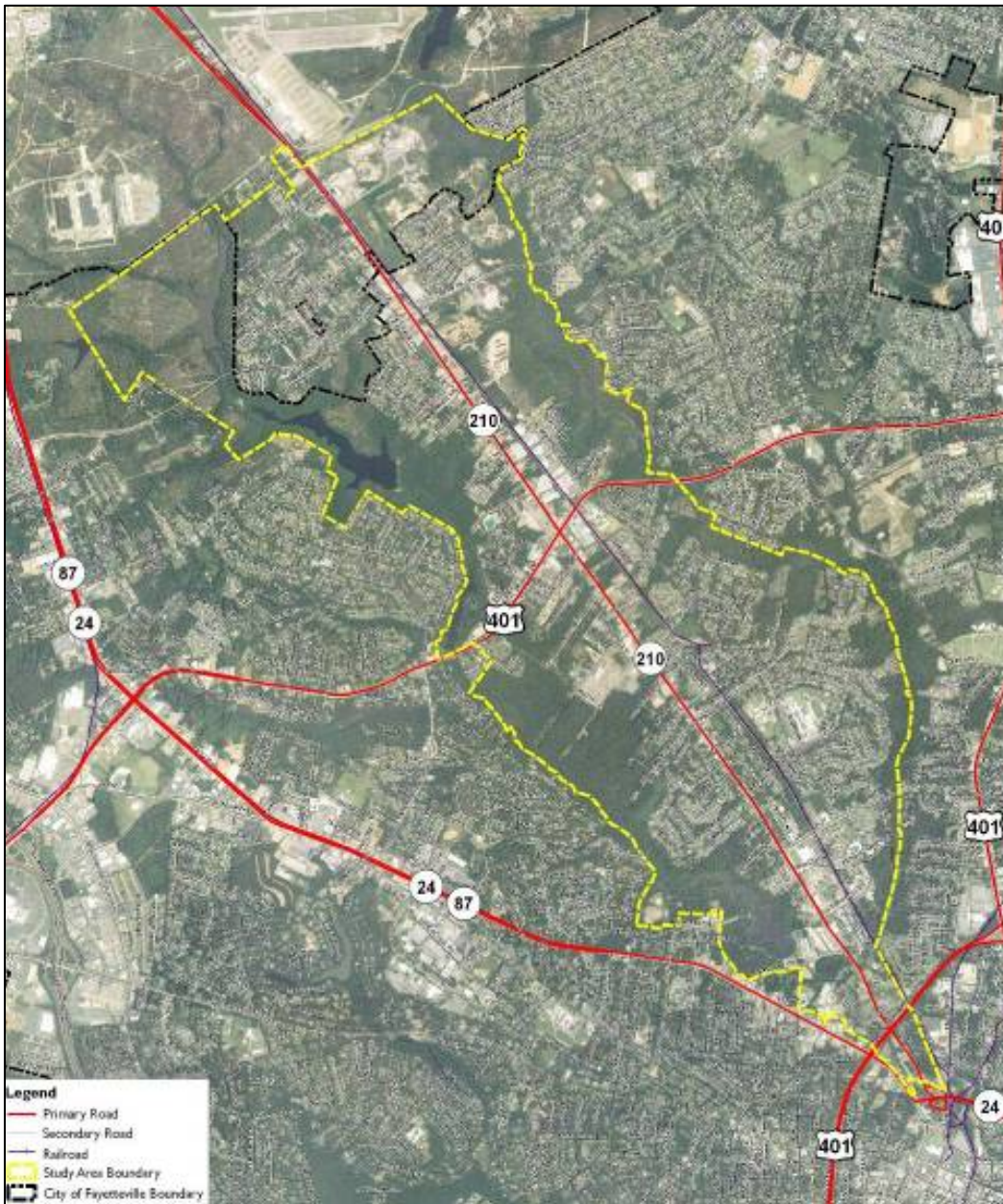
Chris Harris
Adam Beyah
Tripp Jones
Rev. Aaron Johnson
Allen W. Rogers
Lula Crenshaw

Dr. Melvin Henderson
Barbara Melvin
Dr. James Carson
Glen Prillaman
Rudy Cardenas

1.0 THE PURPOSE OF THE PLAN

The City of Fayetteville, committed to the long-term health and success of the Murchison Road corridor, selected through a public request for proposal LandDesign and project partner Basile Baumann Prost Cole & Associates (BBPC) to prepare a land use and economic development plan. The corridor and its broader study area is found to the north of the city, extending from downtown and Martin Luther King Jr. Freeway (US 401) to Fort Bragg and the future I-295 Fayetteville Outer Loop corridor extension. The entire study area covers approximately 4,071 acres.

Figure 1. Murchison Road Study Area



The broad goals established for the Land Use and Economic Development Plan for the Murchison Road Corridor (Murchison Road Corridor Plan) included:

- **Assemble an action plan that enhances community quality of life.** To this end, the plan must meet the needs and aspirations of the community, promote economic vitality of the Murchison Road Corridor, guide development needs associated with Fort Bragg, Fayetteville State University (FSU) and other unique corridor entities, and address traffic congestion issues. Importantly, the plan needs to establish a blueprint for transforming one of the city's poorest and most challenging areas into one that presents new, positive long-term direction for community and development interests.
- **The plan needs to establish a hierarchy for investment, identifying opportunities designed to lead to rapid, near-term results while establishing the foundation for long-term corridor transformation and success.** The plan should present a selection of small and large investments, which, taken together, will lead to overall project success.
- **The plan needs to take an expansive look at community mobility and transportation issues, balancing creative with cost-feasible approaches.** Enhanced mobility and transportation holds promise for linking residents and corridor users to jobs and activity areas along Murchison Road and its active downtown and military complex areas. Enhanced mobility and transportation along the corridor will be extremely beneficial for the district. The plan also needs to address existing roadway congestion issues and secure a strategy for dealing with these issues in the future.
- **Enhance the Murchison Road Corridor and City of Fayetteville's image and attractiveness for investment.** The plan should facilitate the long-term transformation of the corridor, strengthening the environment for continued investment in the community and the desirability of the area as a place to live and do business.
- Finally, issues on the ground over the past year have greatly accelerated the need for this project effort. To this end, **the plan needs to provide realistic, workable, thoughtful approaches to corridor development within a compressed assessment and implementation timeframe.**

Conducted over the first half of 2008, the following report summarizes the process and findings associated with this study effort.

2.0 THE PROCESS TO DEVELOP THE PLAN

A collaborative, open planning process was a hallmark of the plan’s five-month development cycle; the successful result of this effort could not have been possible without the work and dedication of the City Council and Mayor, Planning Commission, professional city staff, the advisory Task Force and members of the community and business owners. The planning process and collaborative efforts of each of these groups is presented herein.

At the start of the planning effort, a project Task Force representing a broad cross-section of Murchison Road area residents, business representatives and local committees and board participants was established by the City Council. The role of the Task Force was to assist in the collection and interpretation of area data, communicate plan activities to community members and encourage participation at scheduled events, and to assist in the evaluation of draft planning documents.

Table 1. Schedule of Key Public Outreach Milestones

Meeting	Date(s)
Project Kick-Off Meeting	Jan. 3, 2008
Task Force appointed by City Council	Jan. 14, 2008
Stakeholder Interviews	Jan. 29-30, 2008
Task Force Meeting 1	Jan. 29, 2008
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Approximately two weeks following the establishment of the project Task Force, stakeholders—city and agency staff, primary corridor tenants, representatives from Fort Bragg, Fayetteville State University (FSU) et.al.—were interviewed over a two-day period. Their insight into the study area’s strengths and weaknesses, both perceived and evident, was instrumental to the consultant team.

With the Task Force committee established and stakeholders interviewed, the effort moved through a series of planning tasks, starting with the inventory, analysis and synthesis of information pertaining to conditions and issues of importance for the study area. A number of reports, plans and maps that were reviewed provided vital information during the process to understand and document the existing conditions along the Murchison Road corridor. These documents included:

- A Complete Fayetteville: One & For All – Vision Plan
- Fayetteville 2007-08 One Year Action Plan
- Murchison Road Corridor Study (1999)
- Strategic Plan Progress Report – FY 2007-08, 1st Quarter

- Route 12 Summary Report – Jan. 2007 – Jan. 2008
- Fort Bragg Real Property Planning Board (2007)
- FSU Traffic Signal Volume Warrant Analysis / FSU Master Plan Review (2002)
- Preliminary Impact Assessment, Fort Bragg Region (2008)
- Feasibility Study FS-0206B, Widening SR 1437 (Shaw Road) / SR 1615 (Rosehill Road and Stacey Weaver Drive) from Bragg Boulevard to Ramsey Street (2006)
- University Business Park project summary
- College Heights / Murchison Road Housing and Commercial Real Estate Development Master Plan, FSU School of Business and Economics for the City of Fayetteville (1998)
- Northwest Gateway and Redevelopment Sites Presentation (2008)
- North Carolina Veterans' Park Presentation and Concepts and Preliminary Plans (2008)
- City of Fayetteville 2007 – 2012 – 2022 Strategic Plan (2007)

The information uncovered while reviewing these documents, reports and plans was supplemented with input from one-on-one meetings with city staff, related agencies and a variety of interests which deal on a regular basis with one or more aspects of the issues addressed by the plan. The information gathered from these individuals aided in the process by providing an additional layer of information that cannot be gleaned from reports, observations in the field or data analysis.

From this base of information and observations, a first series of meetings was held with the Task Force and community residents and business owners. This meeting was designed to initially introduce and engage the community in the planning process and early data collection results as well as learn from the community about area issues, aspirations and priorities. The feedback collected from these meetings served as the foundation for development of the plan's framework—the broad goals and plan structure from which initial land use and plan concepts were drawn. Each of these framework elements is described in the Existing Conditions section.

Task Force and community feedback from this first series of meetings greatly shaped the effort moving forward. Key issues and priorities identified included, among others:

- "...There exist two Murchison Roads..."
- Need for more access, to the area and to properties
- Message of hope and community pride rooted in progress surrounding Murchison Road and the inherent community qualities of the area
- Incentives for redevelopment needed
- Any solution needs to address crime for the area
- Bring back the walkability of Murchison Road and its neighborhoods
- Community needs jobs and broader employment bases

- Key institutions and community assets needed for Murchison road include a police substation, bank, improved neighborhood retail, medical facilities, community facilities, light industrial and job creating uses

Figure 2. Community and Task Force Meeting Images



Following initial community interaction, a comprehensive market analysis was prepared for the study area. This effort covered several market areas, including:

- Demographics and macro economic trends
- Office
- Residential
- Hospitality/lodging
- Industrial
- Retail

Issues associated with corridor attributes were also reviewed concurrently to the market analysis effort.

From this foundation, a planning framework was established to organize land use and economic strategies for the Murchison Road Corridor. These framework items, 11 in all, ranged from increasing area connectivity and linkages to establishment of gateways into the area. With initial framework concepts established, the plan entered the final stages of the process with more detailed refinement and establishment of a future land use approach, detailing specific catalyst sites for redevelopment and economic investment, strategy recommendations and other tasks.

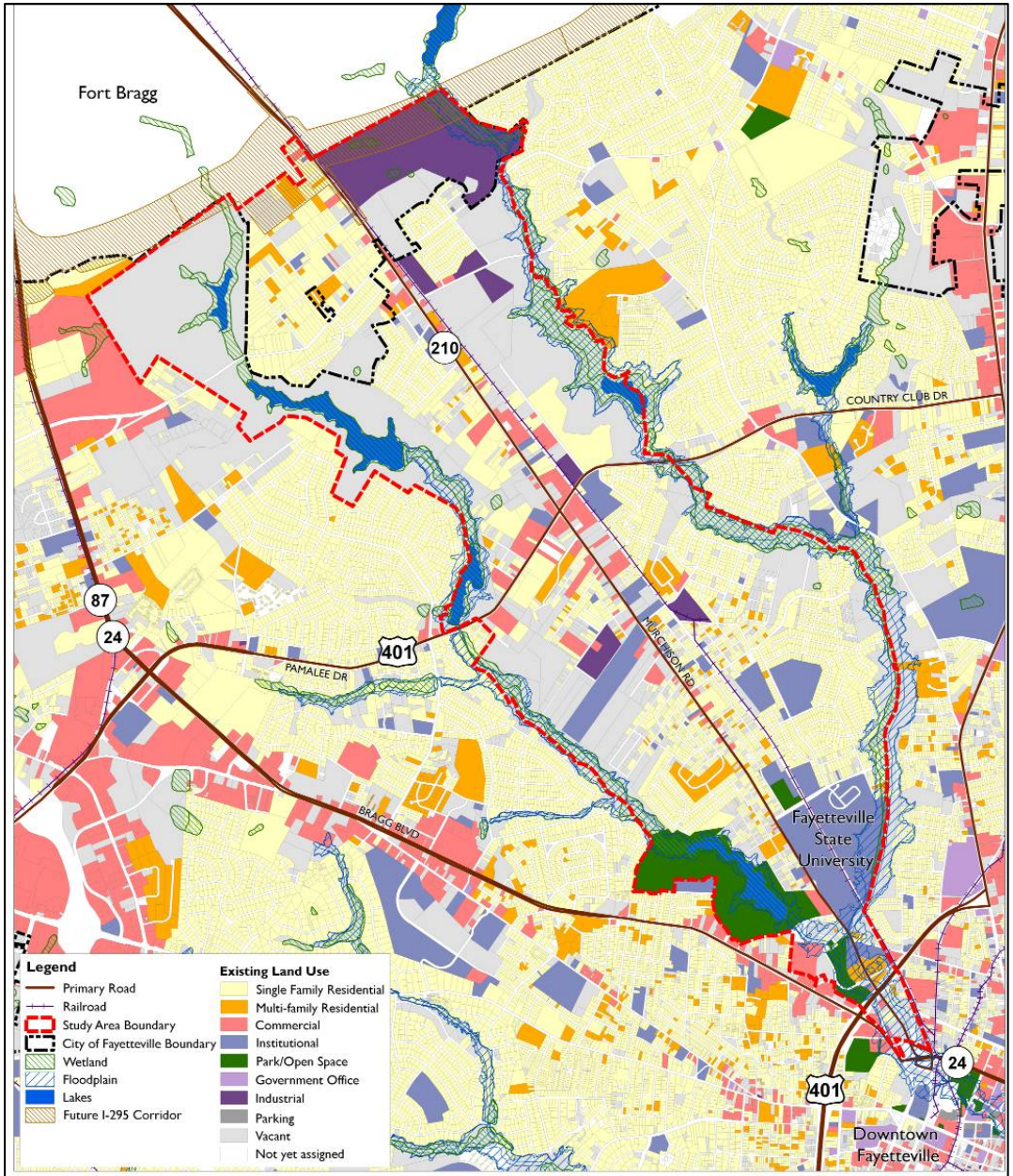
3.0 SUMMARY OF CORRIDOR CONDITIONS AND ISSUES

A detailed investigation was conducted into the factors affecting the Murchison Road corridor, including its land uses, the road network and the efficiency of its circulation, parks and open spaces, and market conditions. The following is a summary of key observations.

Land Use

- The study area is predominately comprised of single-family residential uses (37%), with established neighborhoods such as College Heights dating back to the 1950s and 1960s. Institutional uses comprise 7% of land use in the study area, with a majority of this total accounted for by FSU. Commercial uses (5%), park and open space (4%) and multi-family residential uses (3%) are also found within the study area. A large number of parcels, as classified by the City of Fayetteville, are currently vacant / undeveloped.
- The study area can generally be described as being comprised of two different areas—two Murchison Roads. The southern section of Murchison Road has a strong community fabric with identifiable places and destinations. Neighborhoods in the southern portion of the study area are generally stable and above average when viewed against similar corridors / communities with similar demographic and socioeconomic conditions. The northern section of the road is one of transition, as it is organized for the automobile. There is a limited sense of place in the northern section of Murchison Road. A greater propensity for blight conditions—both for residential and commercial uses—is more commonly observed in the northern portion of the study area.
- The northern portion of the study area, adjacent to Fort Bragg and including the Shaw Heights neighborhood, is found within Cumberland County’s jurisdiction. This area is poorly served by infrastructure.
- Churches and related faith-based institutions are a dominant component of land use within the study area.
- E.E. Smith High School is reported by the community as having a positive, stabilizing element in the corridor. Ferguson Easley Elementary School and Westarea Elementary school are also found in the study area.
- Crime has been reported by area residents as a substantial issue and barrier to attracting new development.
- The study area has historically been under pressure for commercial strip development, especially proximate to Murchison Road and Country Club Drive.

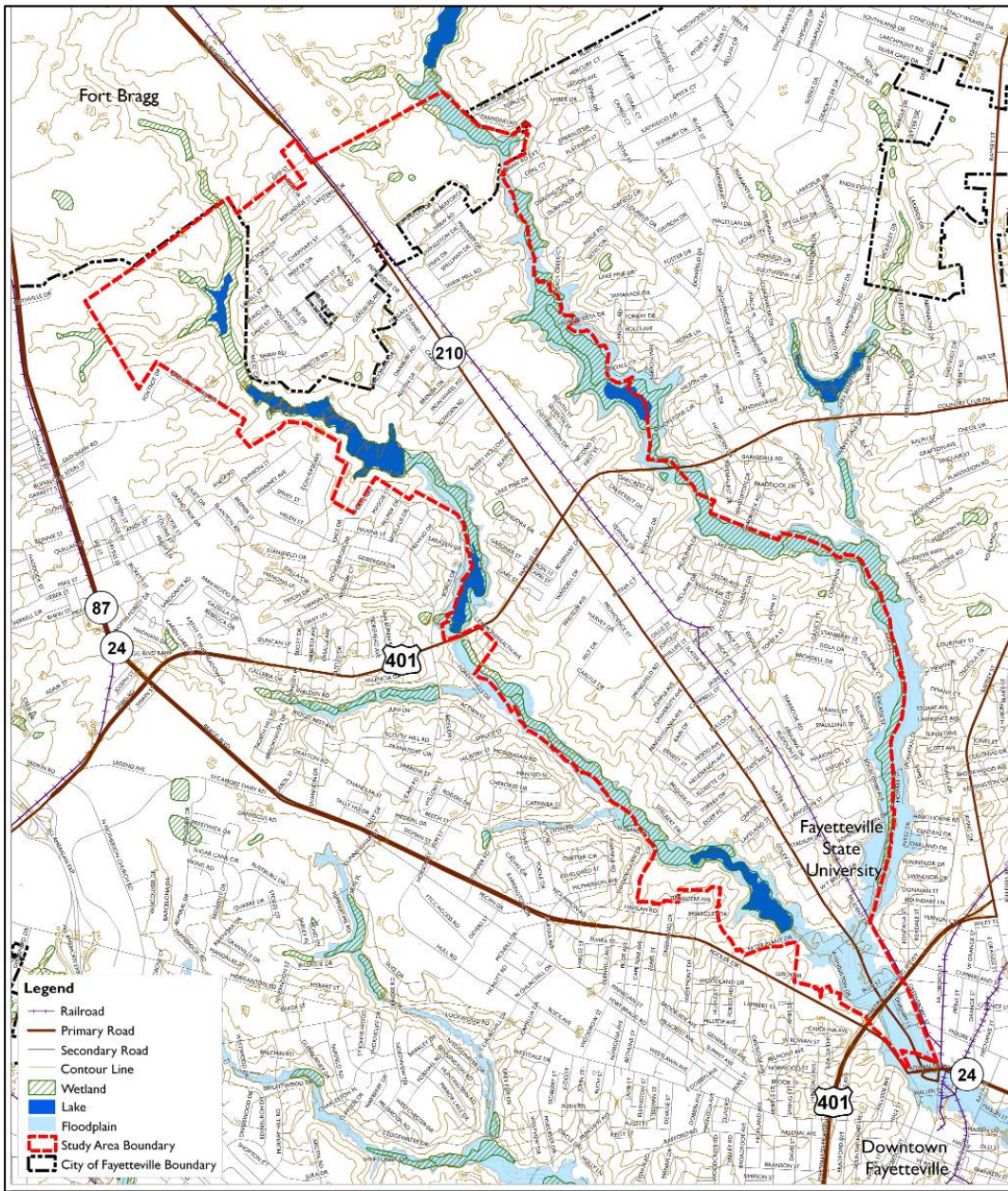
Figure 3. Existing Land Use, Murchison Road Corridor



Environmental Features

- The study area is surrounded by a series of natural amenities and features, inclusive of wetland areas, lakes and floodplain features. High levels of vegetation are also observed along these edges.
- A substantial portion of the extreme southern tip of the study area is within the floodplain, limiting possible new development in this area.

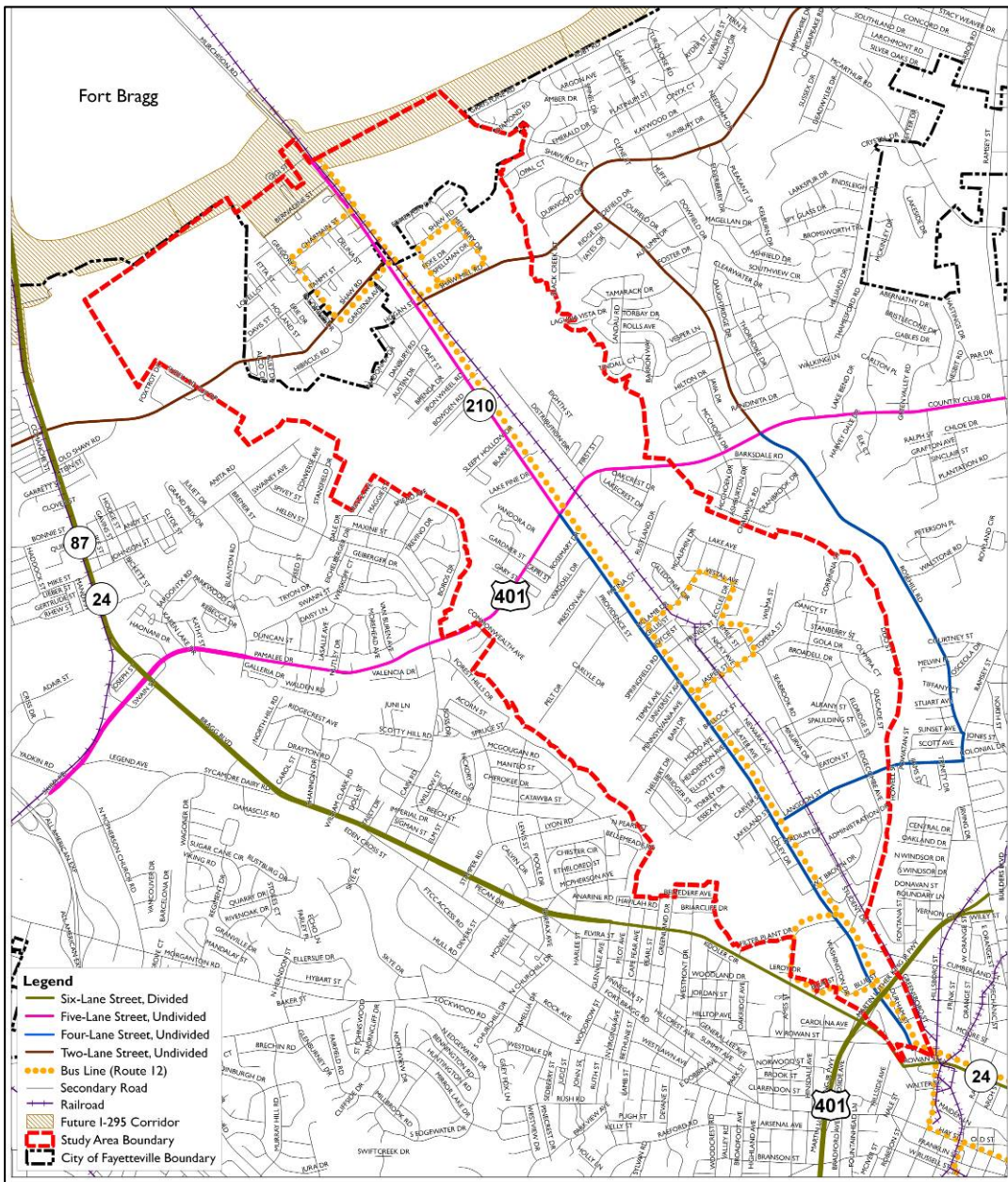
Figure 4. Environmental Features, Murchison Road Corridor



Transportation

- Murchison Road is Fayetteville’s northwest gateway in the city and a primary linkage to Fort Bragg.
- East / west connectivity is limited into the study area. Introduction of I-295 will greatly expand access, but is anticipated to also generate significant new traffic patterns and related congestion for the area. This condition is expected to be magnified when Bragg Boulevard through Fort Bragg is closed. The final timeline for closure is uncertain and based upon roadway improvements within the base; closure may happen within the next 10 years.

• *Figure 5. Primary Transportation Features, Murchison Road Corridor*



- NCDOT study of Murchison Road and anticipated future traffic levels resulted in a recommendation for long term widening of the corridor to 6 lanes.
- Right-of-way availability is limited along the corridor, especially in the south. This circumstance creates a challenge to preservation of existing neighborhood fabric and also adds significant cost to any roadway improvement effort. Utilities are also located above ground along both sides of Murchison Road, adding to right-of-way and cost issues.
- Commercial interests along Murchison Road are concerned about loss of business associated with improvements and the possible introduction of a median.
- Transit use along the corridor is significant with the present bus route in the area (Route 12) having the highest reported ridership in the system.
- Rail along Murchison Road has moderate weekly activity. As a strategic link to Fort Bragg, especially during deployment periods, relocation / vacating this line is not considered feasible.
- Murchison Road lacks comprehensive sidewalk connectivity and an overall pedestrian friendly environment. Pedestrian safety improvements have been suggested by the community for all major intersections, especially around FSU.
- A new, downtown multimodal transportation facility is under study for downtown. One candidate site is adjacent to the southern portion of the study area.

Ownership

- A majority of the properties within the study are privately held.
- Large areas of property are held in public ownership along the western edge of the study area associated with water authority ownership, lakes and environmentally protected areas.
- The FSU campus serves as a large public holding within the southern portion of the study area.

Parks, Open Space and Historic Preservation

- Martin Luther King Park, Seabrook Park (which includes the Smith Recreation Center) and Mazarick Park are the primary public park and recreation facilities found within the study area.
- There is an opportunity to create a park facility and/or greenway facility with the water and wetlands in the study area, notably building upon the Little Cross Creek Greenway along the western boundary of the study area. This greenway would also be linked to the planned park and open space improvements planned for Veteran's Park and other surrounding improvement to Rowan Street.
- The old Washington High School and nearby cemetery have historic significance to the community. The cemetery is in a very poor state of upkeep. Efforts to enhance / preserve these community features should be explored.

Figure 6. Public and Private Ownership, Murchison Road Corridor

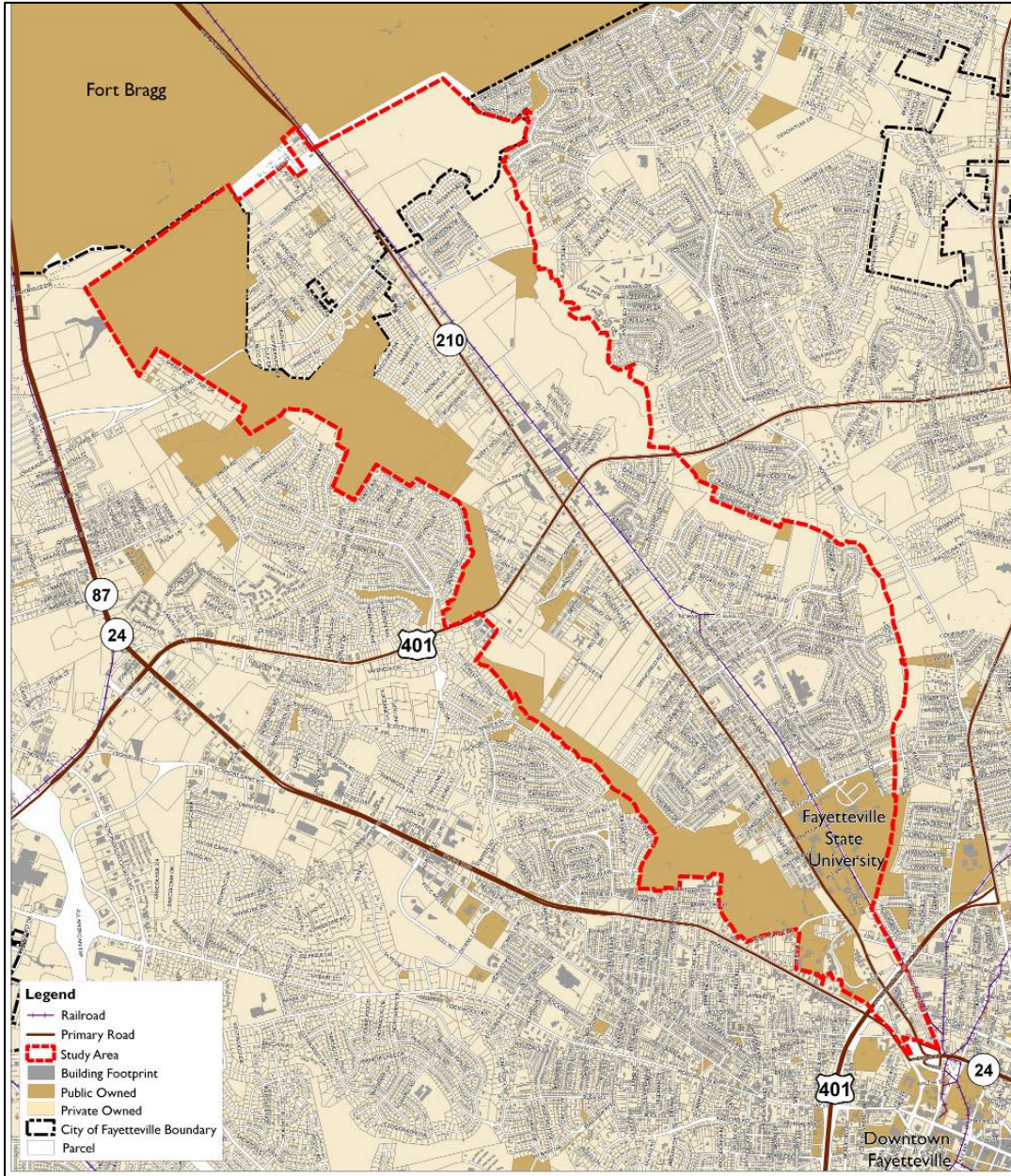


Figure 7. Zoning Designations, Murchison Road Corridor

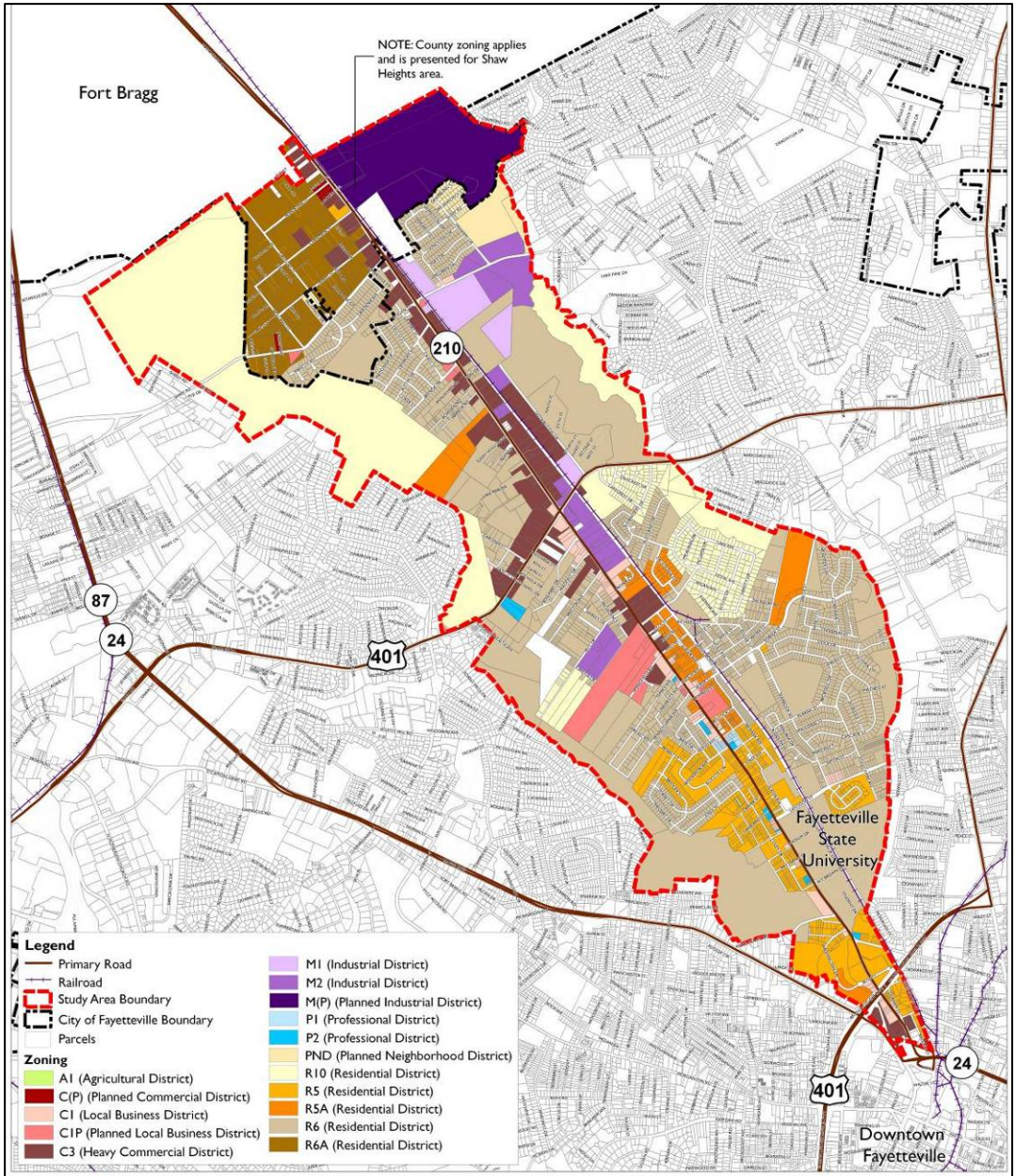


Figure 8. Photo Montage of Murchison Road Corridor South of Country Club Drive



Figure 9. Photo Montage of Murchison Road Corridor North of Country Club Drive



4.0 CORRIDOR MARKET AND ECONOMIC ANALYSIS

Economic and Demographic Overview

Understanding emerging real estate trends, demographics, and economic conditions is an important step towards creating the Murchison Road Corridor Plan. This section provides a summary of demographic and economic trends in the study area compared to the City of Fayetteville and Cumberland County. In addition, it provides an overview of the relevant real estate market sectors and an analysis of retail demand potential in the study area.

To understand characteristics of the population surrounding the Murchison Road study area, the study team performed a demographic and economic analysis of the encompassing City of Fayetteville and Cumberland County. Table 2 presents demographics of Fayetteville and Cumberland County.

Selected Demographic and Economic Conditions

Compared to the City of Fayetteville and Cumberland County, the Murchison Road study area has a lower median household income, more affordable home values, and a larger percentage of renters. With a population of 10,197 and 3,644 households, the study area has a median household income of \$27,935 which is 40% lower than both the city (\$45,653) and the county (\$47,694). Respectively, the study area's median home value of \$94,391 is over 20% lower value than both the city (\$121,146) and county (\$118,181). The study area also contains a larger percentage of renters (50%) when compared to the city (55%) and county (73%).

Table 2. Selected Current Demographics (2007), Murchison Road Study area, City of Fayetteville and Cumberland County

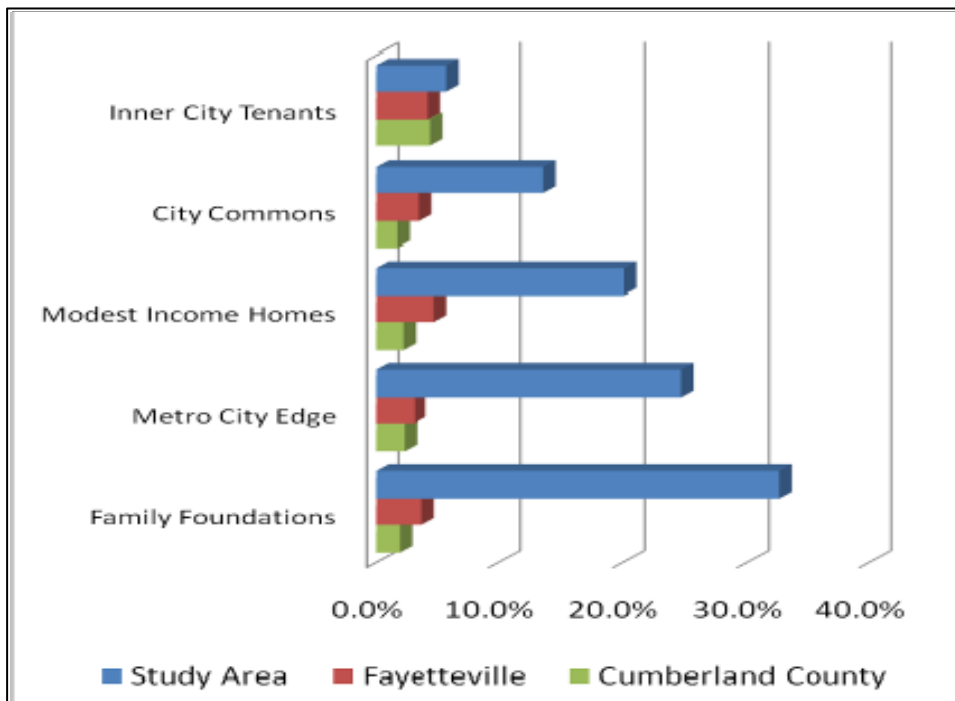
	Study area	City of Fayetteville	Study area as % of City	County	Study area as % of County
Population	10,197	119,208	8.6%	309,872	3.3%
Households	3,644	49,764	7.3%	113,879	3.2%
Median HH Income	\$27,935	\$45,653	61.2%	\$47,694	58.6%
Median Home Value	\$94,391	\$121,146	77.9%	\$127,556	74.0%
Own/Rent Ratio	1.00	1.20	83.3%	1.56	64.1%
<i>Source: ESRI Business Information Solutions, BBPC, 2007</i>					

Community Tapestry Segments

In order to provide a more consolidated, market-relevant perspective on the different socioeconomic groups with the project area and comparison regions, the study team analyzed specialized demographic information such as labor force characteristics, median income, age, and spending habits to categorize neighborhoods. The information for this analysis was in part provided by the ESRI Business Solutions Community Tapestry classification system. A description of the tapestry segments analyzed follows:

- **Family Foundations.** Family-oriented; older population; moderate to middle income; live in small urban communities; active in the community
- **Metro City Edge.** Multigenerational families; larger households; moderate income; live in older suburban neighborhoods; modest retail expenditures
- **Modest Income Homes.** Young, but large families; low income; live mainly in single-family homes in older suburbs; discount shoppers
- **City Commons.** Single-parent families/singles living alone; mainly in early-20s; low income; live in apartments in large metro areas; modest food and grocery purchases
- **Inner City Tenants.** Diverse population; fairly young singles or married-couple families; moderate income; mainly renters in multi-unit buildings; frequently eat out and shop nearby

Figure 10. Top Tapestry Segments for Study Area, City and County 2007 – Percentage of Population



Source: ESRI Business Information Solutions, BBPC, 2007

In the study area, the dominant tapestry segments are Family Foundations (33%), Metro City Edge (25%), Modest Income Homes (20%), City Commons (14%) and Inner City Tenants (6%). These categories account for 98% of the households in the Murchison Road study area. The more diverse city and county populations are represented by a wider variety of tapestry segments. None of the dominant segments in the study area represented more than 10% of the households in the city or county. The study area's five most prominent Tapestry Segments share several common characteristics with each other. These include:

- Multigenerational households
- Family-oriented households as opposed to couples or single-parent households
- Renters as opposed to homeowners
- Residents in older suburban/urban areas
- Low- to moderate-income households
- Discount shoppers

These characteristics provide a more qualitative socioeconomic snapshot of Murchison Road households.

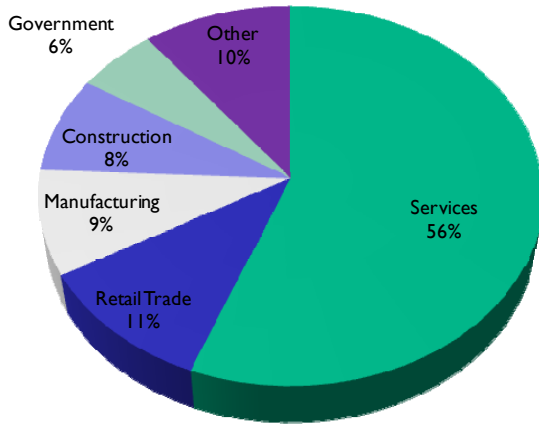
Employment Profile

This section provides a profile of the employed residents of the Murchison Road study area age 16 and older, known as the labor force, and employees working within the study area, termed at-place employment.

Labor Force

The labor force consists of 3,620 employed individuals age 16 and older residing within the study area. The study area labor force accounts for approximately 7% of the city labor force and 3% of the county labor force. The service industry accounts for more than half of the study area labor force (56%) compared to the city labor force (51%) and county labor force (47%). Retail trade was the second most dominant labor category in the study area, accounting for 11% of the labor force compared to the city (14%) and county (14%).

Figure 11. Murchison Road Study Area Labor Force 2007



**Labor Force Summary
Murchison Road Study Area**

	Study area	Percent
Services	2,024	56%
Retail Trade	395	11%
Manufacturing	319	9%
Construction	297	8%
Government	206	6%
Other	362	10%
Total	3,620	100%

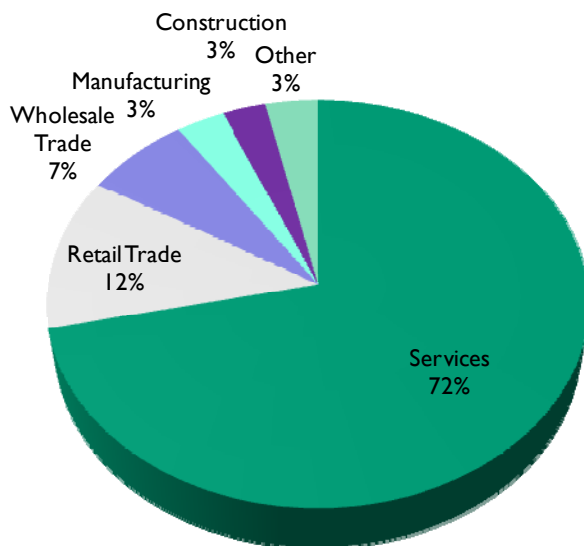
Source: ESRI Business Information Solutions, BBPC, 2008

Source: ESRI Business Information Solutions, BBPC, 2007

At-Place Employment

The Murchison Road study area comprises 5% of city at-place employment and 3% of county at-place employment. Service industries represent 72% of the employment in the study area, followed by retail trade (12%) and wholesale trade (7%). Within the service industry category, education and library services are the largest subcategory, accounting for 40% of total at-place employment in the study area, followed by health services, which makes up 17% of total employment of total employment. FSU accounts for a large portion of the education employment, with over 800 employees.

Figure 12. Murchison Road Study Area At-Place Employment 2007



**At-Place Employment Summary
Murchison Road Study area, City of Fayetteville and
Cumberland County**

	Study area	Percent
Services	2,362	72%
Retail Trade	394	12%
Wholesale Trade	228	7%
Manufacturing	106	3%
Construction	95	3%
Other	113	3%
Total	3,298	100%

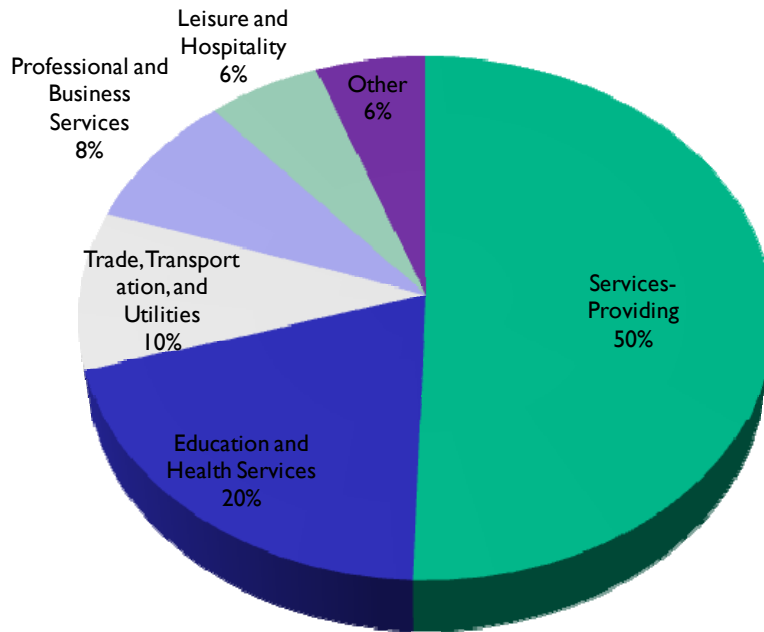
Source: ESRI Business Information Solutions, BBPC, 2008

Source: ESRI Business Information Solutions, BBPC, 2007

Projected Employment Growth

According to North Carolina's Employment Security Commissions, Industry Group Projections¹ for 2004 – 2014 for Cumberland County forecast that more than 70% of projected future growth is projected to occur in Services-Providing (50%) and Education and Health Services (20%). Remaining growth is expected to occur in Trade, Transportation, and Utilities (10%), followed by Professional and Business Services (8%), and Leisure and Hospitality (6%).

Figure 13. Cumberland County Employment Growth by Industry 2004-2014

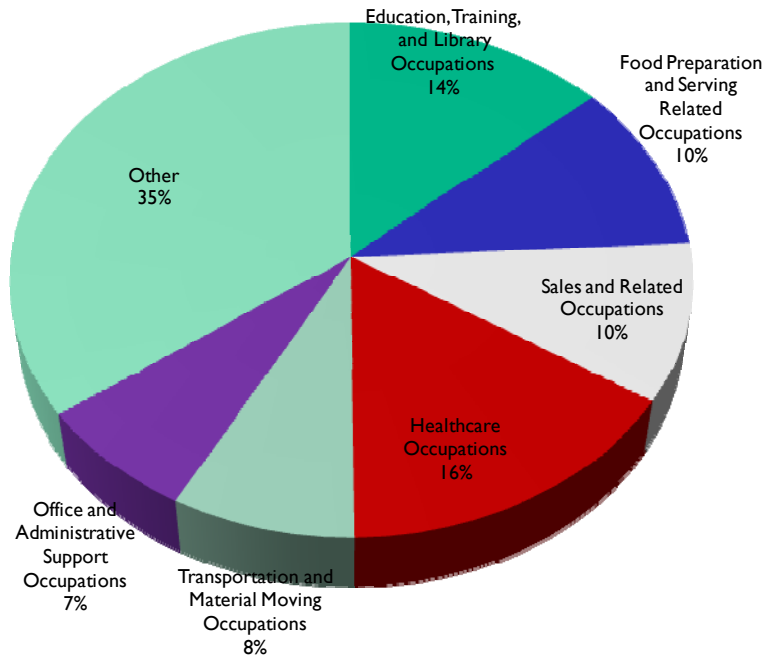


Source: North Carolina Employment and Security Commission, 2008

Occupational Group Projections for 2004-2014 suggest the greatest share of growth projected is to occur in Healthcare Occupations (16%), followed by Education, Training and Library Occupations (14%), Sales and Related Occupations (10%) and Food Preparation and Serving Related Occupations (10%).

¹ Industry groups are based on the North American Industry Classification System (NAICS)

Figure 14. Cumberland County Employment Growth by Occupation 2004-2014



Source: ESRI Business Information Solutions, BBPC, 2008

Conclusion

The proportion of the study area’s labor force and at-place employment, its largest sector for both, is similar to that of Fayetteville and Cumberland County. With half of the projected employment growth for Cumberland County from 2004 to 2014 expected to occur in this industry, the study area appears to be well-positioned to realize this employment growth in the future. Furthermore, with a large portion of the study area’s employment in the education industry (predominantly FSU employees), it also appears to be well-positioned to realize the projected growth in Education, Training and Library occupations (the third largest growth industry projected from 2004-2014 in Cumberland County).

Market Sector Overview

Office Market

Office space in Fayetteville and Cumberland County is generally scattered, with few concentrated nodes. However, the most recent office development in the city has been concentrated along Raeford Road west of downtown Fayetteville. There is a moderate supply of office space in downtown, consisting mostly of smaller spaces (1,000-2,000 square feet) above retail. Office space in the Murchison Road study area is fairly limited, mainly scattered in smaller buildings (2,000-5,000 square feet) in the southern portion of the study area.

The available office market supply consists of about 14 buildings equating to a total of approximately 298,000 square feet.² Current lease rates for available office space average \$8.50 per square foot with rates ranging from \$5.50 to \$18.50 per square foot. The only potential deliveries planned/proposed for office space in the study area are approximately 39,000 square feet planned as part of a mixed-use office/retail development near the corner of Murchison and Langdon, and proposed expansion of business incubator space in the FSU Business Center.

Despite the constraints posed by the scattered site office space in Murchison Road, its proximity to Fort Bragg and expected growth in defense contract employment present strengths and opportunities for the study area. Additional strengths, constraints and opportunities are shown in the tables below.

Strengths	Constraints	Opportunities
<ul style="list-style-type: none"> ▪ Projected growth in defense contract employment, health services and other office-based employment ▪ Existence of local business incubators and support organizations such as the FSU Business Center, Cumberland Regional Improvement Corporation (CRIC) 	<ul style="list-style-type: none"> ▪ Scattered buildings and lack of existing office nodes ▪ Limited commercial investment ▪ Lack of precedent for large office buildings or centers 	<ul style="list-style-type: none"> ▪ Foster high-quality office development at selected locations within the study area ▪ Provide office space geared toward military support firms ▪ Form partnerships with FSU for local business incubator space

Short-term potential for office development in the study area seems limited. However, with potential office-based employment being generated by mission and personnel expansion at Fort Bragg, there may be some demand in the long term for development of office space catering to Fort Bragg along the Murchison Road corridor.

Residential Market

The study team examined the current supply of housing in the Murchison Road study area to gain an overview of the residential market in the area. The analysis is summarized in the table below.

² Cumberland County Business Council; BBPC

Table 3. Housing Statistics, Murchison Road Study Area, 2007

Characteristic	Unit
Total housing units	4,483
Owner occupied units	41%
Renter-occupied units	40%
Vacant units	19%
Median home value (owner-occupied)	\$94,391
Median rent	\$312
Single-family units	62%
Multi-family units	14%
Mobile homes	24%
<i>Source: ESRI Business Solutions, BBPC, 2008</i>	

The portion of the rental market geared toward FSU students appears to be fairly strong in the study area. University Place Apartments, which comprises 339 residential units directly across Murchison from FSU, is usually 100% occupied during the academic year.³ This complex is reserved for FSU students, and serves mainly to fulfill housing needs in excess of the campus dorms' capacity.

The only recent residential development activity in the study area has been construction of two to five single-family units. These are market-rate units with approximate price points around \$125,000,⁴ and are built in response to demand from pre-qualified buyers (non-speculative development). There is also a proposed concept for 16 townhomes to be developed near the corner of Murchison and State.

³ Fayetteville State University Office of Residence Life

⁴ Cumberland Regional Improvement Corporation

Vibrant existing neighborhoods and quality housing are strengths that should drive appeal for further residential development along the Murchison Road corridor, and help in overcoming the lack of development activity in recent years. Other strengths, constraints and opportunities are listed in the tables below.

Strengths	Constraints	Opportunities
<ul style="list-style-type: none"> ▪ Vibrant, high quality residential communities in city ▪ Good infrastructure ▪ Proximity to educational facilities, relative affordability 	<ul style="list-style-type: none"> ▪ Lack of development activity and momentum ▪ Transient military populations ▪ Crime ▪ Coordination with Fayetteville State University 	<ul style="list-style-type: none"> ▪ Provide high-quality, diverse housing products for existing and new residents ▪ Commuter students seeking to live near campus ▪ Market to new households from military expansion

Given the limited residential development activity and slow absorption of for-sale homes, the demand for single-family homes and other for-sale housing products appears to be low in the study area. The rental market is relatively healthy, mainly due to the demand of FSU students. Additional demand for rental housing is uncertain, but the potential capture of current commuter students may present an opportunity for future residential development.⁵

Lodging/Hospitality Market

With no major hotels located in the Murchison Road study area, downtown Fayetteville and the Cross Creek Mall area are the only nearby options for lodging. The Fayetteville area has a total supply of 2,596 hotel rooms. The highest concentration of hotel rooms are located in the I-95/Exit 49 area (928 rooms, accounting for 36% of total supply), and the Cross Creek Mall area (825 rooms, accounting for 32% of total supply).⁶

⁵ Fayetteville State University Community and Government Affairs

⁶ Cumberland County Business Council; Fayetteville Area Convention & Visitors Bureau; BBPC

Despite having no major hotels, the Murchison Road study area has future potential for hotel development with large land parcels that could be developed/redeveloped for this use, and proximity to the future I-295 segment on the north end of the corridor. Additional strengths, constraints and opportunities are presented in the tables below.

Strengths	Constraints	Opportunities
<ul style="list-style-type: none"> ▪ Sites potentially suitable for hotel development ▪ Good access to major highways ▪ Proximity to Downtown, Fort Bragg and FSU 	<ul style="list-style-type: none"> ▪ Competition from “Hotel Row” at Cross Creek Mall ▪ Construction of I-295 could improve access from other hotel nodes to Fort Bragg 	<ul style="list-style-type: none"> ▪ New high-quality hotel/mixed-use development to cater to Fort Bragg and FSU visitors ▪ Capitalize on potential demand for hotel and meeting space from military-related businesses ▪ New hotel development can create demand for other uses (retail and restaurants)

Short-term need or demand for lodging or hospitality development is limited. However, potential over the long term may exist to capture military/defense-related visitors and FSU-related visitors. The existence of large parcels in the northern end of the Murchison Road corridor could provide potential sites well-located to serve Fort Bragg visitors and travelers on I-295, as well as conventions/business meetings.

Industrial Market

Although the city and Murchison Road area previously had a strong industrial base, this use has lost prominence in recent decades. The northern portion of the Murchison Road corridor contains a large proportion of vacant industrial sites and some active industrial uses. This may present opportunities for more appropriate light industrial uses or redevelopment of these parcels for different uses.

The available supply of industrial space in the City of Fayetteville includes about nine buildings and approximately 399,240 square feet.⁷ The average city industrial lease rate ranges from \$1.75 to \$9.45 per square foot, with an average of \$2.75 per square foot. This average industrial lease rate is significantly lower than the statewide average of \$10.00 per square foot.

⁷ Cumberland County Business Council

Statewide, the industrial market has been weak, causing lease rates to remain below the rate of inflation since 1987.⁸ New construction has been predominantly build-to-suit or sell-lease back, and many recent industrial buyers have been non-manufacturing, speculative investors.

The major strengths, constraints and opportunities in the study area industrial market are listed in the tables below.

Strengths	Constraints	Opportunities
<ul style="list-style-type: none"> ▪ Lower lease rates provide ease of entry into market ▪ Presence of two industrial parks ▪ Large sites suitable for industrial available throughout the city and the county 	<ul style="list-style-type: none"> ▪ Much of industrial stock is outdated and/or unusable ▪ Many sites require environmental remediation ▪ Regional and national decline in manufacturing industry 	<ul style="list-style-type: none"> ▪ Redevelop vacant parcels/buildings for updated industrial or other uses ▪ Incorporate high quality building design ▪ Build on momentum for planned military-related industrial/business park

Given the weakening local, regional and national manufacturing industry, demand for industrial development in the short and long-term appears to be very limited. However, there may be some potential for light industrial development or reuse for office, R&D or flex that is particularly geared toward military and academic related uses catering to Fort Bragg and FSU.

Retail Market

Most retail development in Fayetteville is clustered around Cross Creek Mall on the west side of the city. In the Murchison Road study area, most retail is located in older, smaller, outdated centers, usually near major Murchison intersections such as Jasper, Pamalee/Country Club and Shaw Mill.

The newest retail development is Bronco Square, directly across from FSU. This five-year-old strip retail center, which mainly serves FSU students, contains over 24,000 square feet of retail space that is currently 100% leased.⁹ The tenants include restaurants,

⁸ Tom Keith & Associates

⁹ Fayetteville State University Community and Government Affairs

clothing stores, an ATM and some small, convenience-related retail stores. An additional 6,500 square feet of retail construction is currently underway on the north end of Bronco Square, which will include the new campus bookstore.

The study area significantly lacks convenience retail such as grocery stores, restaurants, pharmacies and personal service-oriented retail. The only sizable grocery store is the V-Point located on the far southern end of the study area. The V-Point market is approximately 7,000-8,000 square feet (relatively small compared to the average 40,000 square foot supermarket) and predominantly serves the needs of the immediate neighborhood.

Proposed new retail development includes approximately 13,000 square feet at the corner of Langdon and Murchison roads (part of the mixed-use office/retail development mentioned above) and a new shopping center across from the V-Point that is purely conceptual at this point.¹⁰

The strengths, constraints and opportunities for the retail market in the study area are presented in the tables below

Strengths	Constraints	Opportunities
<ul style="list-style-type: none"> • Many underserved markets and neighborhoods • Existing retail markets have expansion and renovation potential • Potential retail sites available close to Murchison neighborhoods 	<ul style="list-style-type: none"> ▪ Lack of vibrant retail nodes, corridor competition from Cross Creek Mall ▪ High vacancy rates and abandoned retail stores ▪ Lack of national retailers in study area 	<ul style="list-style-type: none"> ▪ Area residents' need for grocery stores, restaurants and convenience services ▪ Stop retail leakage, take advantage of traffic flows on and near Murchison Road ▪ Opportunity to capture study areas convenience goods expenditures ▪ Need for high-quality, mixed-use retail development

¹⁰ Kingdom Community Development Corporation

The demand for retail development appears to represent the strongest short-term development need/demand for the Murchison Road study area. Highly limited convenience retail offerings, in particular, create a clear opportunity for development of neighborhood-based convenience retail centers that can serve the sizable study area population.

Retail Analysis

The study team performed a retail analysis of the sales and expenditures in the Murchison Road study area and designated retail market areas. This analysis looked at potential leakage – the gap between market area expenditures and study area sales – in certain retail categories, in order to reveal specific opportunities for new retail development and expansion.

Market Area Definitions

The Convenience Goods Market Area (CGMA), identified roughly as a five-minute drive time from the mid-point of the study area, taking into consideration major retail centers (namely the Cross Creek Mall area), is the area from which the majority of convenience good sales are assumed to originate (refer to Figure 15).

Convenience goods include:

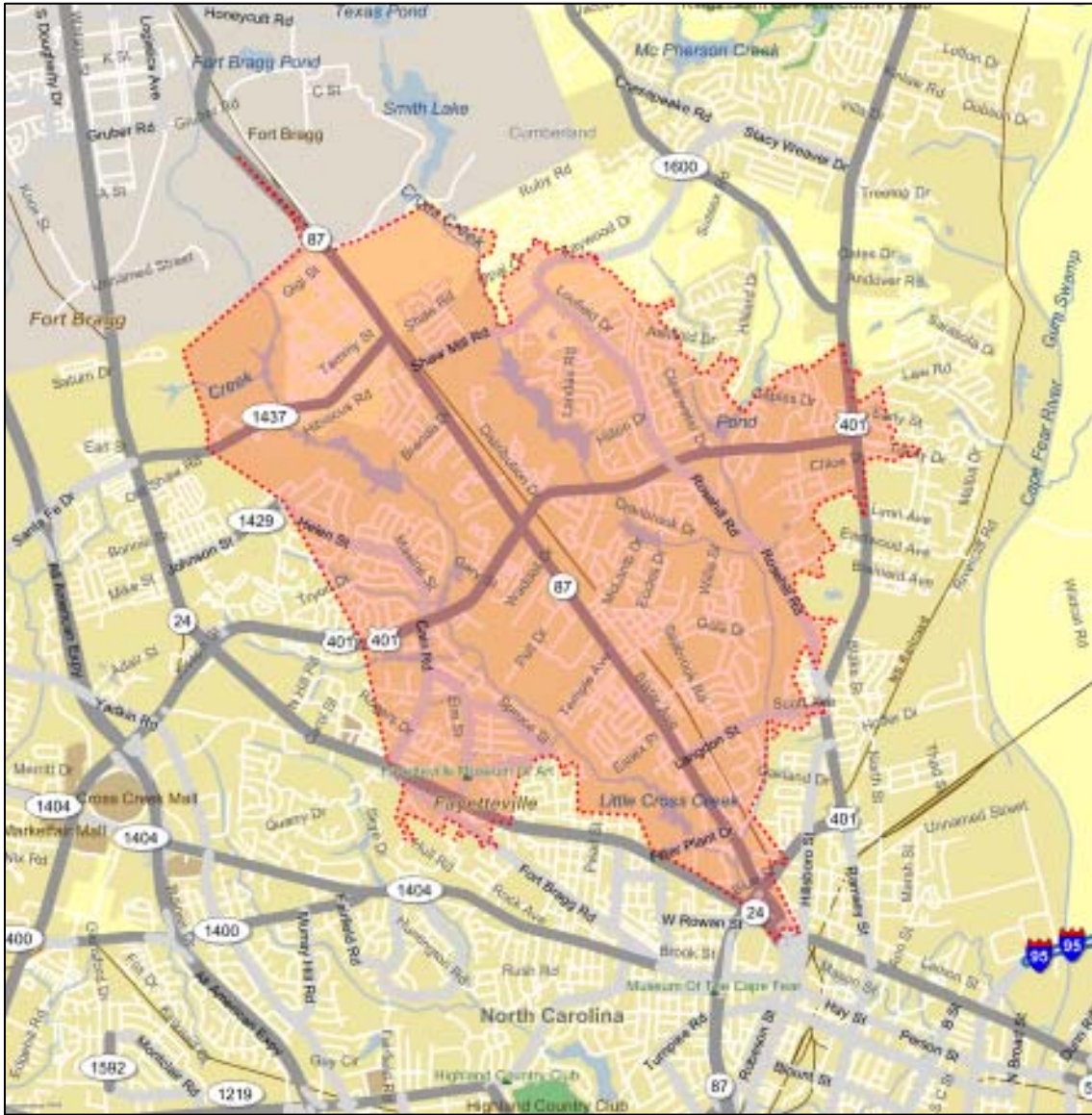
- Groceries
- Food and beverage
- Restaurants
- Health and personal care items
- Auto parts and accessories

The Shopper's Goods Market Area (SGMA), identified roughly as the area within a 15-minute drive time from the mid-point of the study area, taking into consideration major retail centers (namely Cross Creek Mall), is the area from which majority of shoppers good sales are assumed to originate (refer to Figure 16).

Shopper's goods include:

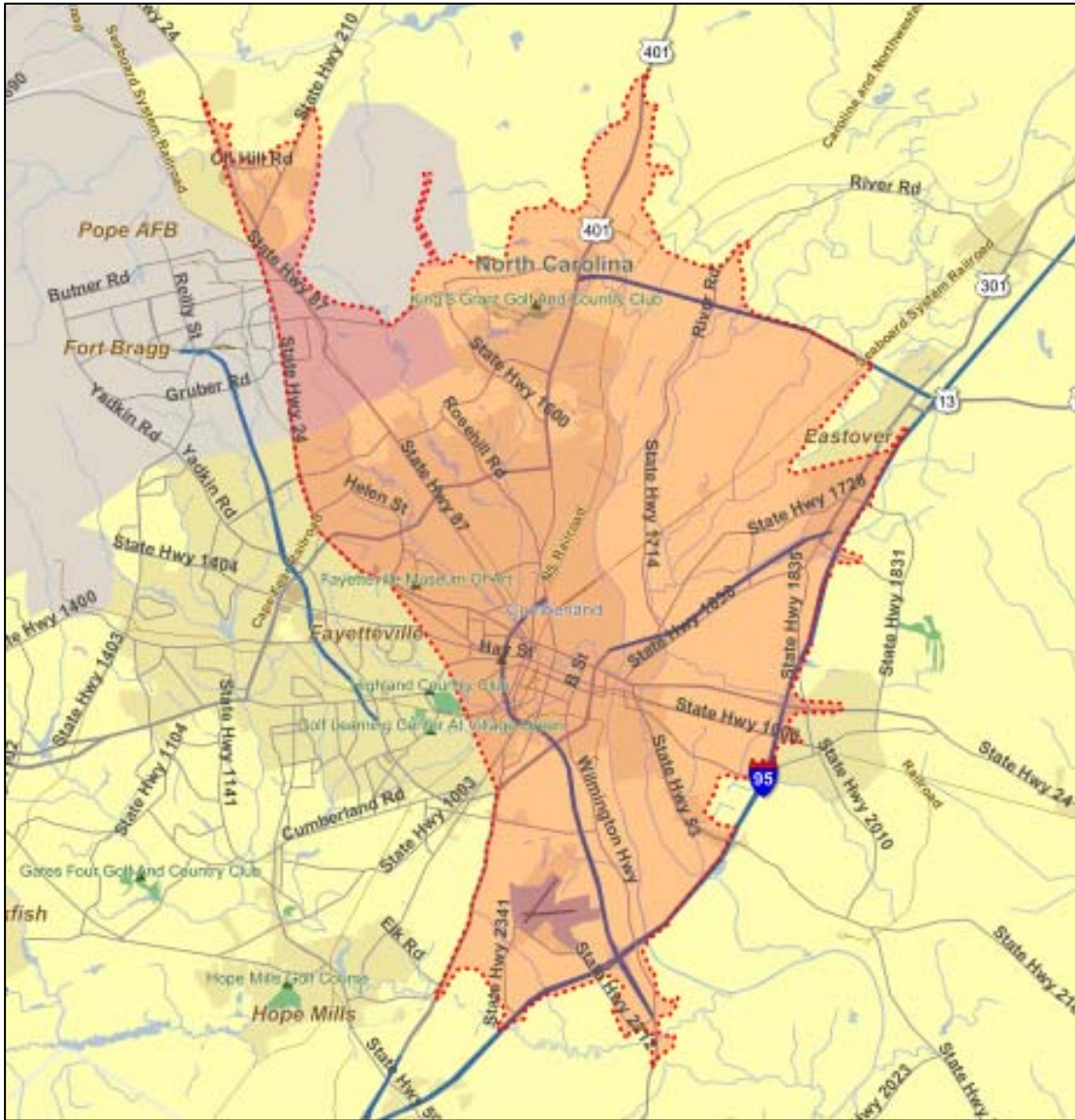
- Clothing and shoes
- Furniture
- Jewelry
- Electronics and appliances
- Books, periodicals and music

Figure 15. Murchison Road Convenience Goods Market Area



Source: ESRI Business Information Solutions, BBPC, 2007

Figure 16. Murchison Road Shoppers' Goods Market Area



Source: ESRI Business Information Solutions, BBPC, 2007

Convenience Goods Sales and Expenditures

The retail analysis evaluated at-place sales within the study area, which is termed “supply,” and household expenditures both within the study area and the Convenience Goods Market Area (CGMA), called “demand.” This allowed the study team to explore any potential leakage that may have occurred either within the boundaries of the study area or the CGMA, to which a large proportion of convenience goods sales from study area stores is assumed to be made.

Study Area

Comparing supply and demand, the study team found sales leakage (or a retail gap) in groceries and eating and drinking (restaurants). The retail gap for groceries was \$5.5 million, while the gap for eating and drinking establishments was \$4.7 million. This demonstrates that grocery stores and restaurants within the study area may not be meeting the demand of study area households for this type of retail.

Table 4. Retail Gap, Convenience Retail Goods (Within Study Area)

	Supply	Demand	Retail Gap
Auto Parts, Accessories & Tires	\$4,781,513	\$1,427,896	\$3,353,617
Groceries	\$3,540,411	\$9,007,625	(\$5,467,214)
Specialty Food	\$160,870	\$113,933	\$46,937
Health and Personal Care	\$2,882,505	\$2,150,061	\$732,444
Eating and Drinking (Fast & Sit Down)	\$3,031,871	\$7,770,560	(\$4,738,689)
<i>Source: ESRI Business Information Solutions, BBPC, 2007</i>			

Study Area Versus Convenience Goods Market Area

When comparing the study area to the CGMA, the market area residents’ retail expenditures exceed sales in all major categories within the convenience goods market except auto parts, accessories and tires. The retail gaps already present when comparing supply and demand within the study area become even greater, with net retail sales leakage for groceries reaching almost \$24 million and the gap for eating and drinking exceeding \$21 million. The retail gap for health and personal care was also significant, reaching about \$3.5 million.

Table 5. Retail Gap Convenience Retail Goods (Study area vs. CGMA)

	Supply	Demand	Retail Gap
Auto Parts, Accessories & Tires	\$4,781,513	\$4,476,615	\$304,898
Groceries	\$3,540,411	\$27,394,153	(\$23,853,742)
Specialty Food	\$160,870	\$347,446	(\$186,576)
Health & Personal Care	\$2,882,505	\$6,337,533	(\$3,455,028)
Eating & Drinking (Fast & Sit Down)	\$3,031,871	\$24,052,936	(\$21,021,065)
<i>Source: ESRI Business Information Solutions, BBPC, 2007</i>			

Again, this shows that demand is most likely outstripping supply within the study area and the CGMA. This further reveals the potential for increasing the supply of grocery and restaurant retail in the study area, to meet the demand and needs of study area households and households within the CGMA.

Shoppers Goods Sales and Expenditures

When comparing the study area to the SGMA, the market area residents’ retail expenditures exceed sales in most categories within the shopper’s goods market. Net retail sales leakage was highest for automobiles (\$132 million) and Clothing and Shoes (\$28 million). This leakage is likely due to the presence of the Cross Creek Mall, which is a regional retail center and provides most shoppers with good products for Fayetteville and much of Cumberland County.¹¹

Table 6. Retail Gap Shoppers Goods

	Supply	Demand	Retail Gap
Automobile Dealers	\$14,136,991	\$145,916,023	(\$131,779,032)
Furniture and Home Furnishings	\$2,852,600	\$19,575,857	(\$16,723,257)
Electronics and Appliance Stores	\$828,236	\$12,599,171	(\$11,770,935)
Building Material and Supplies Dealers	\$52,146	\$18,560,484	(\$18,508,338)
Lawn and Garden Equipment & Supplies	\$0	\$1,017,321	(\$1,017,321)
Clothing & Shoes	\$3,328,970	\$31,146,471	(\$27,817,501)
Sporting Goods, Hobby, Book & Music Stores	\$164,248	\$3,967,294	(\$3,803,046)
Jewelry, Luggage and Leather Goods	\$3,082,858	\$2,686,646	\$396,212
Books, Periodicals and Music	\$708,206	\$5,344,217	(\$4,636,011)
<i>Source: ESRI Business Information Solutions, BBPC, 2007</i>			

A sales surplus of almost \$400,000 exists for jewelry, luggage & leather goods. This was most likely a result of Rudy’s jewelry store in the middle of the Murchison corridor. Rudy’s has been described as a regional destination for jewelry.

Conclusion

Retail analysis revealed leakage in certain convenience goods categories. Leakage in grocery retail and eating and drinking (restaurant) retail within the study area increased when supply in the study area was compared to demand within the CGMA. In general, this shows the potential need for grocery and restaurant establishments; and therefore, the potential for new or expanded development for these retail categories.

There was also leakage in the shoppers goods categories of automobiles and clothing and shoes. The presence of the Cross Creek Mall, which contains a large supply of establishments providing this type of retail, is most likely the cause for the leakage in these shoppers goods retail types in the study area. In the same vein, potential for

¹¹ Cumberland County Business Council

expansion of these types of retail establishments would likely be constrained given the significant competition from the mall.

Fort Bragg / FSU Impacts and Considerations

Given the pending expansion of Fort Bragg and the presence of Fayetteville State University (FSU) within the study area, these two entities and their growth over the next several years could have a formidable impact on development/redevelopment in the Murchison Road study area. We have summarized some the major impacts of and considerations for Fort Bragg and FSU below.

Fort Bragg Impacts & Considerations

Due to expansion occurring between 2006 and 2013, an estimated 8,156 personnel will be drawn to metropolitan Fayetteville, adding to the 2007 base population of 29,456.¹² The creation of over 8,000 new jobs to support increased population and military spending in the greater region is projected. Roughly 4,000 of these jobs are expected to be in Cumberland County, while approximately 2,000 of these jobs are expected to go to existing Cumberland residents.

Overall, Cumberland County is expected to experience a population increase of almost 12,000 as a result of the Fort Bragg expansion. The additional population is estimated to result in \$562 million of increased sales to local businesses with more than half of the sales growth expected to occur in Cumberland County. By 2013, about 2,300 housing units will be demanded by such growth.

FSU Impacts & Considerations

Fayetteville State University, located in the Murchison Road study area, is a four-year public comprehensive regional university with a student population of 6,301. Beyond campus and Bronco Square, limited residential, entertainment and dining options are present to students and residents located in the Murchison corridor.¹³

With plans to expand both the nursing school and business school at FSU, the student base is likely to increase accordingly. FSU has the ability to become the economic generator of the corridor due to the FSU Development Corporation, FSU Foundation and other university resources. The newly proposed expansion of the Fayetteville Business Center could also provide expanded office space for small start-up businesses, as well as an expansion of the counseling and planning services the center offers.

¹² Fort Bragg; North Carolina State University

¹³ Fayetteville State University

Market Capture Opportunities

In the previous section, the total demand for respective market sectors is presented. Under this section, we provide a deeper synthesis of the data and information presented above to provide more specific projections of development demand—herein referred to as market capture—for Murchison Road.¹⁴ This detailed demand includes, in most cases, volume of demand and anticipated future square footage expected for the study area. Square footage levels serve as a foundation piece for establishment of catalyst sites described later in this report. This analysis represents assessment of detailed data for the area as well as the study team’s experience and observations for Murchison Road and traditionally disadvantaged neighborhoods and corridors. The market capture information provided in this section represents the study team’s best estimate as of the date of this study; as with all market evaluations, market conditions can change, influencing our anticipated capture levels higher or lower. Capture levels tend to be less accurate over the long term.

In light of our initial analyses, the study team has determined that retail, residential and office development have the most substantial short-term (0-5 years) and mid-term (5-10 years) potential in the Murchison Road study area. As previously addressed, there may be potential long-term demand (10+ years) for hospitality/lodging development and limited industrial development/reuse. Therefore this analysis focuses only on potential office, residential and retail development opportunities.

Office Market Capture – Targets Suitable for Murchison Road

The target market includes businesses projected to grow in the future that generally represent demand for office space. To determine potential target businesses that could occupy new commercial space in the Murchison Road study area, the study team evaluated employment projections for Cumberland County. Relevant office-based industries in the county include:

- **Health Services.** Includes ambulatory health care services; hospitals; nursing and residential care facilities; and social assistance
- **Educational Services.** Includes elementary/secondary/post-secondary schools, training centers, trade schools, tutoring centers
- **Financial Activities.** Includes credit intermediation; funds, trusts and other financial vehicles; insurance carriers; real estate; rental and leasing services; securities, commodity contracts, and other financial investment services
- **Information.** Includes broadcasting; publishing; Internet broadcasting, publishing and services; motion picture and sound recording; and telecommunications

¹⁴ Market capture, or capture rate, is the portion of total sales in the real estate market that are anticipated to be established over time in the study area (captured).

- **Professional and Business Services.** Includes administrative and support services; management of companies and enterprises; professional, scientific and technical services; and waste management and remediation services

The projected growth of each of these industries is summarized in the following table.

Table 7. Target Office-Based Employment Industries and Projected Growth 2004-2014, Cumberland County

	2004	2014	Change	Annual Growth Rate
Health Services	14,905	19,088	4,183	2.5%
Educational Services	12,176	15,410	3,234	2.4%
Financial Activities	3,899	4,403	504	1.2%
Information	2,076	2,393	317	1.4%
Professional and Business Services	11,634	14,794	3,160	2.4%
<i>Source: North Carolina Employment and Security Commission, BBPC, 2007</i>				

Based on the growth of these industries, the study team has identified a potential target market of health service firms, educational service groups/firms, financial service firms, information firms, and professional and business service firms. Assuming the annual growth rate projected through 2014 extends to 2017, these industries will add approximately 4,500 new jobs from 2007 to 2012 and over 5,000 from 2007 to 2017, as summarized in the following table.

Table 8. Target Market Industries by Employment, Cumberland County

	2007	2012	2017	Net Change 2007-2012	Net Change 2012-2017
Health Services	15,698	17,761	20,095	2,063	2,334
Educational Services	11,637	13,089	14,723	1,452	1,634
Financial Activities	3,411	3,624	3,851	213	227
Information	1,348	1,447	1,554	99	106
Professional and Business Services	5,225	5,891	6,643	666	751
TOTAL	37,319	41,813	46,865	4,494	5,052
<i>Source: North Carolina Employment and Security Commission, BBPC, 2008</i>					

The businesses employing these workers will likely be attracted to the Murchison Road corridor by the proximity of Fort Bragg and Fayetteville State University (FSU). Good access to major roads and highways, including the future expanded segment of I-295, also provide added benefits to future employers. The expanding Fayetteville Business Center (affiliated with FSU), a small business incubator, will likely attract many smaller start-up firms to the area.

Office Market Capture Analysis

The study team estimates that office/service development within the Murchison Road study area could capture between 2% and 7% of future employment growth in the target market industries in Cumberland County, depending on the industry. The study area currently comprises 3.3% of total employment in the county and 5.6% of employment in the target market industries. The industry-specific capture rate ranges were based on both the study area’s overall share of county employment, and the respective current share in each target market industry.

Based on current projections, these capture rates translate to demand for approximately 32,000 to 58,000 new square feet of office/service space by 2012 and another 50,000 to 93,000 by 2017, for a total of approximately 82,000 to 151,000 square feet over 10 years, as illustrated in the following table.

Table 9. Potential New Office/Service Space Developments Based on Capture of Cumberland County Employment Growth Murchison Road Study area 2012 and 2017

	Net New Jobs		Capture Rate Range		Potential SF Range		
	2012	2017	2012	2017	2007-2012	2012-2017	TOTAL
Health Services	2,063	2,334	2.5-4.5%	3.5-6.0%	15,500 - 27,800	24,500 - 42,000	40,000 - 69,900
Educational Services	1,452	1,634	3.0-5.0%	4.0-7.0%	13,100 - 21,800	19,600 - 34,500	32,700 - 56,100
Financial Activities	213	227	1.5-3.5%	2.5-5.5%	800 - 1,900	1,400 - 3,100	2,200 - 5,000
Information	99	106	3.0-5.0%	4.0-7.0%	700 - 1,200	1,100 - 1,900	1,800 - 3,100
Professional and Business Services	666	751	1.0-3.0%	2.0-6.0%	1,700 - 5,000	3,800 - 11,300	5,400 - 16,300
TOTAL	11,766	12,778			31,800 - 57,700	50,300 - 92,600	82,100 - 150,300

** 2012 capture rates based on study area’s 2007 percentage share of Cumberland County employment (respective to industry group). 2017 capture rates assumed to increase 0.5 to 1.5 percent as a result of growing demand for employment in respective industry groups.*

*** Assumes 300 square feet per employee for Health and Educational Services, and 250 square feet per employee for Financial Activities, Information, and Professional and Business Services*

Source: North Carolina Employment and Security Commission, ESRI Business Information Services BBPC, 2008

Capture rates and potential demand for new office space were expressed as ranges since they depend on market conditions, local policies, regulations and other factors that could cause variation in future demand.

This analysis of potential future demand for office space reveals that the greatest opportunities exist for space geared toward health and educational services employment. Given Murchison Road's current concentration in educational and health service employment, the area appears to be well-positioned for new office space catering to these industries.

Residential Market Capture - Targets Suitable for Murchison Road

The study team examined the current supply of housing in the Murchison Road study area to assess whether the current supply meets the needs of the changing population. Through this analysis, the study team has determined that:

- An estimated total of 4,483 housing units were located within the study area in 2007;
- Approximately 41% are owner-occupied, 40% are renter-occupied, with the remaining units vacant;
- The 2007 median and average value of owner-occupied housing units are \$94,391 and \$98,820, respectively;
- The 2000 median and average monthly costs of owner-occupied housing units are \$838 and \$908, respectively;
- The 2000 median and average gross rents with utilities are \$312 and \$455 per month, respectively;
- In 2000, 62% of the housing units in the study area are single-family units – 57% are single-family detached homes and 5% are single-family attached homes; 14% of the housing units are located in multi-unit buildings containing between 2 and 49 units; the remaining 24% of housing units are mobile homes; and
- The median age of housing units in the study area in 2007 was 32 years (built in 1961).

Residential Market Capture Analysis

Currently, the Murchison Road study area contains 3% of households in Cumberland County. BBPC estimates that the share of county residents in the study area could remain consistent or expand slightly, and that Murchison Road could capture 3% to 4% of future household growth in Cumberland County from 2007 to 2012. Given the potential for future revitalization and potential increased housing demand in the study area, the study team estimated that the capture rate would increase to between 4% and 5% from 2012 to 2017.

The 2007 proportion of renters to owners in the study area was virtually equal. In order to determine the future proportion of renting to owning households, BBPC determined the respective share of renting and owning households based on projected increases in Cumberland County household income groups. The projected median home value for the study area for 2012 and was first determined, then the required income in order to afford purchasing and covering costs for such as home was determined. This required income calculated for 2012 and 2017 fell near the middle of the \$35,000 - \$49,999 household income group. This was assumed to be the “transition point” for renters (<\$15,000-

\$49,999) and owners (\$35,000+).¹⁵ The relative proportion of potential renters and owners was split within this group to determine the potential pool of Cumberland County households the study area could capture during 2007-2012 and 2012-2017 periods.

The Murchison Road study area capture of target market household growth and demand generated by local moves from within Cumberland County translates to demand for approximately 79 to 106 new housing units by 2012 and 108 to 135 by 2017 for a total of approximately 188 to 241 units over 10 years. The annual absorption of new units would be 19 to 24 units. BBPC determined that 57% of the new units would be for-sale and 43% would be rental during both five-year periods.

Table 10. Potential New For-Sale and Rental Housing Units in Murchison Road Study Area Based on Capture of Target Household Growth in Cumberland County 2012 and 2017*

	Future Target HH 2012	Capture Rate	Potential Units	% of Total Potential Units
For-Sale	1,494	3-4%	45-60	57%
Rental	1,151	3-4%	35-46	43%
<i>2012 Totals</i>	<i>2,645</i>		<i>80-106</i>	<i>100%</i>
	Future Target HH 2017	Capture Rate	Potential Units	
For-Sale	1528	4-5%	61-76	57%
Rental	1,177	4-5%	47-59	43%
<i>2017 Totals</i>	<i>2,705</i>		<i>108-135</i>	<i>100%</i>
Total	5,350		188-241	
<p><i>* Target home-purchasing households (median income \$35,00+) and renting households (<\$15,000-\$49,999) was based on cost of buying vs. renting (\$35,000-\$49,999 income group was assuming this is the transition point between renters and buyers); required income to afford for-sale units determined for projected median home value in study area in 2012 and 2017, respectively.</i></p> <p><i>** 2012 capture rate assumed to be approximate to study area's 2007 percentage share of Cumberland County households. 2017 capture rate assumed to increase by 1 percent as a result of growing residential demand in study area.</i></p>				

The BRAC-related increase in personnel and employment at Fort Bragg from 2006 to 2013 is expected to have significant effects on population and housing demand in greater Fayetteville, extending beyond the City of Fayetteville and even Cumberland County. Based on projected population increases for Cumberland County resulting from the

¹⁵ It was assumed that some households earning above the required income may still rent a home and some households earning below that income may still purchase a home.

BRAC-related expansion,¹⁶ BBPC determined that an additional 3,953 new households could be added to the county by 2012. Assuming that the study area's capture of future household growth is roughly equal to its current share of county households (3%), this would translate into additional demand for about 119 new housing units in the study area from 2007 to 2012 (67 for-sale units and 52 rental units).

An alternative, more conservative estimate of new housing demand generated by the BRAC-related expansion was made by assuming a 3% capture of projected demand for new housing units in Cumberland County resulting from this expansion (2,318 units).¹⁶ This method projected a demand for only 69 additional new housing units (42 for-sale and 27 residential units).

Table 11. Potential New For-Sale and Rental Housing Units in Murchison Road Study Area Based on Capture of Cumberland County (CC) and Military-Related (MR) Household Growth 2012

	Future CC HH 2012	Future MR HH*	Capture Rate	Potential Units CC Units	Potential MR Units**	Total Potential Units
For-Sale	1,494	2,234	3.0%	45-60	42-67	87-127
Rental	1,151	1,720	3.0%	35-46	27-52	62-98
Total	2,645	3,953		80-106	69-119	149-215

* Based on projected 2013 military-related population increase (Fort Bragg/NC State); 2007-2013 annual household growth rate was applied to 2007-2012 period.

** Lower limit of range was determined by the alternative estimate method using capture of projected future county increase in housing units (2,318); the upper limit was determined by the initial estimate method using the capture of future county household growth.

Source: Fort Bragg, NC State University, ESRI Business Information Solutions, BBPC, 2008

Taken together with the initial estimates, the BRAC expansion is projected to add 69 to 215 units to future housing demand in the Murchison Road study area. Combined with the estimated demand for new housing units independent of the BRAC-related effects, this would translate into overall demand of 148 to 304 new housing units in the study area from 2007 to 2012.

¹⁶ Preliminary Impact Assessment – Fort Bragg Region, Fort Bragg and North Carolina State University, 2008

Retail Market Capture - Targets Suitable for Murchison Road

The target market includes retail businesses likely to prefer new retail space in the Murchison Road study area because they perceive opportunities to meet local demand for goods and services. The retail market capture analysis is based on the retail gap analysis performed on convenience goods as identified previously.

BBPC identified convenience retail store groups with negative retail gaps (e.g. difference between supply and demand) – those for which demand exceeds supply, potentially signaling that respective retail demand in the designated convenience retail market area has not been met. The following table displays the store types for convenience retail goods in the convenience goods market area (roughly a five-minute driveshed surrounding the Murchison Road corridor) for which there was a negative retail gap. This includes four of the five store types analyzed in the retail gap analysis:

- Groceries
- Specialty Food
- Health and Personal Care
- Eating and Drinking (Fast Food & Sit Down)

The fifth category analyzed, Auto Parts, Accessories and Tires, displayed a positive retail gap between supply and demand, signaling that demand for this type of retail store in the convenience goods market area has been met or exceeded by the supply of this store type in the study area.

Table 12. Retail Gap Convenience Retail Goods (Study Area vs. Convenience Goods Market Area) 2007

	Supply	Demand	Retail Gap
Groceries	\$3,540,411	\$27,394,153	(\$23,853,742)
Specialty Food	\$160,870	\$347,446	(\$186,576)
Health and Personal Care	\$2,882,505	\$6,337,533	(\$3,455,028)
Eating and Drinking (Fast and Sit Down)	\$3,031,871	\$24,052,936	(\$21,021,065)
<i>Source: ESRI Business Information Solutions, BBPC, 2007</i>			

With each of these store groups exhibiting demand in excess of supply, there are potential opportunities for the addition of new convenience goods retailers and retail space in the Murchison Road study area.

Retail Market Capture Analysis

BBPC estimates that new retail development within the Murchison Road study area could take advantage of the current undersupply of many types of retail businesses and growing demand from future household growth. BBPC estimates that the study area could capture between 18% to 65% of the unmet demand of residents within the convenience goods

market area (CGMA), depending on the category of retail good,¹⁷ resulting in an opportunity for nearly 19,000 square feet of convenience retail space by 2012, as illustrated in the table below:

Table 13. Potential Retail Development & Expansion Murchison Road Study Area (2007-2012)

	2012 Expenditures (CGMA)	2012 Capture Rates*	2012 Total Sales	2012 Existing Sales**	2012 New Sales	Estimated Sales/SF***	Total Opportunities in SF
Groceries	\$31,763,013	18%	\$5,747,057	\$4,005,650	\$1,741,407	\$349	4,990
Specialty Food	\$402,857	65%	\$261,136	\$182,010	\$79,126	\$234	338
Health and Personal Care	\$7,348,252	64%	\$4,679,096	\$3,261,290	\$1,417,806	\$221	6,415
Eating and Drinking (Fast and Sit Down)	\$27,888,934	18%	\$4,921,558	\$3,430,284	\$1,491,274	\$219	6,809
TOTAL/AVERAGE	\$67,403,056	23%	\$15,608,847	\$10,879,233	\$4,729,613	\$255	18,553

* Assumes 40 percent increase from 2007 capture rates.

** Sales estimated using 2007 retail store inventory (based on assumption that retail inventory has not dramatically changed), with sales adjusted upward 2.5 percent annually for inflation.

*** Based on median sales/SF for respective categories reported for neighborhood shopping centers in the South (ULI).

Source: Urban Land Institute, ESRI Business Information Solutions, BBPC, 2008

Further household growth projected from 2012 to 2017 is expected to create additional demand for convenience retail establishments. The study team has also estimated that potential increased retail and service development can generate momentum and further demand for convenience retail businesses, and therefore increase the capture rates an additional 40% from the estimated 2012 capture rates. This would result in an opportunity for nearly 52,000 additional square feet of convenience retail space by 2017 (shown in the table below) – a total of approximately 71,000 square feet from 2007 to 2017.

¹⁷ These capture rates were determined by assuming a 40-percent increase in the 2007 capture rates calculated for the respective retail categories. BBPC determined this to be a reasonable increase for an urban corridor that has an undersupply of /high demand for convenience retail and services.

Table 14. Potential Retail Development & Expansion Murchison Road Study Area (2012-2017)

	2017 Expenditures (CGMA)	2017 Capture Rate*	2017 Total Sales	2017 Existing Sales**	2017 New Sales	Estimated Sales/SF** *	Total Opportunities in SF
Groceries	\$37,103,001	25%	\$9,398,551	\$4,532,025	\$4,866,526	\$349	13,944
Specialty Food	\$470,585	91%	\$427,054	\$205,927	\$221,126	\$234	945
Health and Personal Care	\$8,583,638	89%	\$7,652,041	\$3,689,850	\$3,962,191	\$221	17,928
Eating and Drinking (Fast and Sit Down)	\$32,577,613	25%	\$8,048,556	\$3,881,051	\$4,167,504	\$219	19,030
TOTAL/AVERAGE	\$78,734,837	32%	\$25,526,202	\$12,308,854	\$13,217,348	\$255	51,847

* Assumes 40 percent increase from 2012 capture rates.

** Sales estimated using 2007 retail store inventory (based on assumption that retail inventory has not dramatically changed), with sales adjusted upward 2.5 percent annually for inflation.

*** Based on median sales/SF for respective categories reported for neighborhood shopping centers in the South (ULI).

Source: Urban Land Institute, ESRI Business Information Solutions, BBPC, 2008

In addition to the potential for new retail space based on current expenditure patterns and household growth within the CGMA, the future growth of non-resident¹⁸ employees, Fort Bragg personnel (who make certain convenience retail purchases off-base in the CGMA), FSU students, and additional household growth related to Fort Bragg’s expansion could provide added demand for convenience retail goods and services in the study area.

BBPC has determined the potential growth from 2007-2012 in these other populations and has made the following estimates:

- BRAC-related military expansion at Fort Bragg will add approximately 321 households to the CGMA by 2012, which will factor in to the retail expenditures of other new households in this market area in 2012 and 2017;
- Households living on Fort Bragg are expected to make approximately \$1.3 million in convenience retail purchases off-base in 2012 and approximately \$1.5 million in off-base convenience retail purchases in 2017 – 10% of these purchases are expected to be made within the CGMA;
- Approximately 1,800 non-resident employees in 2012 and 5,000 non-resident employees in 2017 will make about 30% of their convenience retail purchases within the CGMA; and
- It is estimated that approximately 4,400 non-resident FSU students in 2012 and 5,000 non-resident FSU students in 2017 will make about 30% of their convenience retail purchases within the CGMA.

¹⁸ “Non-resident” means not living within the CGMA.

The estimated CGMA expenditures, new study area sales, and related retail development opportunities for these additional populations are summarized in the following table.

Table 15. Expenditures, New Sales and Added Retail Development Potential Resulting from Other Populations 2012 and 2017

2012			
Population Group	2012 Expenditures	2012 New Sales	Development Opportunities in SF
BRAC HH	\$2,326,145	\$538,676	2,113
Fort Bragg Personnel	\$1,344,035	\$295,717	1,344
Office Employees	\$4,825,665	\$1,117,502	4,384
FSU Students	\$3,693,237	\$790,497	2,807
2012 TOTAL	\$12,189,081	\$2,742,393	10,647
2017			
Population Group	2017 Expenditures	2017 New Sales	Development Opportunities in SF
BRAC HH	\$2,698,183	\$874,764	3,431
Fort Bragg Personnel	\$1,501,047	\$462,368	2,101
Office Employees	\$9,230,349	\$2,992,522	11,739
FSU Students	\$4,773,960	\$1,430,540	5,079
2017 TOTAL	\$18,203,539	\$5,760,194	22,350
GRAND TOTAL	\$30,392,620	\$8,502,587	32,997
<i>Source: Fort Bragg, NC State, NC Employment and Security Commission, Fayetteville State University, ESRI Business Information Solutions, BBPC, 2008</i>			

The study team estimates that these other populations could together provide demand for an additional \$12.2 million in convenience retail goods by 2012 and \$18.2 million in 2017, for a total added demand of \$30.4 million from 2007 to 2017 in the CGMA. The largest portion of this added demand would come from non-resident office employees. Assuming the study area retailers can capture the same share of these expenditures captured by current and future resident households, such demand would provide additional opportunities for approximately 11,000 square feet of convenience retail space by 2012 and over 22,000 square feet from 2012 to 2017 – a total of almost 33,000 square feet from 2007-2017.

Table 16. Potential New Retail Space Based on Capture of Retail Spending, Convenience Goods Trade Area, 2012

	Demand Sources			Future Potential Capture Rate*	Future Sales/Development Potential	
	CGMA Expenditures	Other Populations' Expenditures	Total Combined Expenditures		Total New Potential Sales	Total Potential SF
Groceries	\$31,763,013	\$5,911,226	\$37,674,239	17-19%	\$2.3 - \$3.3 million	6,700 – 9,400
Specialty Food	\$4,005,650	\$147,690	\$550,547	60-69%	\$149,000 - \$200,000	600 - 900
Health and Personal Care	\$3,261,290	\$1,076,093	\$8,424,345	59-68%	\$1.7 - 2.5 million	7,800 - 11,300
Eating and Drinking (Fast and Sit Down)	\$3,430,284	\$5,054,072	\$32,943,006	16-19%	\$2.0 - \$2.8 million	9,000 - 12,800
2012 TOTAL	\$67,403,056	\$12,189,081	\$79,592,137		\$6.2 - \$8.8 million	24,100 - 34,300

* Capture rate ranges represents a 30- to 50-percent increase from 2007 capture rates.

Source: Fort Bragg, NC State, NC Employment and Security Commission, Fayetteville State University, ESRI Business Information Solutions, BBPC, 2008

The study team analyzed the combined new sales potential and potential retail development square footage based on both the growth in CGMA households and the related growth or effect of the other relevant populations mentioned above. In order to better explore the range of potential for future convenience retail demand and development, BBPC utilized a capture rate range based on the assumed 40% increases from 2007 convenience retail capture rates. A 20% range was used, assuming a 30% to 50% increase in 2007 capture rates for 2012 and the same increase in 2012 capture rates for 2017. The estimated capture rate ranges for each retail store type and the calculated range of new sales and retail development potential are displayed in the following table:

Table 17. Potential New Retail Space Based on Capture of Retail Spending, Convenience Goods Trade Area, 2017

	Demand Sources			Future Potential Capture Rate*	Future Sales/Development Potential	
	CGMA Expenditures	Other Populations' Expenditures	Total Combined Expenditures		Total New Potential Sales	Total Potential SF
Groceries	\$37,103,001	\$8,905,764	\$46,008,765	24-27%	\$6.3 - \$8.0 million	18,000 - 22,800
Specialty Food	\$470,858	\$203,256	\$673,841	84-97%	\$362,000 - \$449,000	1,500 - 1,900
Health and Personal Care	\$8,583,638	\$1,665,013	\$10,248,651	83-96%	\$4.8 - \$6.1 million	21,700 - 27,600
Eating and Drinking (Fast and Sit Down)	\$32,577,613	\$7,429,506	\$40,007,119	23-26%	\$5.3 - \$6.7 million	24,200 - 30,600
2017 TOTAL	\$78,734,837	\$18,203,539	\$96,938,376		\$16.7 - \$21.2 million	65,400 - 82,900
GRAND TOTAL (2012 + 2017)	\$146,137,893	\$30,392,620	\$176,530,514		\$22.9 - \$30.0 million	89,500 - 117,300
* Capture rate ranges represents a 30% to 50% increase from 2012 capture rates (from range mid-point) for 2017.						
Source: Fort Bragg, NC State, NC Employment and Security Commission, Fayetteville State University, ESRI Business Information Solutions, BBPC, 2008						

Altogether, demand (in the form of projected expenditures) from CGMA household growth and additional demand generated by BRAC-related household growth, Fort Bragg personnel, non-resident CGMA office employees and non-resident FSU students totals over \$176.5 million from 2007-2017. This translates into between \$22 and \$30 million in new potential sales and between 89,500 and 117,300 square feet of potential convenience retail development by 2017.

Table 18. Summary of 2007-2012 Retail Potential Murchison Road Study Area

Retail Type	Total Potential SF
Groceries	6,700 – 9,400
Specialty Food	600 - 900
Health and Personal Care	7,800 - 11,300
Eating and Drinking (Fast & Sit Down)	9,000 - 12,800
TOTAL	24,100 - 34,300

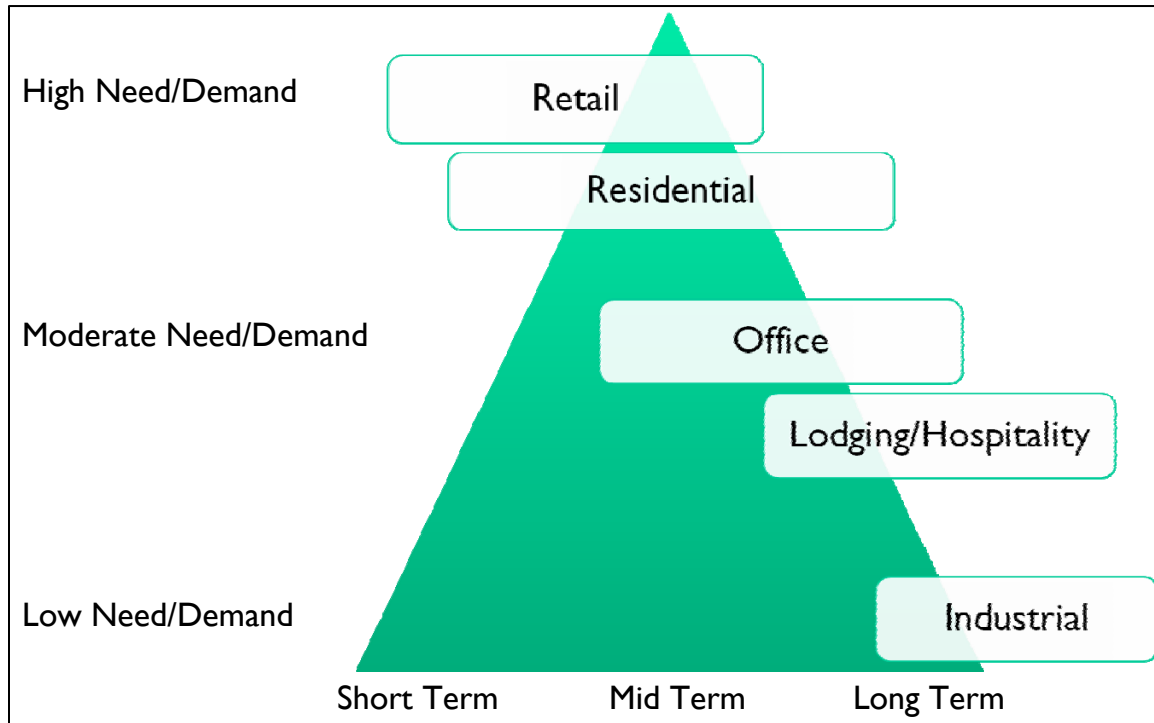
Table 19. Summary of 2012-2017 Retail Potential Murchison Road Study Area

Retail Type	Total Potential SF
Groceries	18,000 - 22,800
Specialty Food	1,500 - 1,900
Health and Personal Care	21,700 - 27,600
Eating and Drinking (Fast & Sit Down)	24,200 - 30,600
TOTAL	65,400 – 82,900

Market Capture Conclusions

Over the next five to 10 years, the Murchison Road study area has potential for new retail development, housing units, and office space. In general, market demand for these uses is moderate in the short-term (2007-2012) with 24,000-34,000 square feet of retail, 80-110 housing units, and 50,000-93,000 square feet of office space. However, building off of prior growth and gaining momentum for the overall revitalization of the Murchison Road corridor, development potential is projected to be greater in the long-term (2012-2017) with 90,000-117,000 square feet of retail, 110-135 housing units, and 82,000 to 150,000 square feet of office space.

Figure 17. Summary of Market Opportunities for the Murchison Road Corridor



The amount of potential development in square footage from the market capture analysis is summarized below.

Short-Term Development Potential (0-5 years)

- 24,000 – 34,000 square feet of retail space
- 80 – 110 residential units
- Demand for an additional 70-120 units due to expected military growth in the region due to the Fort Bragg expansion
- 50,000 – 93,000 square feet of office space

Long-Term Development Potential (5-10 years)

- 90,000 – 117,000 square feet of retail space
- 110 -135 residential units
- 82,000 – 150,000 square feet of office space

While the opportunities for development and redevelopment along the Murchison Road corridor are positive, the extent of new (re)development will depend on future market conditions, public policies and regulations, private sector involvement, and public sector participation. The Land Use and Economic Development Plan lays the framework for the continued revitalization of this strategic corridor.

Summary of Economic / Market Strengths, Issues and Opportunities

Below are summaries of strengths, issues and opportunities drawn from the market and economic trends analysis. These issues and opportunities begin to provide the foundation for the catalytic investment strategy that will follow.

Strengths

- Projected growth in defense contract employment, health services and other office-based employment
- Existence of local business incubators and support organizations
- Vibrant, high-quality residential communities
- Proximity to major educational facilities
- Housing affordability and low cost of living
- Good access to major highways
- Proximity to Downtown, Fort Bragg and FSU
- Existing retail centers with expansion and renovations potential

Issues

- Maintaining housing affordability amidst relatively high regional home values
- Lack of basic, convenience retail and services within study area
- Stagnant industrial market
- Limited office market corridor
- Absence of major lodging and hospitality options within study area
- New I-295 intersection and other traffic projects
- Lack of investment in community
- Limited residential, entertainment and dining options for FSU students off campus and area residents
- Fort Bragg expansion may have significant economic and physical impact on the corridor
- Historically differential investment in south and north portions of the corridor

Opportunities

- Preservation of affordable housing prior to redevelopment to enable increased homeownership
- Enhancement/redevelopment of retail along corridor to provide needed retail and services
- Resume/redevelopment of selected, well-located industrial sites
- Fort Bragg expansion and revitalization could spur demand for military-related office space and hotels along corridor
- Study area can take advantage of increased traffic flows and changing traffic patterns
- Provide area residents with needed retail services
- Foster institutional-community relations

- Residential and retail development to provide off-campus living options and capture student expenditures
- Opportunity to harness population and economic growth from Fort Bragg's expansion
- Both northern and southern portion can benefit from current and future revitalization efforts
- Short-term potential for 24,000 – 34,000 square feet of retail space; long-term potential for an additional 90,000 – 117,000 square feet
- Short-term potential for 80 – 110 residential units; long-term potential for an additional 110 -135 residential units
- Demand for an additional 70-120 residential units due to expected military growth in the region due to the Fort Bragg expansion
- Short-term potential for 50,000 – 93,000 square feet of office space; long-term potential for an additional 82,000 – 150,000 square feet

5.0 PLANNING FRAMEWORK: WHERE WE WANT TO GO

Literally defined, a framework is a structure for supporting or enclosing something else, especially a skeletal support used as the basis for something being constructed. In the planning sense, broad planning ideas and organizational elements provide the skeletal support for the land use and related plan improvements and recommendations. From the existing conditions assessment, and importantly, direct feedback from the Task Force and measured community feedback, the following broad framework elements were established for the Murchison Road Corridor Plan.

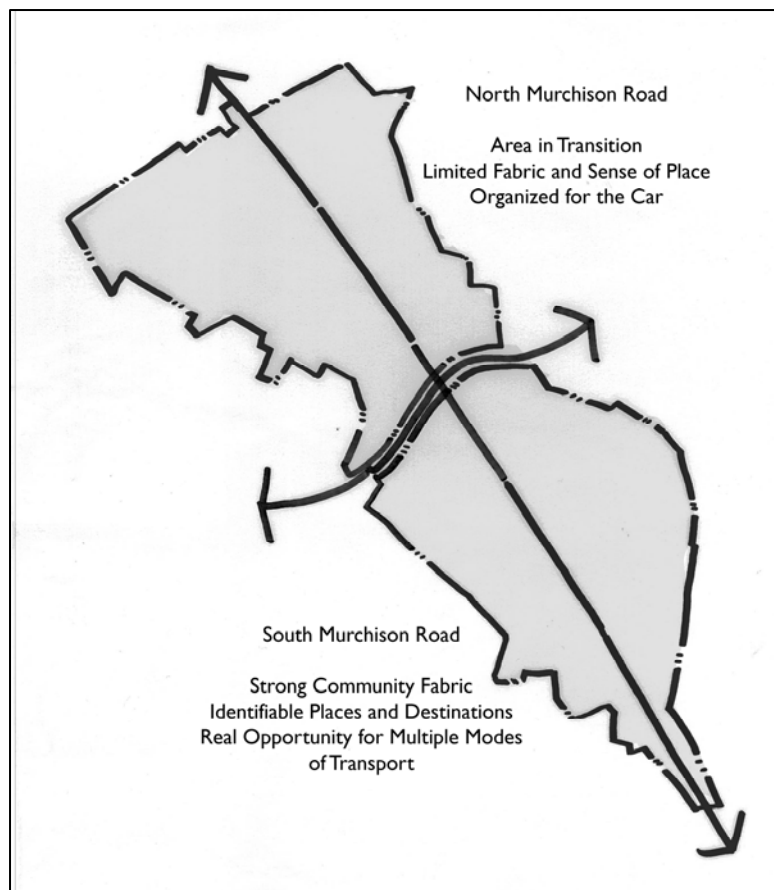
Framework 1: Organize Land Use and Economic Responses Tailored to the Strengths and Weaknesses of the “Two Murchison Roads”

Discussion

The functionality and land use pattern along the Murchison Road corridor differs dramatically from north to south. In the north, the area is one of transition and underdevelopment; the south is an area oriented around fine grain community fabric, identifiable places and activity areas and the opportunity for multiple modes of transport.

Strategy

Organize land use and economic responses tailored to the strengths and weaknesses of each “Road.” In the north, build an economic base built around mobility, especially as I-295 dramatically changes access and viability of the area. In the south, weave a tighter community fabric based around neighborhood level strategic investments, multi-modalism, streetscape elements, defined gateways and other elements.



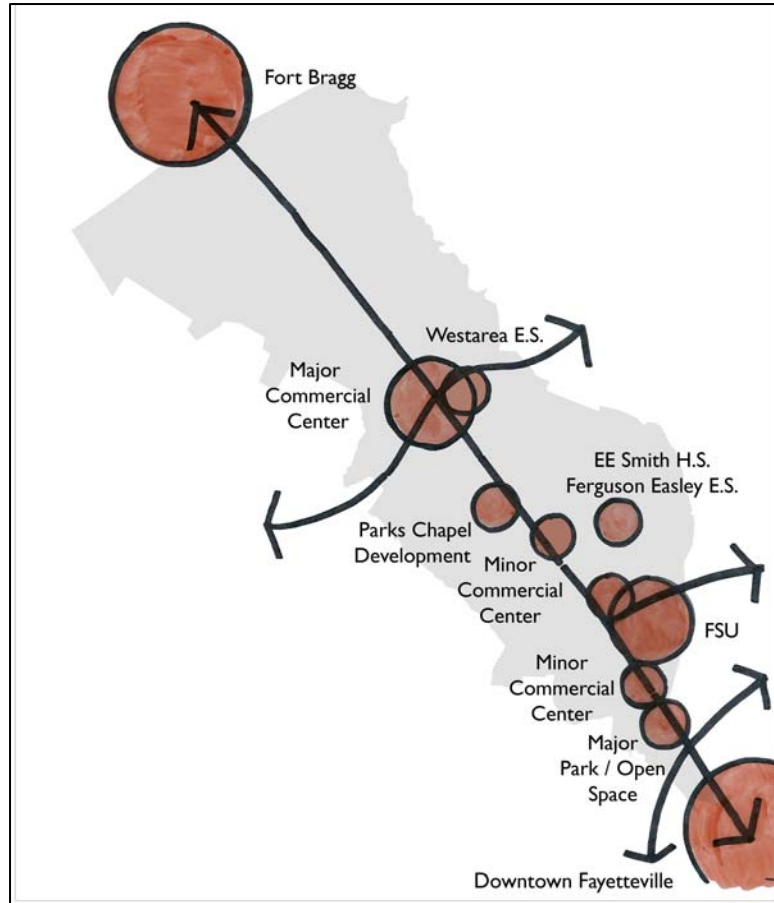
Framework 2: Broaden and Enhance Linkages to Area Points of Gravity

Discussion

Points of urban and suburban gravity—commercial and neighborhood districts, civic institutions, places of worship—are a focus of community activity, employment and congregation. While points of gravity can and do exist on their own, grouping and linking these areas creates a more healthy, functional and desirable community fabric. Linking these with multiple modes of transport, view corridors, streetscape and other elements adds community value.

Strategy

Encourage and broaden connections, linking old and new points of gravity. In the north, these linkages should emphasize commerce and visibility; in the south, neighborhoods or varying densities are interwoven with activity areas. The southern portion of the study area should offer a more compact, walkable nature of the area emphasizing urban infill efforts.



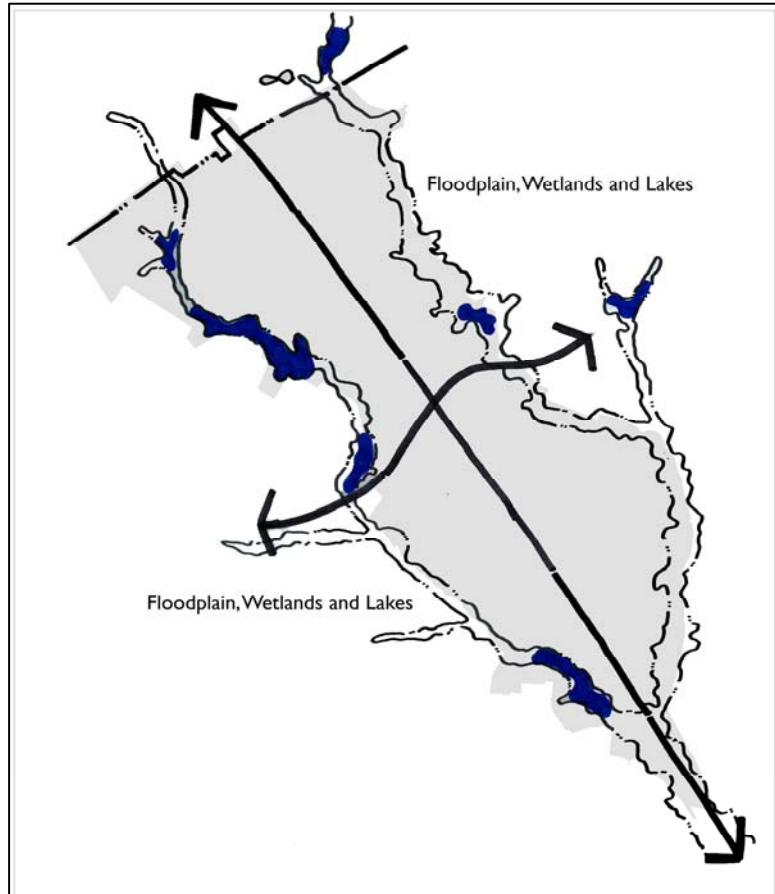
Framework 3: Orient Development Toward Edges

Discussion

The study area's green edges are an overlooked strength and amenity. Instead of barriers, these features should be integrated into surrounding community redevelopment efforts.

Strategy

Promote and enhance the area's edges as strong community features and amenities.



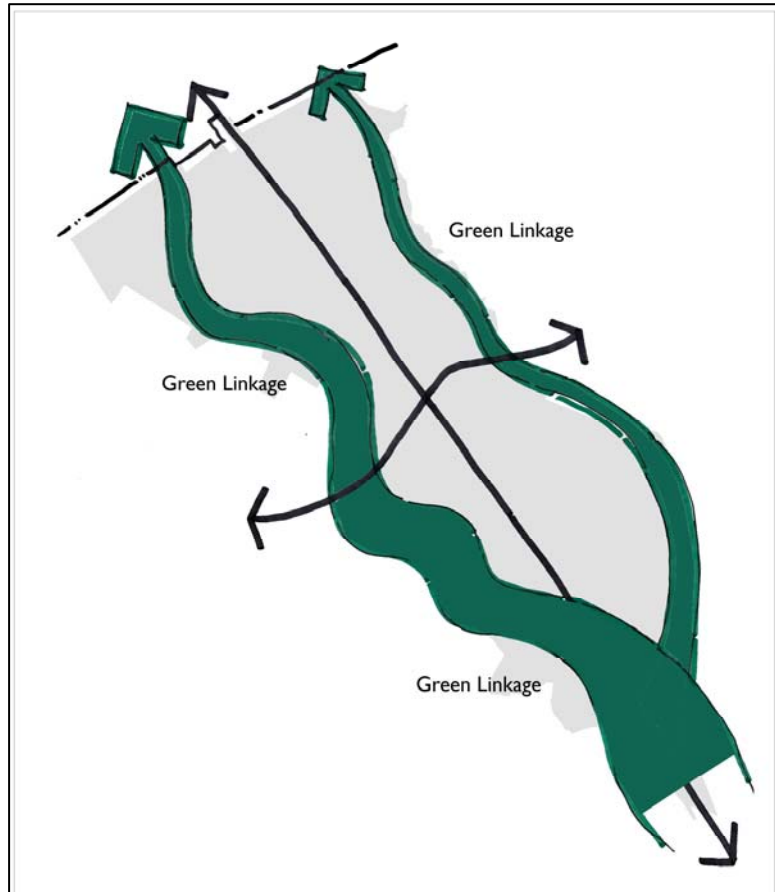
Framework 4: Create Green Linkages and Corridors

Discussion

The environmental asset presented by the study area's edges offer the possibility to allow these zones to emerge as new green corridors, linking neighborhoods and activity areas and allowing for the creation of an activity zone with regional appeal. These greenways can be tied to the broader efforts in the region, including green corridors in Fort Bragg and downtown.

Strategy

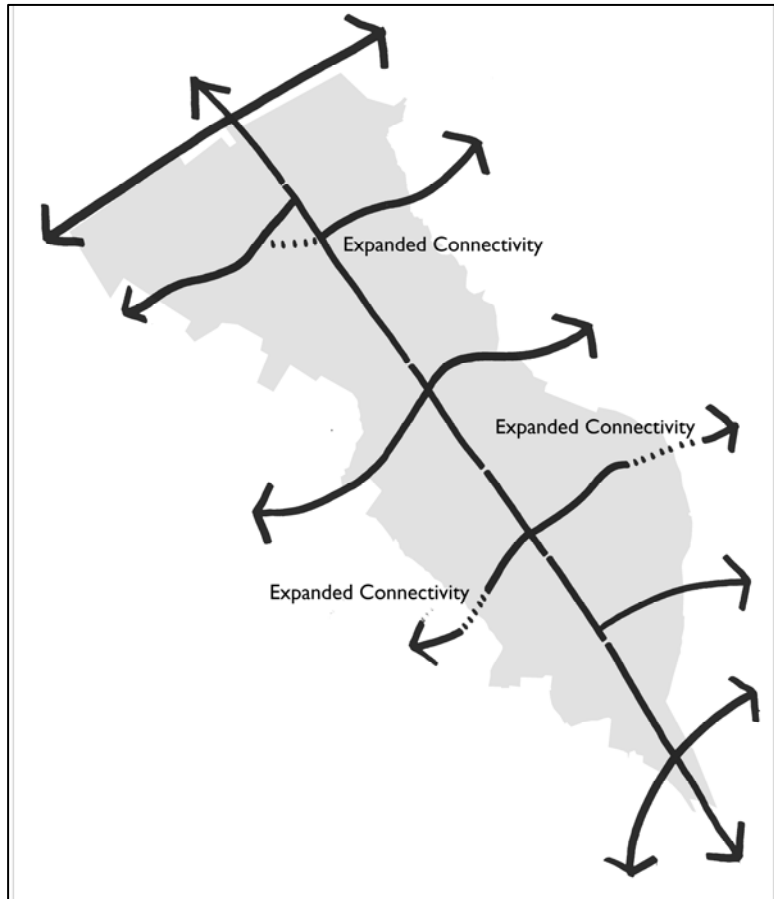
Use greenways and open views to add value to adjacent parcels, bolster ongoing downtown parks and trail investments and allow new, safe mobility options.



Framework 5: Improve East / West Movement Through the Study Area by Weaving an Expanded Network of Arterials

Discussion

The Murchison Road corridor and area has historically been visually and functionally isolated. This factor will change somewhat through the introduction of the I-295 Fayetteville Outer Loop and improvements in the connection of Murchison Road to downtown. Long-term forecasts, however, also point to significant future traffic demand for Murchison Road associated with I-295 and the closing of Bragg Boulevard through the base. While expansion and improvement of Murchison Road to meet these new challenges is inevitable, the broadening of east / west connectivity may allow for an vastly improved



network of roads and pedestrian corridors for the area overall and reduce the size and design speed of future Murchison Road corridor improvements.

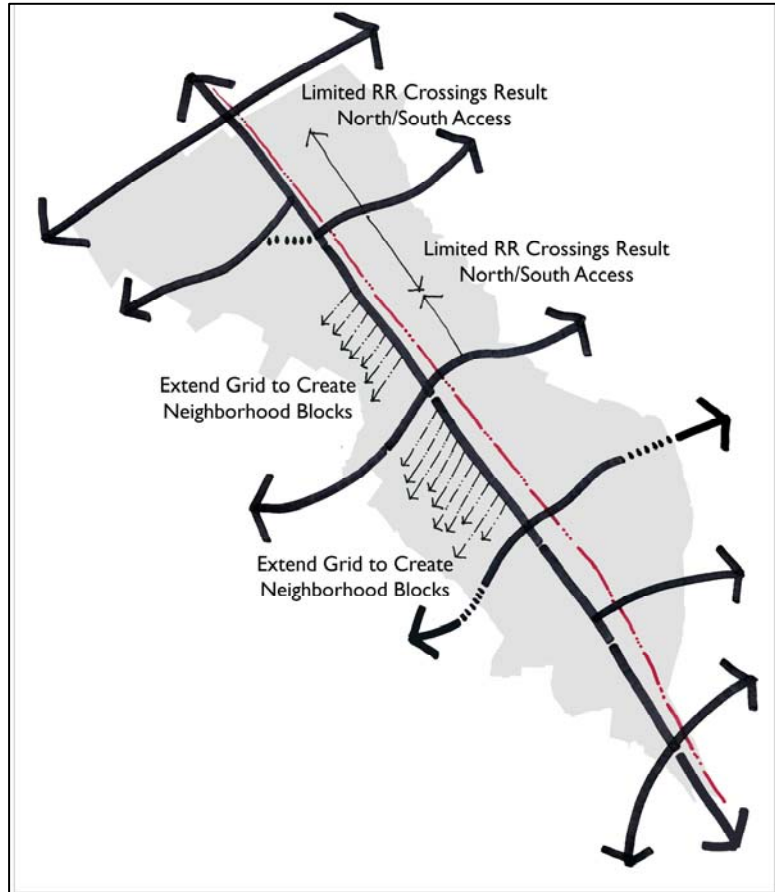
Strategy

Strengthen and expand east / west connectivity with the objective of ‘dispersing’ versus ‘channeling’ traffic. Supporting the development of I-295 is an important first step. This is a good opportunity to emphasize that connections, such as at Jasper Street, Pennsylvania Avenue, Shaw Road / Shaw Mill Road as well as improvement to the intersection of Langdon and Ramsey Street, be reviewed in the context of the high priority to enhance or maintain existing stable neighborhoods.

Framework 6: Establish an Improved Grid and Block System to Key Areas, Opening the Development Potential of Longer Parcels Along the Western Edge

Discussion

With an embrace of study area edges, the next opportunity is to improve roads and establish an improved series of streets and blocks suitable for development. This approach works to take advantage of deep, and frequently inaccessible parcels, along the western edge of the study area. For parcels in the northeastern portion of the study area, the presence of the active rail line and limited grade crossing points change the overall focus of access from Murchison Road to arterials such as Shaw Mill Road and Country Club Drive. These areas should offer a primary point of access and then build a street and block system supportive of their specific type of planned development within these key parcels.



Strategy

(1) Orient the west - central area to offer extended block and grid systems to encourage community building and reduce congestion. (2) Orient the northeast area to allow for the establishment of a key primary access point followed by internal development connectivity and cohesiveness.

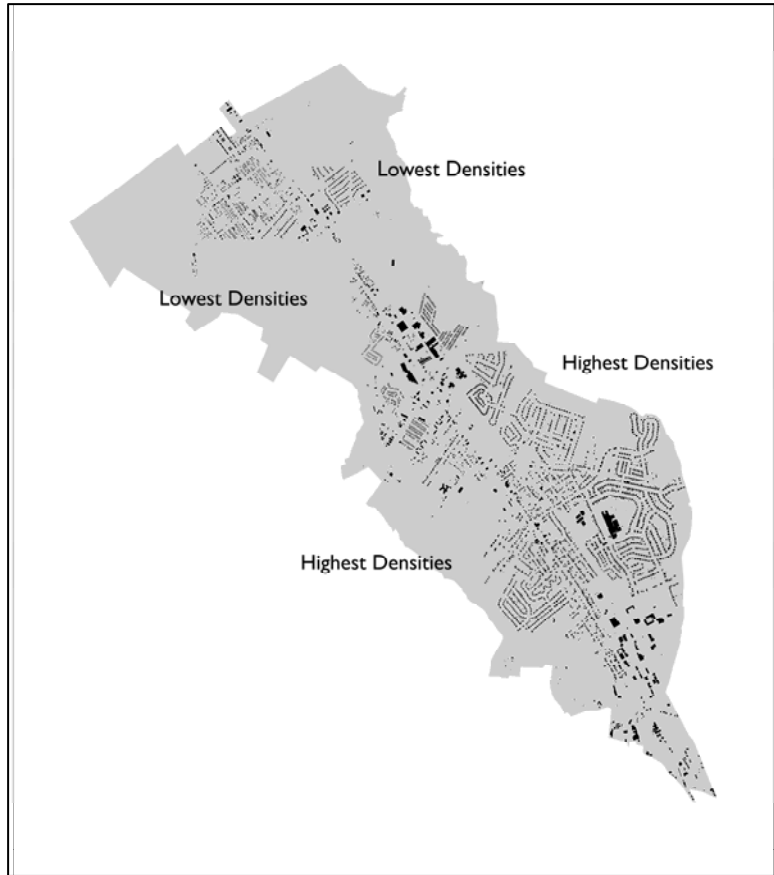
Framework 7: Expand Residential Densities, Especially Close to Downtown

Discussion

Higher residential densities allow for more efficient use of land, broader offerings of transportation options, maximize community investment in infrastructure and civic institutions, and help reduce negative environmental impacts in several categories. The study area offers multiple opportunities to increase density through urban infill development and to focus higher residential intensity around several key points of gravity.

Strategy

(1) Continue to promote higher densities close to downtown and, over time, Fort Bragg. (2) Organize densities and development to promote safe streets. (3) Increase densities around Fayetteville State University and key activity areas.



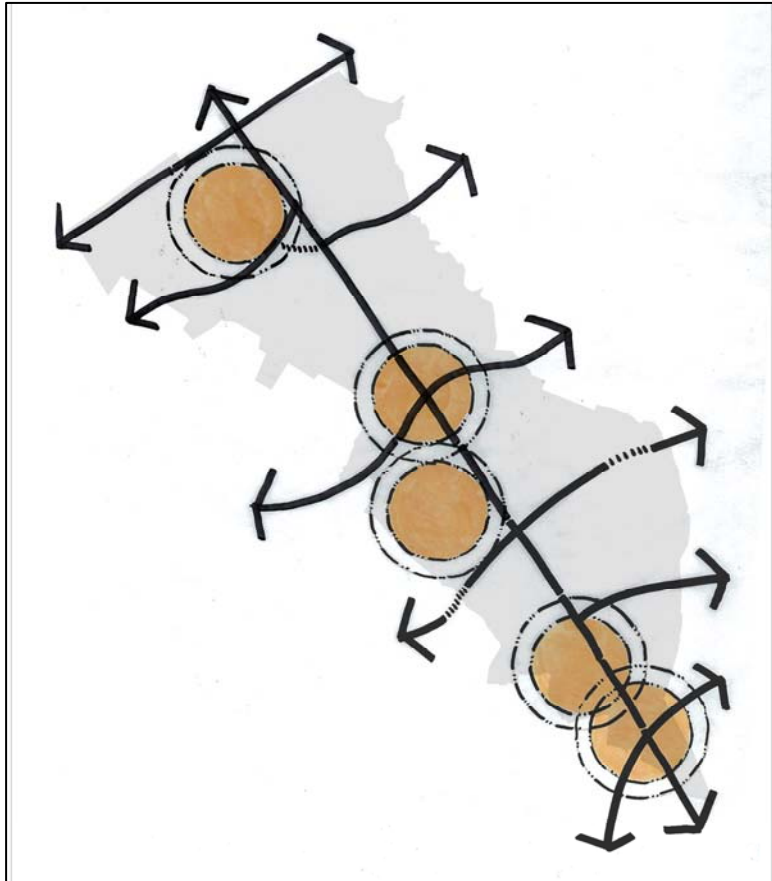
Framework 8: Expand Residential and Employment Center Densities, Especially Close to Downtown and Key Activity Centers

Discussion

Higher residential densities allow for more efficient use of land, broader offerings of transportation options, maximize community investment in infrastructure and civic institutions, and help reduce negative environmental impacts in several categories. The study area offers multiple opportunities to offer great density through urban infill development and focus of higher residential intensity around several key points of gravity.

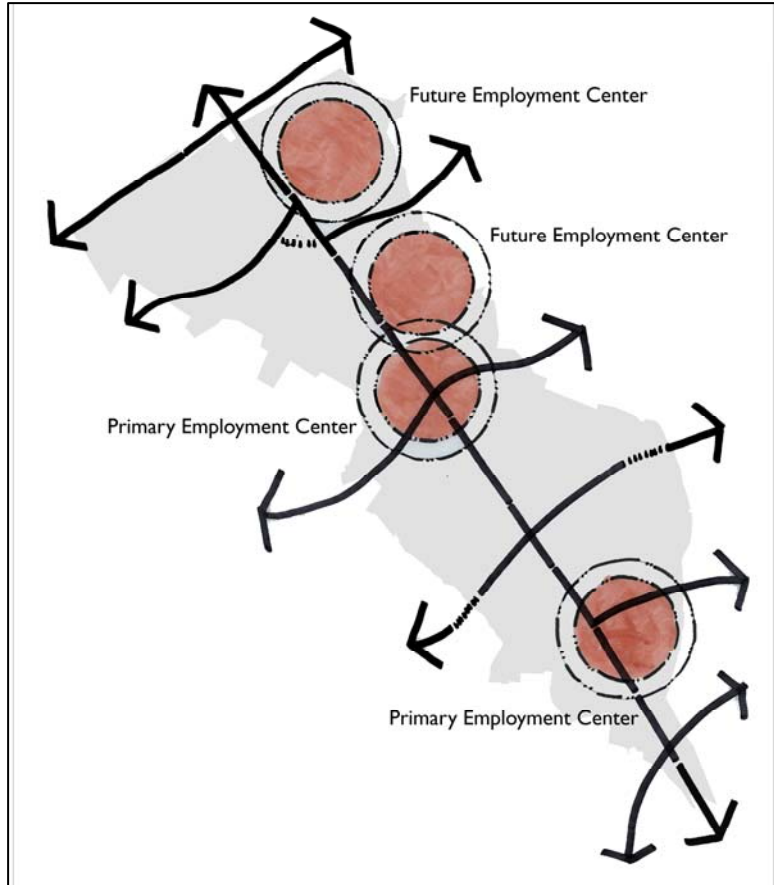
Strategy – Residential

(1) Encourage increases in residential densities where appropriate. (2) Allow residential densities to support a broad offering of modal choice (car, transit, pedestrian, cycling). (3) Look for opportunities to pursue higher densities associated with Transit Oriented Design (TOD) projects. (4) Organize densities and development to promote safe streets.



Strategy – Employment

(1) Encourage increased employment center densities where appropriate, such as in existing nodes around Fayetteville State University and at Pamalee Drive, and try to concentrate new employment-generating activity around the large vacant industrial areas north of Pamalee Drive or around Rowan Street. (2) Allow employment densities to support multiple modes of access and linked business synergies. (3) Look for opportunities to pursue higher densities associated with Transit Oriented Design (TOD) projects.



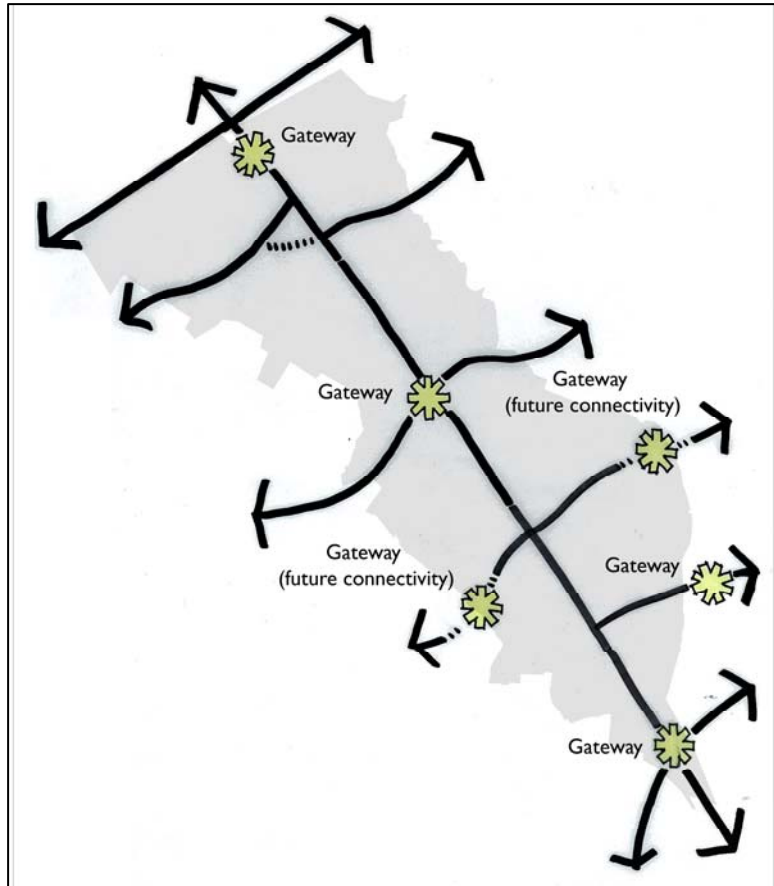
Framework 9: Seek Key Locations for Gateway Creation

Discussion

Gateways into the area provide an important opportunity to change and rebrand the Murchison Road corridor overall.

Strategy

Encourage gateway development into the community and its respective residential and business districts.



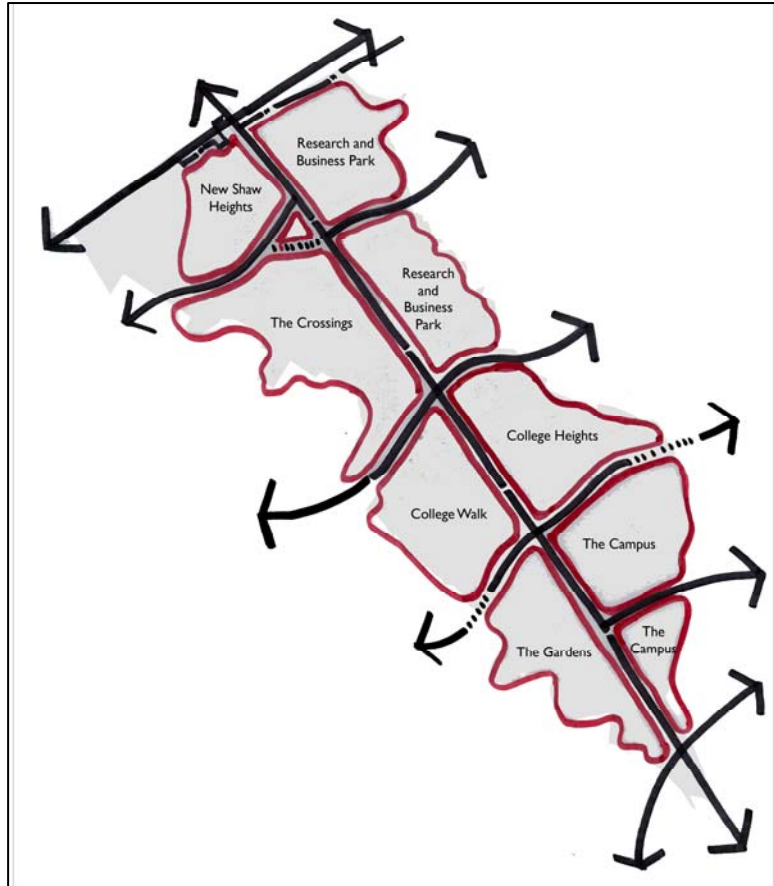
Framework 10: Establish a Series of Rebranded Neighborhoods and Districts

Discussion

Building on the foundation of the active and desirable districts found within the study area—Fayetteville State University and College Heights—additional neighborhoods and districts should be established and branded to improve the overall image and attractiveness of the area.

Strategy

(Re)Establish a series of districts as part of market positioning, redevelopment efforts and community pride/ownership.



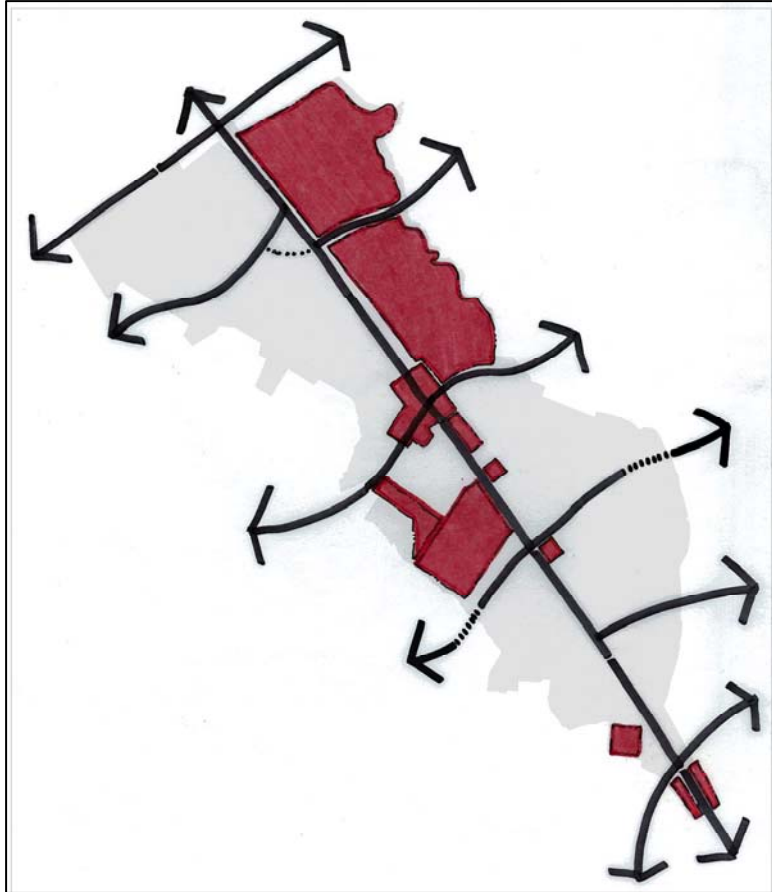
Framework 11: Support Catalyst Site Development

Discussion

Catalyst sites are key areas / parcels where redevelopment and investment are expected to dramatically change the economic and social fabric of the study area and region overall.

Strategy

Focus on strategic catalyst sites to promote framework objectives.



6.0 LAND USE STRATEGY AND CATALYST SITE RECOMMENDATIONS

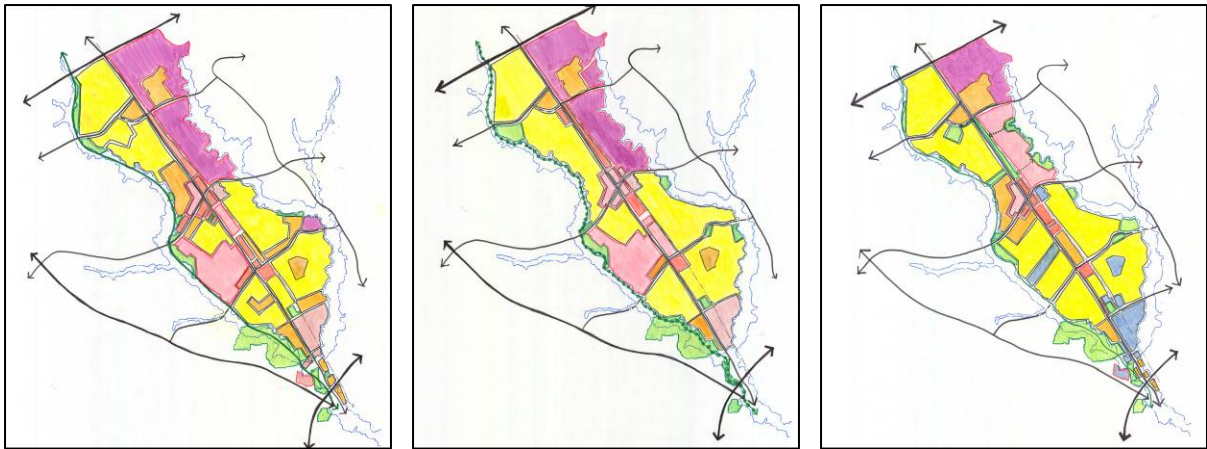
Overview

Building on the market analysis and land use planning framework presented, this section presents a recommended future land use direction the study area which responds to market and framework items. We also present a summary of key sites where redevelopment and investment are expected to dramatically change the economic and social fabric of the study area and region overall. Both the broader land use strategy and specific site by site efforts work together. Land use strategies support catalyst site development; achievement of catalyst site redevelopment leads to added community value inherit in an overall improved pattern of land use.

Land Use Plan Recommendations

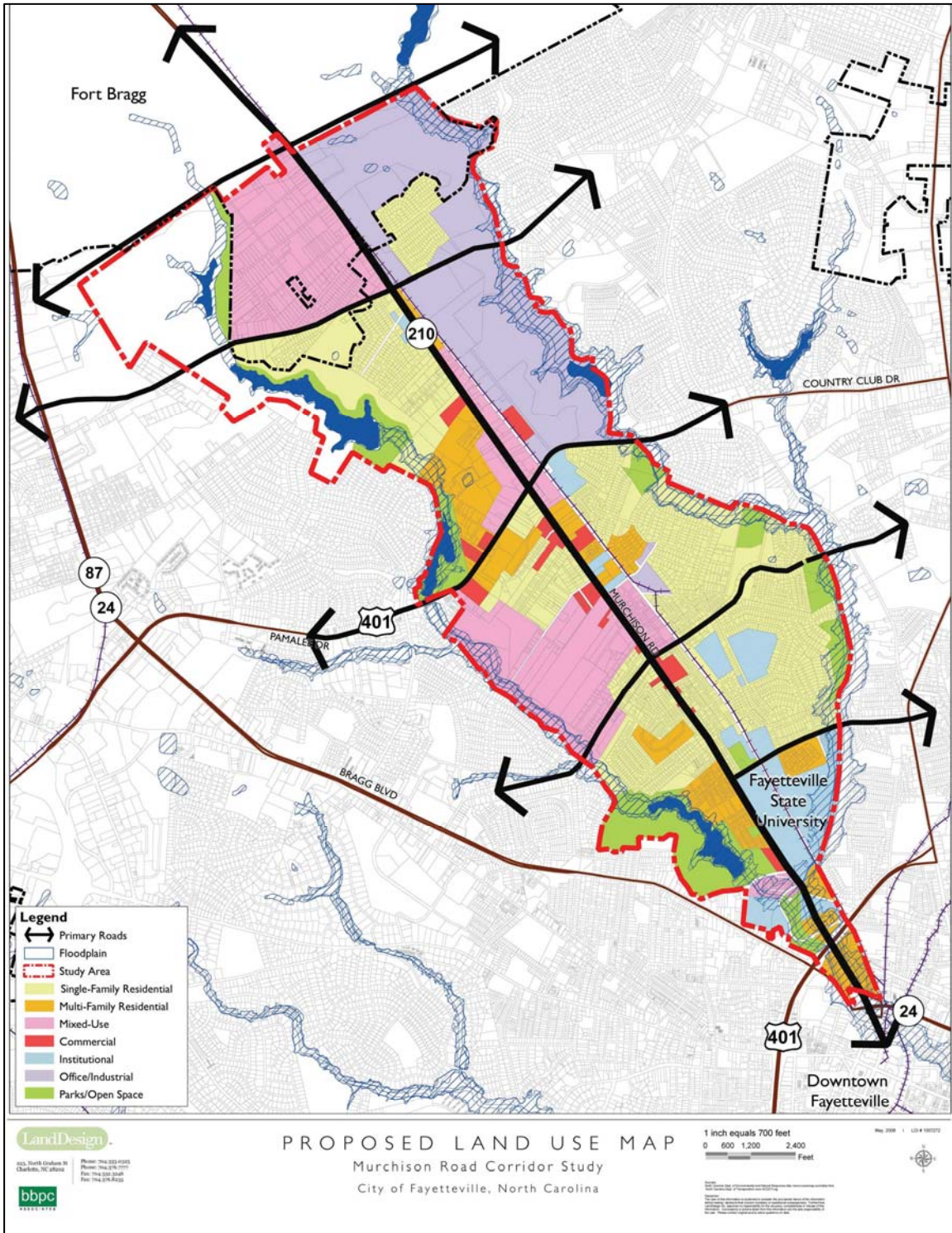
During the latter portion of the planning effort, a series of overall land use configurations were reviewed by the study team intended to maximize the elements of the planning framework. Three early land use concepts were generated as part of these early efforts.

Figure 18. Early Land Use Concepts for the Murchison Road Corridor



Through community review as part of our schedule public outreach meetings as well as Task Force participation, a single recommended land use strategy was formulated and is presented in Figure 19.

Figure 19. Recommended Land Use Concept for the Murchison Road Corridor



The plan, as presented, seeks to:

- Increase residential densities around key employment and activity centers, especially around Murchison Road and Country Club Drive and FSU;
- Promote a mix of uses at strategic sites within the study area;
- Discourages strip commercial development along Murchison Road;
- Encourage park and open space development and greenway extension along the east and west edges of the project area;
- Improve east / west movement through the study area by weaving an expanded network of arterials; and,
- Set the stage for development opportunities identified as part of this study effort.

The land use plan presented a guiding document and suggesting an improved pattern of land uses which can inform following development and changes to the present zoning for the area.

Additional adjustment to the land use strategy is expected to be informed by a number of follow-on planning efforts, inclusive of a detailed analysis of traffic and roadway design for Murchison Road.

Land Use Policy Direction and Recommendations

The following land use policy and recommendations are presented in support of the land use plan presented in Figure 19.

Recommendation 1. Pursue follow-on transportation and assessment study of the Murchison Road corridor taking into account increased traffic volumes associated with development and increased densities along the corridor as identified within the study effort, increased traffic flows projected by NCDOT associated with I-295 and the closure of Bragg Boulevard. Follow-on transportation and assessment efforts should:

- Ensure an improved integrity and character to Murchison Road overall, with special emphasis placed on keeping lane width and number of lanes. Effort should be made to limit the total number of travel and turning lanes along the north portion of Murchison Road (north of County Club Drive) to seven; the southern portion of the corridor should be limited to five. Suggested roadway sections are presented in Figures 20 and 22.
- The framework and land use plan supports expansion of increases of mass transit and multimodal options. As part of any follow-on transportation assessment for widening of the corridor, bolstering these activities should be taken into account.
- The framework and land use plan supports the broadening of the overall network of streets connecting the study area to surrounding fabric of Fayetteville. This broadening and improving the overall network includes potential new linkages at Jasper Street, Pennsylvania Street and modification/straightening of Shaw Road / Shaw Mill Road. These

improvements are anticipated to improve connectivity and allow for traffic and access within and moving through the study area to be better distributed throughout the network and minimize the need to make substantial widening and modification effort to Murchison Road. They may also allow for a shortening of vehicle trip lengths and improved access to jobs and services for Murchison Road residents. It is recognized that while broadening of the network has value, it also will come with impacts to established neighborhoods, require crossing / bridging of creek and drainage systems, and necessitate right-of-way acquisition. These and other issues need to be taken into account as part of a cost / benefit analysis of these improvements for the overall Murchison Road network and plan for improvement.

Figure 20. Suggested Murchison Road Corridor Section, North of County Club Drive

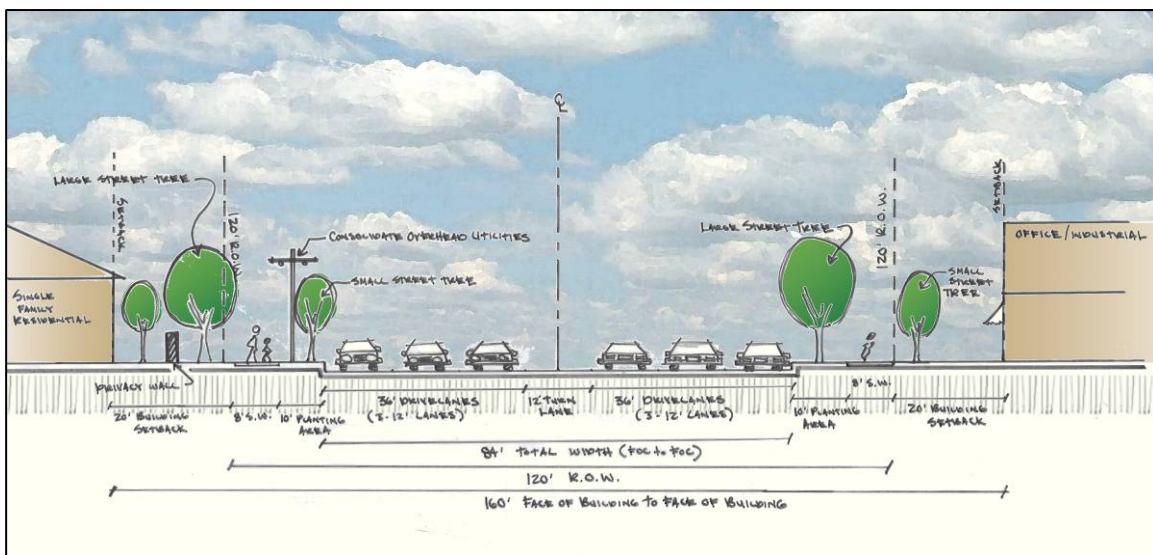
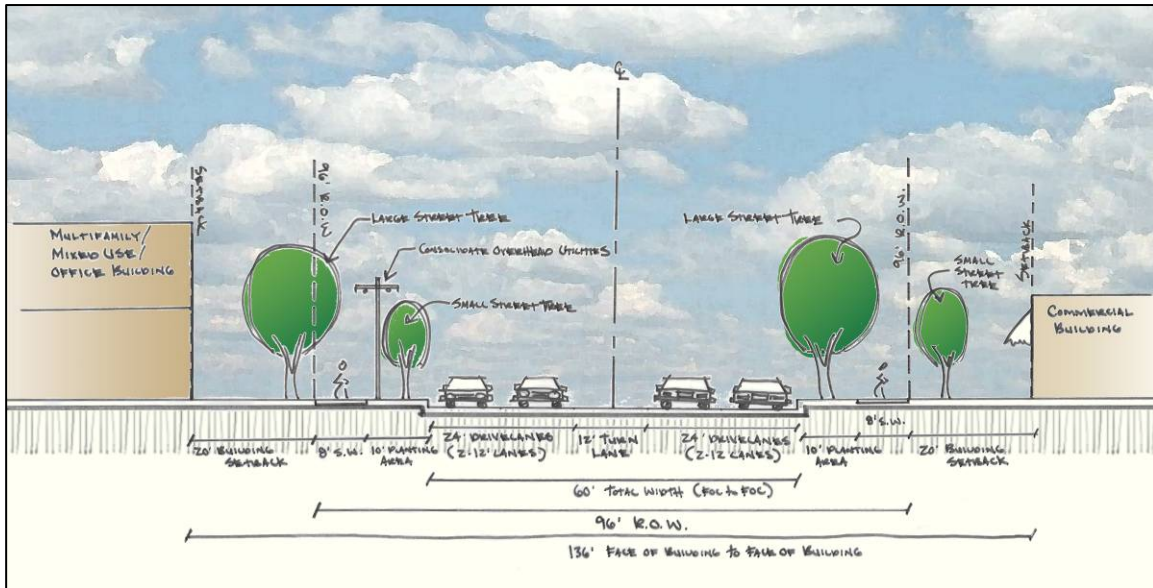


Figure 21. Corridor Reflective of Similar Elements, North of County Club Drive



Figure 22. Suggested Murchison Road Corridor Section, South of County Club Drive



Recommendation 2. Promote a land use pattern which allows for increases in development density at key activity areas along the corridor, including areas surrounding Murchison Road and Country Club Drive and FSU. Increasing density will:

- Promote opportunities and the market viability of urban infill efforts around these areas.
- Encourage pedestrian activities and healthy communities to important shopping, recreation and employment centers.
- Support the case for Transit Oriented Development (TOD) projects benefiting increased mass transit use and a reduction of dependency for private occupancy vehicles, especially for low and moderate income residents.

Recommendation 3. Promote mixed-use land use areas which allow for flexibility required for creation of projects designed at a human scale and provide for residential, employment and recreational activities to be intermingled. Mixed-use areas should be supported surrounding FSU and associated with several catalyst site areas. Mixed-use areas should also promote complementary uses to ensure economic sustainability.

Recommendation 4. FSU, as the most significant activity center in the entire corridor, is essential in this regard. To date, there are three potential major projects expected to take place at FSU: A new Nursing School; a Science and Technology center; and, the relocation of administrative services off campus to accommodate one of the first two projects. The land use plan supports continued “urbanization” of the existing campus area, but also sees great value in bringing the campus west across Murchison Road to engage underutilized parcels and better integrate commercial and residential opportunities into the overall campus environment. The land use plan also supports near-term improvements to pedestrian and traffic safety and congestion mitigation along

Murchison Road and Langdon Street, especially associated with any new campus buildings in these areas.

Recommendation 5. Seek opportunities to relocate overhead utilities below grade along Murchison Road and throughout the study area.

Recommendation 6. Seek opportunities to coordinate development of multiple parcels for provision of consolidated stormwater bio-retention, detention and filtration areas, especially for those areas proximate to creek, drainage and lake systems flanking either edge of the study area.

Recommendation 7. Crime, both real and perceived, is a significant threat to the overall economic and social health of the corridor. Community residents participating in the planning effort have expressed strong desire for the long-term development of a police substation within the study area and along Murchison Road. While beyond the scope of this study, assessment of detailed crime statistics, community patrolling, response times and other elements is warranted to ensure community desires are taken into account and crime reduction efforts are put in place. Consideration for a shifting of existing resources (i.e., increased patrols, foot patrols in key areas) and other efforts should also be considered. If determined cost feasible and needed, locations worthwhile for consideration include the intersection of Murchison Road and Country Club Drive, Murchison Road at Jasper Street and as part of existing Fire Station #14.

Recommendation 8. Promote the development and implementation of the planned greenway along the western and eastern edges of the study area, allowing for improved pedestrian and multimodal facilities, recreational activities, and development opportunities / land values.

Recommendation 9. Retail demand was measured as having the greatest economic potential over the short-term. Needed commercial retail services should be the primary focus over the short-term, with the private sector encouraged to offer expanded local and neighborhood commercial retail at catalyst sites. Incentives should also be offered for smaller commercial developers.

Recommendation 10. Focus public incentives and program support on homeownership opportunities and housing options for all residents.

Recommendation 11. Employ support from private sector entities both within and outside of the study area to facilitate (re)development at selected locations.

Recommendation 12. Promote and preserve affordable and workforce housing.

Recommendation 13. Establish cooperation and coordination between the many stakeholder groups, organizations, entities and government bodies in order to most efficiently and effectively implement revitalization and redevelopment efforts along the

corridor. Encourage continued partnerships with FSU and Fort Bragg to facilitate community reinvestment along the corridor.

Recommendation 14. Establish a clear landscape, lighting and signage strategy and branding elements to continue to anchor neighborhoods and activity centers within the district.

Recommendation 15. Establish an overlay ordinance to assist in guiding growth and development for the corridor. This overlay ordinance should follow the city's update to its current land development ordinance, and at minimum, embrace the following:

- A consistent landscaping, lighting and signage program should be established for the area and blended into the public edge treatments of new private development. Signage controls should be encouraged.
- Orient new development massing along Murchison Road and other primary thoroughfares in the study area, with parking concealed along the side and/or back of commercial and residential areas.
- Setbacks along Murchison Road should be established at 20 feet and/or a consistent depth, especially for the southern portion of the study area.
- Street frontage should be maximized along Murchison Road for new development to create a consistent street presence / elevation.
- Keep building massing low and sensitive to surrounding development. With the exception of FSU, building heights should be limited to four stories along the corridor and two stories within residential areas. Site development should provide for a minimum of 40% open space.
- Support and maximize elements conducive to an improved pedestrian environment, especially within the southern portion of the study areas. This includes 8-foot sidewalks, shade trees, awnings, well thought through placement of street furniture and other elements.
- Connectivity between developments should be encouraged.
- Where appropriate, on street parking and bus shelter areas should be provided.
- Expansion of institutional uses should be limited to preserve a blend of uses within the study area and ensure a stable tax base supportive of area improvements.

Catalyst Site Recommendations

Catalyst Site Considerations

For this study effort, a series of catalysis sites was identified to focus specific redevelopment opportunities. This section provides the framework for establishing investment criteria for each site. This investment criteria and strategy is based on the economic, market and development conditions highlighted in the Economic and Market Analysis, an understanding of the physical parameters provided in the previous sections, and an analysis of the economic resources and incentives available for revitalization.

Our proposed investment strategy is based on the prioritization of the development/redevelopment sites and the type of development/redevelopment that should occur. These two prioritization processes must occur in coordination with one another to ensure that the most feasible type (retail, residential, office, etc.) of development/redevelopment occurs on sites that are most appropriate according to site requirements, market conditions and strategic location.

We have prioritized the development sites and type of development according to short-term (0-5 years), mid-term (5-10 years) and long-term (10+ years) project initiation time frames. Some projects may be phased across these time frames.

Prioritization of Development Types

In terms of the type of development, our research and analysis has shown a clear priority for retail development in the short-term, particularly convenience retail development (grocery stores, restaurants, drug stores, etc.). Not only is there the most demand for retail, but initial retail development can help generate demand for other uses, particularly residential and office. The general lack of convenience retail throughout the corridor itself may be a major factor in precluding other types of development.

From our analysis, residential development has fairly strong short-term demand and potential. The most immediate opportunity lies in providing additional rental housing options for students unable to secure dorm rooms on campus, as well as commuter students who would consider the option of living closer to campus.

Although limited, office space may possess some short-term development potential. The most likely short-term or mid-term demand for office space is for smaller spaces that provide service functions (banking, legal services, community services, etc.). In the longer term, when potential opportunities from the expansion of Fort Bragg and FSU come to fruition, there may be demand for larger-scale office space that can serve more intensive office users such as R&D companies, defense/security companies and other larger firms.

Given its general size and scale, lodging and hospitality would be reserved for long-term projects, when significant demand will have been generated by subsequent development, economic development, population growth, and revitalization of the study area. Hotel

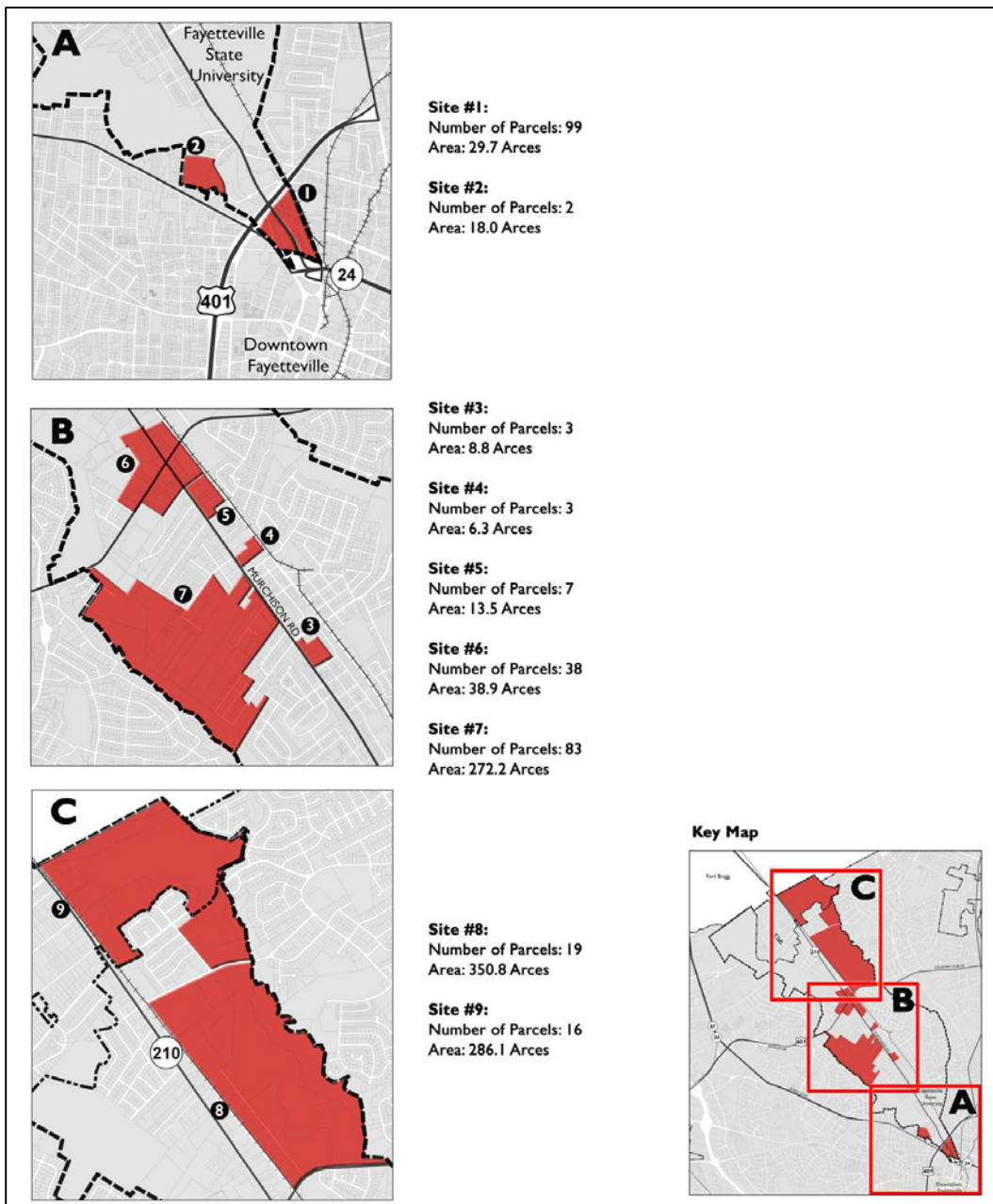
development may also become more feasible after I-295 is completed and resulting office, retail and residential development has occurred at the north end of the corridor.

Industrial development has very limited demand at the present time, and may have limited potential in the future as well. From our market research and analysis, light industrial uses, mostly related to defense, security and technology, may have the best potential.

Identified Sites

A total of nine sites were identified as part of the study effort (refer to Figure 23). Each site—often a grouping of several parcels—is discussed in brief below.

Figure 23. Identified Catalyst Sites, Murchison Road Corridor



Catalyst Site #1: Murchison and Rowan Area

Importance of the Site(s)

- Primary link between downtown and investments and study area
- Gateway
- Strong roadway access
- Close to downtown and potential multi-modal station locations / mobility options



Potential Development Role(s)

- Medium density residential
- Office uses
- Portion dedicated to greenway and adjacent park linkages

Catalyst Site #2: Old Washington High School Area

Importance of the Site(s)

- Anchor site within a highly desirable location in the study area
- Possible tie-in property with FSU



Potential Development Role(s)

- Research extension of FSU, possibly focused on environmental, agricultural, and / or sustainable design
- Incubator business center
- Medium density residential / lofts
- Senior housing
- Strong civic and linking function / use

Catalyst Site #3: Jasper Street and Murchison Road

Importance of the Site(s)

- Historic neighborhood retail area
- Neighborhood convenience for College Heights
- Gateway to neighborhood(s) in the area



Potential Development Role(s)

- Continuation / expansion of neighborhood commercial role
- Possible civic functions, such as a post office or small community bank

Catalyst Sites #4 and #5: Murchison Road near McLamb Drive and Pattina Court

Importance of the Site(s)

- Foster greater densities within walking distance to nearby activities
- Provide urban infill

Potential Development Role(s)

- Medium density residential

Figure 24. Project Reflective of Similar Elements, Crawford Square Pittsburgh, PA



Catalyst Site #6: Murchison Road and Country Club Drive / Pamalee

Importance of the Site(s)

- Important commercial activity center
- Tap into study area spending and reduce trip distances associated with convenience goods purchase
- Gateway
- Strong access
- Transit Oriented Design opportunity



Potential Development Role(s)

- Neighborhood commercial
- Mixed-use development
- Medium density residential

Catalyst Site #7: Murchison Road and Parks Chapel Area

Importance of the Site(s)

- Dramatic opportunity for neighborhood building oriented around faith / community-based amenities
- Emerging activity center
- Opportunity for mixed-use
- Major connecting point



Potential Development Role(s)

- Mixed-use development
- Community and faith-based uses
- Parks and open spaces
- Neighborhood commercial

Figure 25. Project Reflective of Similar Elements, Merry Place, West Palm Beach, FL



Figure 26. Project Reflective of Similar Elements, Willow Oaks Greensboro, NC



Catalyst Sites #8 and #9: Murchison Road between I-295 and Country Club Drive

Importance of the Site(s)

- Long-term potential for intensive office and light-industry
- Proximity to Fort Bragg and I-295
- Dramatic reshaping / framing of area
- Tax and jobs base
- Provide urban infill



Potential Development Role(s)

- Office and hospitality park
- Light-industrial
- Transportation and logistics
- Mixed-use

Prioritization of Sites

Although development will most likely occur on multiple sites simultaneously within the three time frames, it is important to prioritize these sites in order to coordinate preemptive purchasing options, land assembly, demolition, renovations, etc. It is also important to prioritize the sites in order to promote equitable redevelopment throughout the Murchison Road corridor.

Instead of prioritizing specific sites, we have grouped multiple sites into areas or “nodes” where specific development activity will be concentrated. In most cases, these nodes are located at major intersections where existing complementary uses, clusters of residents, and major vehicular/pedestrian traffic are focused.

The nodes are prioritized according to time frame as opposed to in numbered order, as two or more of these areas may be developed simultaneously. The table below categorizes the identified Priority Sites by the three time frames and provides a description of the relevant development recommended for each node for the designated time frame.

Table 20. Short-Term (0-5 Years) Catalyst Site Development

Node/Site	Proposed Development/Use
Catalyst Site #3: Jasper Street and Murchison Road	Retail redevelopment/expansion
Catalyst Site #6: Murchison Road and Country Club Drive / Pamalee	Retail/small office redevelopment
Catalyst Site #1: Murchison and Rowan Area	Development of new shopping center on vacant land; potential relocation of V-Point, Vick's Grill and other proximate businesses

Table 21. Mid-Term (5-10 Years) Catalyst Site Development

Node/Site	Proposed Development/Use
Catalyst Site #4: Murchison Road near McLamb Drive and Pattina Court	Redevelopment of multi-family residential
Catalyst Site #5: Murchison Road near McLamb Drive and Pattina Court	Redevelopment of commercial/retail and/or mixes use retail-residential
Catalyst Site #7: Murchison Road and Parks Chapel Area	Infill and small-scale mixed use focusing on retail and residential
Catalyst Site #2: Old Washington High School Area	Reuse/development of senior housing and/or amenities
Catalyst Site #1: Murchison and Rowan Area	Development of small office in and around new shopping center

Table 23. Long-Term (10+ Years) Catalyst Site Development

Node/Site	Proposed Development/Use
Catalyst Site #7: Murchison Road and Parks Chapel Area	Greenfield development of senior housing and expanded mixed-use development
Catalyst Sites #8 and #9: Murchison Road between I-295 and Country Club Drive	Large-scale office, hotel and convention development/redevelopment

Liabilities

Before employing the redevelopment/revitalization and investment strategies, it is important to consider potential liabilities that may compromise implementation. These include both the hurdles to implementation and the risks that may be faced in the process of undertaking redevelopment of and investment in the community.

In addition to identifying existing or potential liabilities, it is important to identify their likely effects on redevelopment and potential strategies to address these liabilities and their effects. The following matrix lists some of the major liabilities to redevelopment in the Murchison Road study area, their potential effects and methods for overcoming these liabilities.

Table 24. Liabilities to Catalyst Site Development

Liability	Potential Effect(s)	Strategies to Address
Crime	<ul style="list-style-type: none"> ▪ Dissuades investment and new residents ▪ Reduces property values 	<ul style="list-style-type: none"> ▪ New police sub-station ▪ Increased policing of corridor ▪ Neighborhood crime watch
Speculative investors	<ul style="list-style-type: none"> ▪ “Ties up” strategic development sites ▪ Creates lack of investment in existing properties 	<ul style="list-style-type: none"> ▪ Create incentives for current investment in property or sale of property (“carrot approach”) ▪ Create and enforce regulations penalizing speculative ownership (“stick approach”)
Use of Murchison as “throughway”	<ul style="list-style-type: none"> ▪ Compromises pedestrian safety ▪ Dissuade patronage of businesses 	<ul style="list-style-type: none"> ▪ Implement traffic calming measures ▪ Increase street parking/parking lanes
Lack of services/supportive businesses	<ul style="list-style-type: none"> ▪ Reduces market potential for “higher and better” uses ▪ Reduces effectiveness of new commercial development 	<ul style="list-style-type: none"> ▪ Simultaneously promote complementary uses ▪ Implement phased development to keep in check with demand
Weak local and regional economy and housing market	<ul style="list-style-type: none"> ▪ Compromises homeownership opportunities ▪ Necessitates public incentives/ support 	<ul style="list-style-type: none"> ▪ Focus public incentives and support on homeownership opportunities ▪ Employ private sector support outside of study area

The strategies recommended to address the identified liabilities involve both actions directly related to development/redevelopment along the corridor, as well as supportive actions that can help foster the implementation of redevelopment strategies. The implementation of redevelopment strategies goes beyond physical development, and must be paired with government, community and private sector actions/initiatives that provide for a more successful environment for revitalization.

Strategy Participants

A successful redevelopment/revitalization strategy requires involvement from many different parties, including local/regional government, community organizations, residents and the private sector. Identified below are some key participants and stakeholders who are already involved in the redevelopment of the Murchison Road study area and others who could make effective, meaningful contributions to this effort. In addition to identifying these participants, a summary is provided of their role(s) or potential role(s) in the revitalization.

City of Fayetteville

Along with key representatives of the Cumberland County Business Council, the city is the main party directing the redevelopment of Murchison Road. In addition to providing the main planning support for the effort, the city is also responsible for providing or administering most of the incentives, funds and programs listed below.

Cumberland County Business Council

The CCBC is co-directing the Murchison Road effort with the city, and is also the main economic and business development entity in the region. In the implementation phase of redevelopment projects, the CCBC will be vital in directing or providing support for sale of strategic properties and the coordination of land assemblage.

Fayetteville State University

FSU is the most prominent university in the Fayetteville-Cumberland County area and the major resident institution in the Murchison Road study area. With over 6,000 students and over 800 faculty and staff, the university has the potential to be the main economic generator in the study area. FSU and its affiliated development corporation have provided Murchison Road with its most active retail center (Bronco Square) and the FSU Business Center, which has served as corridor's main business incubator and a major lifeline for small businesses.

Cumberland Regional Improvement Corporation

The CRIC is a non-profit, tax-exempt organization that provides economic, educational, and social support to low-wealth areas of communities. CRIC's main role is promoting and advocating Historically Underutilized Businesses (HUBs) by providing managerial and technical assistance and businesses development services that support the growth of minority and women-owned businesses. CRIC also maintains vital connections with the North Carolina Institute of Minority Economic Development, Inc., North Carolina Rural Center, North Carolina Department of Transportation and Cape Fear Valley Health System.

Kingdom Community Development Corporation

KCDC is a local community development corporation that promotes, funds and develops new commercial and residential properties in and around Murchison Road. The organization is currently exploring the potential for developing a shopping center on the south end of Murchison Road that will expand the convenience shopping options for neighborhood residents.

Financial Institutions

One of the most lacking areas of support for revitalization in Murchison Road is in the financial sector. With no major banks in the study area, it has been difficult to find a committed lender with a neighborhood presence. The best known lender and investor to date has been the regional BB&T branch, which has provided financing for prior development efforts in the study area. The continued commitment of BB&T and the recruitment of additional financial institutions to the corridor is extremely vital to the success of this revitalization effort.

Other Participants

There are many prominent individuals who have dedicated time or made significant investments in the study area. Many of these individuals are residents and area business owners who sit on the Murchison Road Task Force or have been involved in the redevelopment planning process for the study area. The cooperation, coordination and pooling of knowledge and resources among these individuals is key to implementing effective revitalization of the Murchison Road corridor.

Incentives

The major tool to facilitate implementation of the Murchison Road Land Use and Economic Development Plan is the use of incentives to promote development/redevelopment, business attraction/expansion/ retention, and the promotion of community services and support. The programs and incentives listed below represent some of the major existing incentives/programs available to aid in the revitalization of Murchison Road.

The list of incentives below provides a summary description of the incentives/programs and the types of physical or economic development projects they can be used for.

Existing Incentives

A. Historically Black Colleges and University (HBCU) grants

- Administered and granted by the U.S. Department of Housing and Urban Development (HUD)
- Helps HBCUs expand their roles and effectiveness in helping their communities with neighborhood revitalization, housing, and economic development.
- HBCUs compete for funds annually to assist in revitalization efforts.

B. Designated State Development Zone Incentives

- Includes complete study area
- Job creation tax credit (\$7,000 per full-time job if over five jobs created)
- Wage subsidy for eligible employees during worker training up to one year
- 7% investment tax credit

C. Downtown Loan Program for businesses located within the Fayetteville Renaissance Plan area – 3,000 acres, including Census tract 10

- Available to portion of study area southeast of the US 401 bypass
- This program is sponsored by the City of Fayetteville and local banks and is designed to offer economic incentives to new or existing businesses interested in investing in the downtown area and creating jobs for low to moderate income persons.
- The minimum loan amount available is \$25,000; the maximum is \$250,000.

D. Business Assistance Loan Program

- Designed to assist the small business owner with the additional equity needed in order to qualify for primary financing.
- Applicant must first apply through an approved lender. The lender's request for city loan funds is based on the additional equity required by the lender to approve its loan and make it more affordable for the applicant.
- The city will provide a subordinated loan up to 25% or a maximum of \$125,000.

E. Brownfields Revolving Loan Fund

- Funding, up to \$1 million, is available as a low interest loan to potential developers of brownfield properties for the purposes of remediation (cleanup) of contaminants other than petroleum products
- Other terms, such as the time to repay, are negotiable depending on the development.

F. Brownfields Development Tax Incentives

- Decreasing tax reduction incentives for real property taxes for the development of a brownfield property.
- Potential developers must agree to enter into an agreement with the North Carolina Department of Environment and Natural Resources (NCDENR) which also includes a covenant not to sue to the potential developer.
- The city offers technical assistance and coordination of this program in conjunction with the above mentioned programs.

G. City Council Tax Grants

- Incentives cover the area generally from Pamalee Road south.
- 50% tax grant back for investments of \$500,000 or more.

Coordinated Use of Incentives

The table below incorporates the table from the previous section and the relevant programs/incentives from above (identified by corresponding letter) that may be used to facilitate the recommended development for each of these sites in the short-, mid- and long-term periods.

Table 25. Short-Term (0-5 Years) Catalyst Site Development

Node/Site	Proposed Development/Use	Relevant Programs/Incentives
Catalyst Site #3: Jasper Street and Murchison Road	Retail redevelopment/expansion	B, C, D
Catalyst Site #6: Murchison Road and Country Club Drive / Pamalee	Retail/small office redevelopment	B, C, D
Catalyst Site #1: Murchison and Rowan Area	Development of new shopping center on vacant land; potential relocation of V-Point, Vick's Grill and other proximate businesses	B, C, D

Table 26. Mid-Term (5-10 Years) Catalyst Site Development

Node/Site	Proposed Development/Use	Relevant Programs/Incentives
Catalyst Site #4: Murchison Road near McLamb Drive and Pattina Court	Redevelopment of multi-family residential	E, F
Catalyst Site #5: Murchison Road near McLamb Drive and Pattina Court	Redevelopment of commercial/retail and/or mixed use retail-residential	B, C, D, E, F
Catalyst Site #7: Murchison Road and Parks Chapel Area	Infill and small-scale mixed use focusing on retail and residential	B, C, D, E, F
Catalyst Site #2: Old Washington High School Area	Reuse/development of senior housing and/or amenities	E, F
Catalyst Site #1: Murchison and Rowan Area	Development of small office in and around new shopping center	B, C, D

Table 27. Long-Term (10+ Years) Catalyst Site Development

Node/Site	Proposed Development/Use	Relevant Programs/Incentives
Catalyst Site #7: Murchison Road and Parks Chapel Area	Greenfield development of senior housing and expanded mixed-use development	B, C, D
Catalyst Sites #8 and #9: Murchison Road between I-295 and Country Club Drive	Large-scale office, hotel and convention development/redevelopment	B, C, D, E, F

Catalyst Site Policy Direction and Recommendations

Suggested strategies for each catalyst site are presented in the following section.

Catalyst Site #1: Murchison and Rowan Area

Develop a new retail center on vacant land across from current V-Point that will serve as the main retail and commercial center for residents of the southern segment of the Murchison Road corridor. Promote development of the greenway and mixed-use office and residential uses.

- Provide city/county support/coordination with Kingdom Development Corporation to secure funds and arrange for development of vacant property
- Utilize the Downtown Loan Program and support of local financial institutions (e.g. BB&T)

- Offer incentives and financial support (i.e. Business Assistance Loan Program) to V-Point, Vick's Grill and other proximate businesses to relocate to the new shopping center and possibly expand their businesses
- Market additional retail/commercial space to area businesses and services
- Development of office space for small businesses in and around the shopping center
- Use of the Downtown Loan Program and Business Assistance Loan Program to attract small business office tenants
- Support development of the greenway linking the Murchison Road corridor to Downtown.

Catalyst Site #2: Old Washington High School Area

Explore tie-in with FSU for expanded academic offerings. Consider conversion to senior housing and/or facilities that increase housing options and provide the needed amenities for aging residents of Murchison Road area.

- Explore in detail a research extension of FSU, possibly focused on environmental, agricultural, and / or sustainable design
- Explore in detail an incubator business center tied to FSU or the community overall
- Explore city/county acquisition of property from the Martin Luther King Park Committee or financial support in order to augment redevelopment opportunities
- Utilize the Brownfield Revolving Loan Fund and the Brownfields Development Tax Incentives for remediation and redevelopment, as necessary
- Create linkages with Martin Luther King Park that can catalyze additional surrounding development
- Obtain resources and financing from local lenders (e.g. BB&T)
- Secure additional funding for senior housing (i.e. Section 202)

Catalyst Site #3: Jasper Street and Murchison Road.

Redevelop and expand this historically significant retail and commercial center to accommodate necessary services and convenience retail offerings for the surrounding neighborhoods and Murchison Road visitors.

- Upgrade current space for existing businesses
- Redevelop surrounding vacant/underutilized parcels to accommodate necessary service/retail establishments (convenience markets, banks, etc.)
- Explore potential city/county acquisition of surrounding parcels in order to facilitate complementary development/redevelopment
- Utilize the Downtown Loan Program for redevelopment/renovation of retail center and surrounding parcels
- Market new/renovated space to service establishments needed by residents (banks, grocery stores, financial services, drug stores, etc.)

Catalyst Sites #4 and #5: Murchison Road near McLamb Drive and Pattina Court

Site 4 – Murchison at McLamb and Pattina Area

Redevelop this underutilized commercial and industrial area as multi-family residential geared toward moderate income families, students and military personnel.

- Rezone commercial and industrial parcels to residential
- Utilize the Brownfield Revolving Loan Fund and the Brownfields Development Tax Incentives for remediation and redevelopment (particularly for current industrial parcels)
- Partner with local lending institutions (i.e. BB&T) for development financing and mortgage lending (for potential for-sale properties)

Site 5 – Institutional and Vacant Cluster (south of Commercial/Industrial Cluster)

Redevelop this area to create commercial and retail space that will complement Murchison and Pamalee retail/commercial space and provide retail and service amenities to the proposed multi-family residential development to the north.

- Rezone institutional parcels in this area to retail/commercial, as necessary
- Use Downtown Loan Program and Business Assistance Loan program to attract small business office tenants
- Utilize Designated State Development Zone Incentives to promote job growth in new or expanding businesses
- Partner with local lending institutions (i.e. BB&T) for development financing, business loans and other financial support

Catalyst Site #6: Murchison Road and Country Club Drive / Pamalee

Renovate and reutilize this retail center to serve as a primary retail, service and commercial center for residents of the north and central segments of the Murchison Road corridor.

- Utilize the Downtown Loan Program to support redevelopment/renovation of the old Winn-Dixie retail center
- Market former Winn-Dixie retail space to local grocery chain (Food Lion, Harris Teeter, etc.)
- Utilize the Business Assistance Loan Program to promote the creation or growth of small businesses appropriate to be future tenants of the center
- Use Designated State Development Zone Incentives to further encourage job growth in retail center tenants
- Prepare focused area study to explore development of a Transit Oriented Development (TOD)

Catalyst Site #7: Murchison Road and Parks Chapel Area

Promote complementary infill development and small-scale, mixed-use development focusing on retail and residential uses in conjunction with Parks Chapel's proposed Education & Family Addition.

- Create city/county partnership with Parks Chapel Church and local developers
- Hold a design charrette / workshop to explore visions for the area and its redevelopment
- Explore extension of the street fabric into back parcels to improve access
- Use Downtown Loan Program and Business Assistance Loan Program to provide incentives for development and expansion of retail and commercial businesses in new development
- Utilize the Brownfield Revolving Loan Fund and the Brownfields Development Tax Incentives for remediation and redevelopment, as necessary

Develop senior housing and expansion of mixed-use development, building on the earlier mixed-use development phase of the Parks Chapel area.

- Build on prior city/county partnership with Parks Chapel Church and local developers
- Use the Downtown Loan Program and the Business Assistance Loan Program to provide incentives for development and expansion of retail and commercial businesses in new development
- Utilize the Brownfield Revolving Loan Fund and the Brownfields Development Tax Incentives for remediation and redevelopment, as necessary
- Obtain resources and financing from local lenders (e.g. BB&T)
- Secure additional funding for senior housing (i.e. Section 202)

Catalyst Sites #8 and #9: Murchison Road between I-295 and Country Club Drive

Redevelop/reuse vacant or underutilized industrial parcels on northern Murchison Road for potential hotel and convention development that caters to military and university-related uses and businesses.

- Market potential sites to Fort Bragg, related defense contractors, and Fayetteville State University for strategic partnerships
- Attract specialized hotel/convention center developers
- Explore city/county acquisition of vacant parcels to facilitate redevelopment
- Utilize the Brownfield Revolving Loan Fund and the Brownfields Development Tax Incentives for remediation and redevelopment, as necessary
- Obtain resources and financing from local lenders (e.g. BB&T)