

**FAYETTEVILLE CITY COUNCIL
AGENDA
WORK SESSION MEETING
JUNE 1, 2009
5:00 P.M.**

VISION STATEMENT

**The City of Fayetteville
is a GREAT PLACE TO LIVE with
a choice of DESIRABLE NEIGHBORHOODS,
LEISURE OPPORTUNITIES FOR ALL,
and BEAUTY BY DESIGN.**

**Our City has a VIBRANT DOWNTOWN,
the CAPE FEAR RIVER to ENJOY, and
a STRONG LOCAL ECONOMY.**

**Our City is a PARTNERSHIP of CITIZENS
with a DIVERSE CULTURE and RICH HERITAGE,
creating a SUSTAINABLE COMMUNITY.**

**FAYETTEVILLE CITY COUNCIL
WORK SESSION AGENDA
JUNE 1, 2009
5:00 P.M.
CITY HALL COUNCIL CHAMBER**

CALL TO ORDER

INVOCATION AND PLEDGE OF ALLEGIANCE

- ITEM 1. APPROVAL OF AGENDA**
- ITEM 2. CLOSED SESSION**
- ITEM 3. DISTRIBUTION OF GROSS RECEIPTS TAXES AGREEMENT
PRESENTED BY: Dale E. Iman, City Manager
PAGE: 4**
- ITEM 4. PUBLIC SAFETY CAD AND RMS REPLACEMENT PROJECT
FOR FY09-10
PRESENTED BY: Stanley Victrum, Chief Information Officer
PAGE: 7**
- ITEM 5. UPDATE ON THE PROPOSED AIRPORT OVERLAY DISTRICT
PRESENTED BY: Jimmy Teal, Planning Director
PAGE: 18**
- ITEM 6. UPDATE ON THE 2030 GROWTH VISION PLAN
PRESENTED BY: Jimmy Teal, Planning Director
PAGE: 28**
- ITEM 7. REVIEW OF THE PROPOSED DAYCARE ORDINANCE
AMENDMENT
PRESENTED BY: Jimmy Teal, Planning Director
PAGE: 91**
- ITEM 8. REVIEW OF THE PROPOSED SIGN ORDINANCE AMENDMENT
PRESENTED BY: Jimmy Teal, Planning Director
PAGE: 115**
- ITEM 9. FY 2009-10 STRATEGIC PLAN AND NARRATIVE DESCRIPTION
ADOPTION
PRESENTED BY: Doug Hewett, Assistant City Manager
PAGE: 117**

ITEM 10. FY 2009-2010 BUDGET WRAP UP
PRESENTED BY: Dale E. Iman, City Manager
PAGE: 143

ITEM 11. COUNCIL MEMBER REQUESTS

A. DISCUSSION OF NO PARKING SIGNS
REQUESTED BY: Council Member Evans
PAGE: 144

COUNCIL MEETING WILL BE AIRED
JUNE 1, 2009 - 5:00 PM
COMMUNITY CHANNEL 7

COUNCIL MEETING WILL BE RE-AIRED
JUNE 3, 2009 - 10:00 PM
COMMUNITY CHANNEL 7

Notice Under the Americans with Disabilities Act (ADA): The City of Fayetteville will not discriminate against qualified individuals with disabilities on the basis of disability in the City's services, programs, or activities. The City will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the City's programs, services, and activities. The City will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all City programs, services, and activities. Anyone who requires an auxiliary aid or service for effective communications, or a modification of policies or procedures to participate in the City program, service, or activity, should contact the office of Ron McElrath, Acting ADA Coordinator, at rmcelrath@ci.fay.nc.us, 910-433-1605 or 910-433-1696, or the City Clerk at cityclerk@ci.fay.nc.us, or 910-433-1989, as soon as possible but no later than 48 hours before the scheduled event.

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CITY COUNCIL ACTION MEMO

To: Mayor and Members of City Council
From: Dale Iman, City Manager
Steven K. Blanchard, PWC CEO/General Manager
Date: June 1, 2009
Re: Gross Receipts Taxes Agreement

THE QUESTION: Does the City Council wish to approve of the attached Gross Receipts Taxes Agreement.

RELATIONSHIP TO STRATEGIC PLAN:
More Efficient City Government

BACKGROUND:

The PWC CEP/General Manager and City Manager will discuss distribution of Gross Receipts Taxes based on the negotiated new Power Supply Agreement. PWC has several options for signing a power supply agreement that will take effect July 1, 2012. Part of the consideration is a power supply agreement for partial requirements and full requirements. Choosing a full requirements contract will lead to PWC paying a substantial increase in gross receipts taxes over what would be paid under a partial requirements contract.

THE ISSUE: Does the City Council wish to approve this agreement for distribution of Gross Receipts Taxes.

OPTIONS:

1. Approve agreement.
2. Do not approve agreement.

RECOMMENDATIONS:

Consider and discuss the attached agreement for approval at the June 8, 2009 City Council meeting.

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ITEM 3.

**AGREEMENT BETWEEN THE CITY OF FAYETTEVILLE AND
THE PUBLIC WORKS COMMISSION OF THE CITY OF FAYETTEVILLE
TO DEFINE DISTRIBUTION OF GROSS RECEIPTS TAX REVENUES FROM THE
STATE OF NORTH CAROLINA FOR ELECTRICITY SALES WITHIN THE CITY OF
FAYETTEVILLE**

THIS AGREEMENT is made and entered into this _____ day of June, 2009 between the City of Fayetteville, North Carolina (CITY) and the Public Works Commission of the City of Fayetteville, North Carolina (PWC). CITY and PWC may hereinafter be referred to collectively as the PARTIES.

WHEREAS, the CITY and the PWC have a relationship defined under Chapter 6 of the CITY Charter (CHARTER); and

WHEREAS, PWC operates as an enterprise fund of the CITY as set forth in Chapter 6 of the CHARTER; and

WHEREAS, PWC pays Gross Receipt Taxes of 3.27% on purchased supplemental capacity and energy to the State of North Carolina; and

WHEREAS, CITY receives revenues from the State of North Carolina equivalent to 3.09 percent of gross receipts arising from sales of electricity within the CITY, including sales of electricity to PWC; and

WHEREAS, the amount of Gross Receipt Taxes paid by PWC will increase substantially under its new full-requirements purchase power agreement that becomes effective July 1, 2012, compared to the existing partial-requirements purchase power contract; and

WHEREAS, PWC maintains payment records reflecting payments of Gross Receipt Taxes and can determine the difference between Gross Receipt Taxes paid prior to the effective date of the new full-requirements purchase power agreement compared to a similar period under the new full-requirements purchase power agreement; and

WHEREAS, CITY maintains receipt records of total Gross Receipt Taxes received from the State of North Carolina and can determine the difference in Gross Receipt Tax received from year to year; and

WHEREAS, street lighting in part of the City is being provided by Progress Energy Carolinas, Incorporated; and

WHEREAS, the cost to the City, for this street lighting service, is presently estimated at \$319,600 annually and the City is seeking a funding mechanism to pay for these costs.

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual promises, covenants and agreements set forth herein, the PARTIES do now agree to the following stipulations:

1. PWC will furnish billing information to determine the increase in Gross Receipt Taxes paid by PWC for electricity purchases when comparing the annual payments under the old partial requirements purchase power agreement (FY 2012) and the annual payments under the new full requirements purchase power agreement that becomes effective July 1, 2012 (FY2013).

2. The City will verify the comparable data on receipts of Gross Receipts Taxes as adjusted by the State of North Carolina and returned to the City.
3. The difference in annual Gross Receipt Taxes received by the City between FY 2012 and FY 2013 resulting from Gross Receipt Taxes paid by PWC under their purchase power agreement will be calculated as a "Reference Amount". Twenty-five percent (25%) of the "Reference Amount" will be transferred by the CITY to the Phase V Annexation Reserve Account as a PWC contribution. The balance of the "Reference Amount" will remain in the CITY's General Fund for general use, including the payment of street light costs charged by Progress Energy. Transfers to PWC will occur within 30 days of the CITY receiving Gross Receipt Tax payments from the State of North Carolina.
4. These transfers by the CITY to the Phase V Annexation Reserve Account on PWC's behalf will continue as long as the State of North Carolina continues to remit Gross Receipt Taxes, or any tax based on the purchase of supplemental capacity and energy by PWC, to the CITY based on the current distribution method and percentage, or a future distribution method and percentage that yields comparable proceeds of such tax to the CITY. However, after the first twelve (12) months, the monies transferred on PWC's behalf to the Annexation Reserve Fund in each subsequent twelve-month period shall be fixed based on the "Reference Amount" first calculated.
5. This agreement shall be effective July 1, 2012 and remain in force as long as PWC's full-requirements power purchase contract beginning July 1, 2012 with Progress Energy is in force, or until the PWC's commitment to the Annexation Phase V funding has been fulfilled should the commitment be fulfilled while this contract is in force. The term of this agreement may be renegotiated after the initial full-requirements power supply contract terminates if PWC continues to purchase its power supply under a full-requirements power supply contract and the PWC commitment to Annexation Phase V funding has not been fulfilled..

Approved by the City of Fayetteville on the _____ day of June, 2009 and approved by the Public Works Commission on the _____ day of June, 2009.

CITY OF FAYETTEVILLE

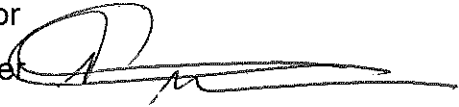
Anthony G. Chavonne, Mayor

PUBLIC WORKS COMMISSION

Wilson A. Lacy, Chairman

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CITY COUNCIL ACTION MEMO

To: Dale E. Iman, City Manager
CC: Jeffrey Powell, Assistant City Manager
Tom Bergamine, Chief of Police/Emergency Communications
Benny Nichols, Chief of Fire/Emergency Management
Craig Hampton, Special Projects Director
From: Stanley Victrum, Chief Information Officer 
Date: June 1, 2009
Re: PUBLIC SAFETY (PS) CAD & RMS REPLACEMENT PROJECT FOR FY09-10

THE QUESTION:

At the June 22, 2009 regular City Council Meeting, Staff will request a waiver of the normal procurement processes of sealed bids to purchase the applicable software and hardware from the proposed vendor, SunGard Public Sector OSSI. The waiver is allowed by NC General Statute 143-129 (e)(6) (see enclosure [1]) for two fundamental reasons; 1) the documented lack of price and performance competition due to the unique nature of this type software and 2) the standardization with Cumberland County and a significant number of Law Enforcement Agencies in NC. The workshop briefing is to further explain the project relative to the procurement schedule and implementation.

RELATIONSHIP TO STRATEGIC PLAN:

PS CAD and Police RMS hardware and software replacements along with Mobile Data Terminals (MDTs) for the Fire Department are approved items in the FY2009 - 2010 City of Fayetteville Capital Improvement Plan (CIP). In addition to meeting Council's upcoming goals of improved public safety services, the replacement of existing hardware and software will meet current strategic plan goals as follows:

- **Goal 3 - Growing City, Livable Neighborhoods - A great Place To Live.** The current PS CAD & Police RMS application software used is approximately ten years old and is generally targeted for cities smaller than the existing City of Fayetteville. Since CY1999 when the on-hand system was installed, the City has grown from approximately 120,000 residents to almost 210,000 residents with the recent incorporation of the Fort Bragg military reservation into the City limits. This growth in population was accompanied by a commensurate increase in City land area, from approximately 62 square miles in CY1999 to approximately 110 square miles today. By conservative estimates, the current BRAC initiative will bring another approximately 30,000 residents to the City in less than three years. Based on this planned growth in City population, the current and projected requirements for Public Safety to meet the needs of the growing Community and the existing capabilities of and development direction for the on-hand CAD & RMS platforms, the current vendor does not have features/functions within their corresponding application packages which will best meet the needs of the City.
- **Goal 4 - More Effective City Government - Cost Effective Service Delivery.** Changing to the proposed vendor will allow full compatibility with the existing software used by Cumberland

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ITEM

4.

County and a significant number of Law Enforcement Agencies in NC (see enclosure [2]). Changing to the proposed vendor will also allow much tighter interface integration with the Fire Department's FIREHOUSE RMS, which is used by most NC fire departments. Transitioning to the proposed vendor also provides features and functions towards PS service delivery improvements, such as CAD mapping for better PS unit tracking, AVL for closest unit dispatching, crime link analysis and CAD-to-CAD transfer of EMS-related calls to the County Dispatch Center for more expeditious dispatch of EM calls. Migrating to the proposed vendor will also allow the City to discontinue the use and maintenance of several in-house developed systems that have been interfaced to the Police RMS in order to meet the Department's crime analysis and reporting needs. Having this compatibility will also greatly facilitate the concept exploration for and realization of a combined Public Safety Answering Point (PSAP), commonly called a "911-Center" or "Dispatch Center".

- **Goal 5 - Greater Community Unity - Pride in Fayetteville.** The enhanced modules of upgraded application software and hardware for both City PS Departments will significantly improve their operational productivity and appreciably enhance their respective ability to complete their mission of making the Fayetteville Community a safer and better place for all. As stated in the goal's objectives this installation will; 1) Increase trust and confidence in City government, 2) Better inform citizenry, 3) Increase community dialog on major issues and 4) Develop and maintain relations among local governments.

BACKGROUND:

The City of Fayetteville has used the on-hand CAD/RMS applications and software vendor for the past 10 years. Over the past several years, it has become apparent that the current system does not have the features, functions and development growth model which will best meet the City's PS needs, especially in light of the recent and projected growth in the City's population and PS coverage area. This CAD and RMS platform replacement project has been a request from City Staff for several years and was finally approved in the upcoming budget via the City Five-Year CIP. The City Staff has spent the last two years studying various vendors and application packages and talking to several of their local government clients in an effort to determine the best fit to the City PS needs. The City also hosted product demonstrations recently from software vendors who generally service Communities of our size. The City also provided an opportunity to the existing vendor to conduct another product demonstration of their current and planned application packages. The results of these demonstrations further convinced the City Staff that a change was needed. That research along with the recent upgrades and purchases by Cumberland County (see enclosure [3] for application module comparison) supports the recommendation to waive the normal bid procedures for this purchase. This waiver is asked only for those items and services available only from the proposed software provider. Any other 3rd-party, commercially available software and hardware will be bid using required statutory processes. Any computer hardware that can be purchased via a State contract will be purchased in that manner. On June 22, 2009, the City Staff will request that the Council authorize the waiver and further authorize the City Manager or his designee to conduct final negotiations for a contract in an amount not to exceed \$2.8 Million. Staff is asking for this approval prior to the beginning of the new fiscal year in order to take advantage of a \$100,000 discount offered by the proposed vendor for booking the contract in the month of June 2009.

ISSUES:

There are no known or suspected unresolved issues.

OPTIONS:

1. Authorize the waiver of the formal bid processes and authorize the City Manager or his designee to conduct final negotiations and execute the contract documents necessary in an amount not to exceed \$2.8 Million.
2. Do not provide authorization and provide direction to City Staff on how to proceed.

RECOMMENDATIONS:

1. Authorize the waiver of the formal bid processes and authorize the City Manager or his designee to conduct final negotiations and execute the contract documents necessary in an amount not to exceed \$2.8 Million.

§ 143-129. Procedure for letting of public contracts.

(a) Bidding Required. – No construction or repair work requiring the estimated expenditure of public money in an amount equal to or more than five hundred thousand dollars (\$500,000) or purchase of apparatus, supplies, materials, or equipment requiring an estimated expenditure of public money in an amount equal to or more than ninety thousand dollars (\$90,000) may be performed, nor may any contract be awarded therefor, by any board or governing body of the State, or of any institution of the State government, or of any political subdivision of the State, unless the provisions of this section are complied with; provided that The University of North Carolina and its constituent institutions may award contracts for construction or repair work that requires an estimated expenditure of less than five hundred thousand dollars (\$500,000) without complying with the provisions of this section.

For purchases of apparatus, supplies, materials, or equipment, the governing body of any political subdivision of the State may, subject to any restriction as to dollar amount, or other conditions that the governing body elects to impose, delegate to the manager, school superintendent, chief purchasing official, or other employee the authority to award contracts, reject bids, or readvertise to receive bids on behalf of the unit. Any person to whom authority is delegated under this subsection shall comply with the requirements of this Article that would otherwise apply to the governing body.

(b) Advertisement and Letting of Contracts. – Where the contract is to be let by a board or governing body of the State government or of a State institution, proposals shall be invited by advertisement in a newspaper having general circulation in the State of North Carolina. Where the contract is to be let by a political subdivision of the State, proposals shall be invited by advertisement in a newspaper having general circulation in the political subdivision or by electronic means, or both. A decision to advertise solely by electronic means, whether for particular contracts or generally for all contracts that are subject to this Article, shall be approved by the governing board of the political subdivision of the State at a regular meeting of the board.

The advertisements for bidders required by this section shall appear at a time where at least seven full days shall lapse between the date on which the notice appears and the date of the opening of bids. The advertisement shall: (i) state the time and place where plans and specifications of proposed work or a complete description of the apparatus, supplies, materials, or equipment may be had; (ii) state the time and place for opening of the proposals; and (iii) reserve to the board or governing body the right to reject any or all proposals.

Proposals may be rejected for any reason determined by the board or governing body to be in the best interest of the unit. However, the proposal shall not be rejected for the purpose of evading the provisions of this Article. No board or governing body of the State or political subdivision thereof may assume responsibility for construction or purchase contracts, or guarantee the payments of labor or materials therefor except under provisions of this Article.

All proposals shall be opened in public and the board or governing body shall award the contract to the lowest responsible bidder or bidders, taking into consideration quality, performance and the time specified in the proposals for the performance of the contract.

In the event the lowest responsible bids are in excess of the funds available for the project or purchase, the responsible board or governing body is authorized to enter into negotiations with the lowest responsible bidder above mentioned, making reasonable changes in the plans and specifications as may be necessary to bring the contract price within the funds available, and may award a contract to such bidder upon recommendation of the Department of Administration in the case of the State government or of a State institution or agency, or upon recommendation

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Enclosure (1)

of the responsible commission, council or board in the case of a subdivision of the State, if such bidder will agree to perform the work or provide the apparatus, supplies, materials, or equipment at the negotiated price within the funds available therefor. If a contract cannot be let under the above conditions, the board or governing body is authorized to readvertise, as herein provided, after having made such changes in plans and specifications as may be necessary to bring the cost of the project or purchase within the funds available therefor. The procedure above specified may be repeated if necessary in order to secure an acceptable contract within the funds available therefor.

No proposal for construction or repair work may be considered or accepted by said board or governing body unless at the time of its filing the same shall be accompanied by a deposit with said board or governing body of cash, or a cashier's check, or a certified check on some bank or trust company insured by the Federal Deposit Insurance Corporation in an amount equal to not less than five percent (5%) of the proposal. In lieu of making the cash deposit as above provided, such bidder may file a bid bond executed by a corporate surety licensed under the laws of North Carolina to execute such bonds, conditioned that the surety will upon demand forthwith make payment to the obligee upon said bond if the bidder fails to execute the contract in accordance with the bid bond. This deposit shall be retained if the successful bidder fails to execute the contract within 10 days after the award or fails to give satisfactory surety as required herein.

Bids shall be sealed and the opening of an envelope or package with knowledge that it contains a bid or the disclosure or exhibition of the contents of any bid by anyone without the permission of the bidder prior to the time set for opening in the invitation to bid shall constitute a Class 1 misdemeanor.

(c) Contract Execution and Security. – All contracts to which this section applies shall be executed in writing. The board or governing body shall require the person to whom the award of a contract for construction or repair work is made to furnish bond as required by Article 3 of Chapter 44A; or require a deposit of money, certified check or government securities for the full amount of said contract to secure the faithful performance of the terms of said contract and the payment of all sums due for labor and materials in a manner consistent with Article 3 of Chapter 44A; and the contract shall not be altered except by written agreement of the contractor and the board or governing body. The surety bond or deposit required herein shall be deposited with the board or governing body for which the work is to be performed. When a deposit, other than a surety bond, is made with the board or governing body, the board or governing body assumes all the liabilities, obligations and duties of a surety as provided in Article 3 of Chapter 44A to the extent of said deposit.

The owning agency or the Department of Administration, in contracts involving a State agency, and the owning agency or the governing board, in contracts involving a political subdivision of the State, may reject the bonds of any surety company against which there is pending any unsettled claim or complaint made by a State agency or the owning agency or governing board of any political subdivision of the State arising out of any contract under which State funds, in contracts with the State, or funds of political subdivisions of the State, in contracts with such political subdivision, were expended, provided such claim or complaint has been pending more than 180 days.

(d) Use of Unemployment Relief Labor. – Nothing in this section shall operate so as to require any public agency to enter into a contract which will prevent the use of unemployment relief labor paid for in whole or in part by appropriations or funds furnished by the State or federal government.

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- (e) Exceptions. – The requirements of this Article do not apply to:
- (1) The purchase, lease, or other acquisition of any apparatus, supplies, materials, or equipment from: (i) the United States of America or any agency thereof; or (ii) any other government unit or agency thereof within the United States. The Secretary of Administration or the governing board of any political subdivision of the State may designate any officer or employee of the State or political subdivision to enter a bid or bids in its behalf at any sale of apparatus, supplies, materials, equipment, or other property owned by: (i) the United States of America or any agency thereof; or (ii) any other governmental unit or agency thereof within the United States. The Secretary of Administration or the governing board of any political subdivision of the State may authorize the officer or employee to make any partial or down payment or payment in full that may be required by regulations of the governmental unit or agency disposing of the property.
 - (2) Cases of special emergency involving the health and safety of the people or their property.
 - (3) Purchases made through a competitive bidding group purchasing program, which is a formally organized program that offers competitively obtained purchasing services at discount prices to two or more public agencies.
 - (4) Construction or repair work undertaken during the progress of a construction or repair project initially begun pursuant to this section.
 - (5) Purchase of gasoline, diesel fuel, alcohol fuel, motor oil, fuel oil, or natural gas. These purchases are subject to G.S. 143-131.
 - (6) Purchases of apparatus, supplies, materials, or equipment when: (i) performance or price competition for a product are not available; (ii) a needed product is available from only one source of supply; or (iii) standardization or compatibility is the overriding consideration. Notwithstanding any other provision of this section, the governing board of a political subdivision of the State shall approve the purchases listed in the preceding sentence prior to the award of the contract.

In the case of purchases by hospitals, in addition to the other exceptions in this subsection, the provisions of this Article shall not apply when: (i) a particular medical item or prosthetic appliance is needed; (ii) a particular product is ordered by an attending physician for his patients; (iii) additional products are needed to complete an ongoing job or task; (iv) products are purchased for "over-the-counter" resale; (v) a particular product is needed or desired for experimental, developmental, or research work; or (vi) equipment is already installed, connected, and in service under a lease or other agreement and the governing body of the hospital determines that the equipment should be purchased. The governing body of a hospital shall keep a record of all purchases made pursuant to this subdivision. These records are subject to public inspection.
 - (7) Purchases of information technology through contracts established by the State Office of Information Technology Services as provided in G.S. 147-33.82(b) and G.S. 147-33.92(b).
 - (8) Guaranteed energy savings contracts, which are governed by Article 3B of Chapter 143 of the General Statutes.

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- (9) Purchases from contracts established by the State or any agency of the State, if the contractor is willing to extend to a political subdivision of the State the same or more favorable prices, terms, and conditions as established in the State contract.
- (9a) Purchases of apparatus, supplies, materials, or equipment from contracts established by the United States of America or any federal agency, if the contractor is willing to extend to a political subdivision of the State the same or more favorable prices, terms, and conditions as established in the federal contract.
- (10) Purchase of used apparatus, supplies, materials, or equipment. For purposes of this subdivision, remanufactured, refabricated or demo apparatus, supplies, materials, or equipment are not included in the exception. A demo item is one that is used for demonstration and is sold by the manufacturer or retailer at a discount.
- (11) Contracts by a public entity with a construction manager at risk executed pursuant to G.S. 143-128.1.
- (12) **(Repealed effective July 1, 2011)** Build-to-suit capital leases with a private developer under G.S. 115C-532.
- (f) Repealed by Session Laws 2001-328, s. 1, effective August 2, 2001.
- (g) Waiver of Bidding for Previously Bid Contracts. – When the governing board of any political subdivision of the State, or the person to whom authority has been delegated under subsection (a) of this section, determines that it is in the best interest of the unit, the requirements of this section may be waived for the purchase of apparatus, supplies, materials, or equipment from any person or entity that has, within the previous 12 months, after having completed a public, formal bid process substantially similar to that required by this Article, contracted to furnish the apparatus, supplies, materials, or equipment to:
 - (1) The United States of America or any federal agency;
 - (2) The State of North Carolina or any agency or political subdivision of the State; or
 - (3) Any other state or any agency or political subdivision of that state, if the person or entity is willing to furnish the items at the same or more favorable prices, terms, and conditions as those provided under the contract with the other unit or agency. Notwithstanding any other provision of this section, any purchase made under this subsection shall be approved by the governing body of the purchasing political subdivision of the State at a regularly scheduled meeting of the governing body no fewer than 10 days after publication of notice that a waiver of the bid procedure will be considered in order to contract with a qualified supplier pursuant to this section. Notice may be published in a newspaper having general circulation in the political subdivision or by electronic means, or both. A decision to publish notice solely by electronic means for a particular contract or for all contracts under this subsection shall be approved by the governing board of the political subdivision. Rules issued by the Secretary of Administration pursuant to G.S. 143-49(6) shall apply with respect to participation in State term contracts.
- (h) Transportation Authority Purchases. – Notwithstanding any other provision of this section, any board or governing body of any regional public transportation authority, hereafter referred to as a "RPTA," created pursuant to Article 26 of Chapter 160A of the General Statutes,

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or a regional transportation authority, hereafter referred to as a "RTA," created pursuant to Article 27 of Chapter 160A of the General Statutes, may approve the entering into of any contract for the purchase, lease, or other acquisition of any apparatus, supplies, materials, or equipment without competitive bidding and without meeting the requirements of subsection (b) of this section if the following procurement by competitive proposal (Request for Proposal) method is followed.

The competitive proposal method of procurement is normally conducted with more than one source submitting an offer or proposal. Either a fixed price or cost reimbursement type contract is awarded. This method of procurement is generally used when conditions are not appropriate for the use of sealed bids. If this procurement method is used, all of the following requirements apply:

- (1) Requests for proposals shall be publicized. All evaluation factors shall be identified along with their relative importance.
- (2) Proposals shall be solicited from an adequate number of qualified sources.
- (3) RPTAs or RTAs shall have a method in place for conducting technical evaluations of proposals received and selecting awardees, with the goal of promoting fairness and competition without requiring strict adherence to specifications or price in determining the most advantageous proposal.
- (4) The award may be based upon initial proposals without further discussion or negotiation or, in the discretion of the evaluators, discussions or negotiations may be conducted either with all offerors or with those offerors determined to be within the competitive range, and one or more revised proposals or a best and final offer may be requested of all remaining offerors. The details and deficiencies of an offeror's proposal may not be disclosed to other offerors during any period of negotiation or discussion.
- (5) The award shall be made to the responsible firm whose proposal is most advantageous to the RPTA's or the RTA's program with price and other factors considered.

The contents of the proposals shall not be public records until 14 days before the award of the contract.

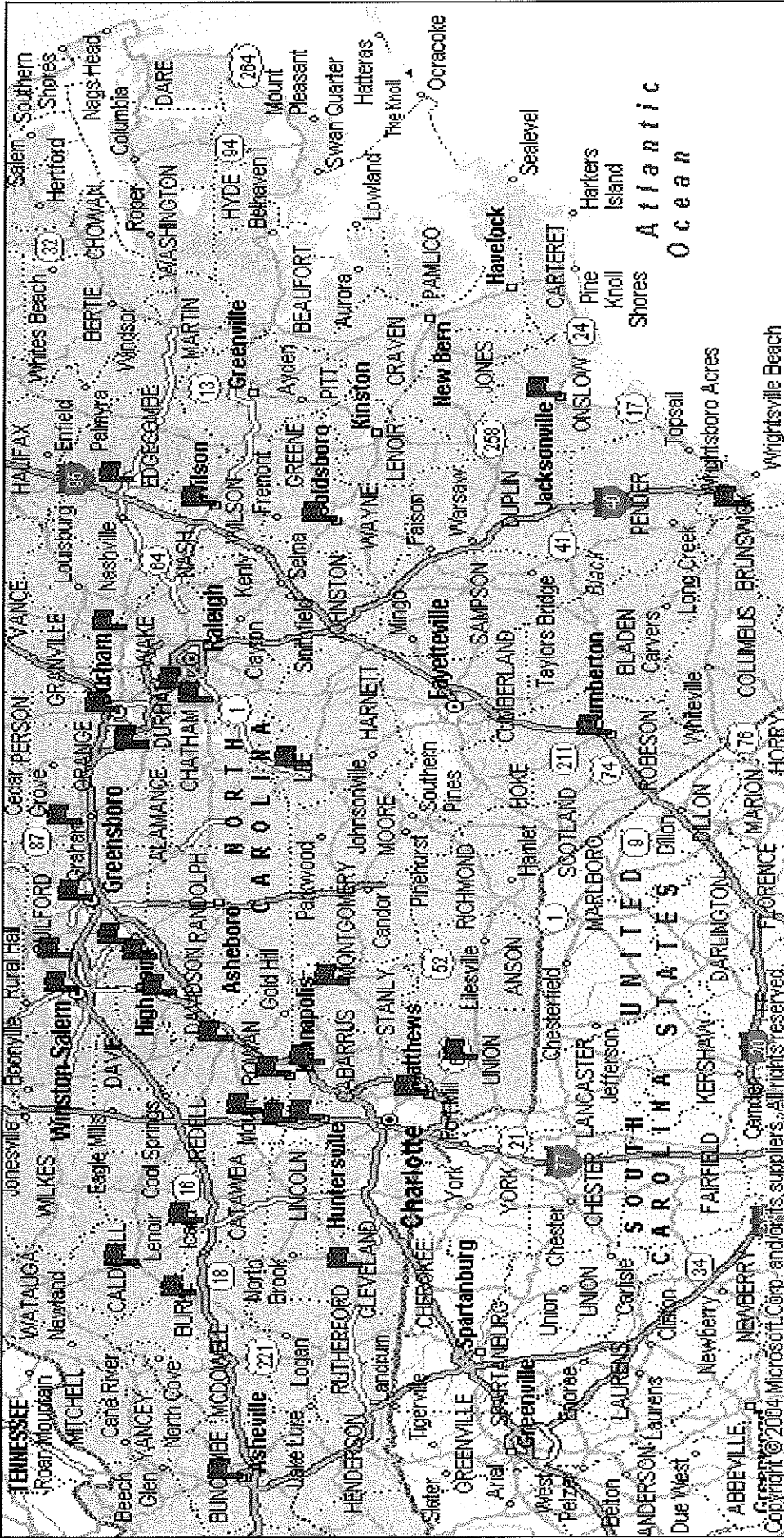
The board or governing body of the RPTA or the RTA shall, at the regularly scheduled meeting, by formal motion make findings of fact that the procurement by competitive proposal (Request for Proposals) method of procuring the particular apparatus, supplies, materials, or equipment is the most appropriate acquisition method prior to the issuance of the requests for proposals and shall by formal motion certify that the requirements of this subsection have been followed before approving the contract.

Nothing in this subsection subjects a procurement by competitive proposal under this subsection to G.S. 143-49, 143-52, or 143-53.

RPTAs and RTAs may adopt regulations to implement this subsection. (1931, c. 338, s. 1; 1933, c. 50; c. 400, s. 1; 1937, c. 355; 1945, c. 144; 1949, c. 257; 1951, c. 1104, ss. 1, 2; 1953, c. 1268; 1955, c. 1049; 1957, c. 269, s. 3; c. 391; c. 862, ss. 1-4; 1959, c. 392, s. 1; c. 910, s. 1; 1961, c. 1226; 1965, c. 841, s. 2; 1967, c. 860; 1971, c. 847; 1973, c. 1194, s. 2; 1975, c. 879, s. 46; 1977, c. 619, ss. 1, 2; 1979, c. 182, s. 1; 1979, 2nd Sess., c. 1081; 1981, c. 346, s. 1; c. 754, s. 1; 1985, c. 145, ss. 1, 2; 1987, c. 590; 1987 (Reg. Sess., 1988), c. 1108, ss. 7, 8; 1989, c. 350; 1993, c. 539, s. 1007; 1994, Ex. Sess., c. 24, s. 14(c); 1995, c. 367, s. 6; 1997-174, ss. 1-4; 1998-185, s. 1; 1998-217, s. 16; 2001-328, s. 1; 2001-487, s. 88; 2001-496, ss. 4, 5; 2005-227, s. 1; 2006-232, s. 2; 2007-94, s. 1; 2007-322, s. 4; 2007-446, s. 6.)

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OSSI CUSTOMER SITES – NORTH CAROLINA CITIES



Notes:

1. TWO THIRDS OF NORTH CAROLINA'S TOP 20 LARGEST CITIES ARE OSSI CUSTOMERS
2. OSSI CUSTOMER SITES TOUCH APPROXIMATELY 50% OF THE STATE'S POPULATION
3. 98% CUSTOMER RETENTION RATE OVER 15 YEARS

FAYETTEVILLE - CUMBERLAND PRODUCT COMPARISON

<u>BASE SYSTEM / OPTIONAL MODULE</u>	<u>CITY</u>	<u>CUMBERLAND</u>
<u>Description</u>	<u>of FAYETTEVILLE</u>	<u>COUNTY</u>
<u>Computer Aided Dispatch</u>	Yes	Yes
BASE COMPUTER AIDED DISPATCH SYSTEM TIER-6	Yes	Yes
ADDITIONAL CAD CONSOLE LICENSE	Yes	Yes
CAD RESOURCE MONITOR DISPLAY LICENSE WITH MAPS	Yes	Yes
MULTI-JURISDICTIONAL DISPATCH OPTION	Yes	Yes
CAD 2 CAD	Yes	Yes
E911 INTERFACE MODULE	Yes	Yes
FIRST CAD MAP DISPLAY AND MAP MAINT. SOFTWARE LICENSE	Yes	Yes
ADDITIONAL CAD MAP DISPLAY LICENSE	Yes	Yes
FIREHOUSE RMS INTERFACE	Yes	Yes
CAD INTERFACE TO CRYWOLF	Yes	*
TELESTAFF INTERFACE	Yes	*
MAP CONVERTER SOFTWARE	Yes	Yes
APCO MEDS INTERFACE	No	Yes
LAW PROQA INTERFACE	No	Yes
FIRE PROQA INTERFACE	Yes	Yes
STATION TONING MODULE	Yes	No
OPS CAD	Yes	Yes
CRIME ANALYSIS PLUS	Yes	*
AVL SERVER HOST LICENSE	Yes	*
CAD WORKSTATION - CLIENT AVL LICENSE	Yes	*
ALPHANUMERIC PAGING	No	Yes
INTERFACE TO PAGEGATE	No	NA
RIP AND RUN	No	Yes
<u>Records Management System</u>	Yes	Yes
BASE RECORDS MANAGEMENT SYSTEM	Yes	Yes
RMS MAP DISPLAY AND PIN MAPPING LICENSE	Yes	Yes
NOTIFICATION MODULE	Yes	*
MUGSHOT DISPLAY SOFTWARE LICENSE	Yes	Yes
BASIC ACCIDENT MODULE	Yes	Yes
REMOTE LINEUP APPLICATION	Yes	*
CALLS FOR SERVICE MODULE	Yes	NA
PROPERTY AND EVIDENCE MODULE WORKSTATION	Yes	Yes
BAR CODING SERVER LICENSE	Yes	Yes
BAR CODING HAND-HELD CLIENT LICENSE (EACH)	Yes	Yes
ASSET MANAGEMENT MODULE	Yes	*
QUARTERMASTER MODULE	Yes	*
PAWN SHOP/PAWN WATCH	Yes	NA
PAWN BATCH TICKET PROCESSING MODULE	Yes	NA
CITIZEN COMPLAINT MODULE	Yes	*

* This option did not exist when Cumberland County bought the OSSI system in 1999. The County is budgeting for many of the optional modules in the coming budget year
 NA - Not applicable to this agency

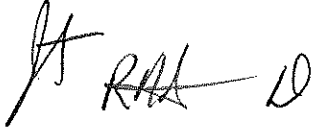
FAYETTEVILLE - CUMBERLAND PRODUCT COMPARISON

<u>Description</u>	<u>of FAYETTEVILLE</u>	<u>COUNTY</u>
PROFESSIONAL STANDARDS (INTERNAL AFFAIRS) MODULE	Yes	*
RACIAL PROFILING MODULE	Yes	*
RESIDENTIAL SECURITY WATCH MODULE	Yes	Yes
TRAINING MODULE	Yes	Yes
CRIME ANALYSIS MODULE	Yes	*
GANG TRACKING MODULE	Yes	*
LINK ANALYSIS MODULE	Yes	*
INTELLIGENCE MODULE	Yes	*
CANINE TRACKING MODULE	Yes	*
CRIME STOPPERS MANAGEMENT MODULE	Yes	*
ORDINANCE MODULE	Yes	*
PROBATION AND PAROLE MODULE	Yes	*
OPS RMS	Yes	*
Police 2 Citizen	Yes	*
Concealed Carry Weapons Permits	NA	Yes
Gun Permits	NA	Yes
Base Jail Management System	NA	Yes
<u>Mobile Computing</u>	Yes	Yes
BASE MOBILE SERVER-100 (w/Upgrade to 500 Police-Fire Mobiles)	Yes	Yes
STATE/NCIC MESSAGING SOFTWARE	Yes	Yes
MCT CLIENT - DIGITAL DISPATCH	Yes	Yes
MCT CLIENT - AVL	Yes	*
MFR CLIENT - BASE INCIDENT/OFFENSE	Yes	Yes
MFR CLIENT - ARREST	Yes	*
MFR CLIENT - CITATION	Yes	*
MCT CLIENT - MAPS	Yes	Yes
MFR CLIENT - RACIAL PROFILING	Yes	*
MFR CLIENT - CANINE	Yes	*
MCT INTERFACE TO FIREHOUSE	Yes	Yes
REVIEW MODULE FOR FIELD REPORTING UP TO 100 WORKSTATIONS	Yes	Yes
MFR CLIENT- MOBLAN VERSION	Yes	Yes

* This option did not exist when Cumberland County bought the OSSI system in 1999. The County is budgeting for many of the optional modules in the coming budget year

NA - Not applicable to this agency

CITY COUNCIL ACTION MEMO

To: Mayor & Members of Council
From: Jimmy Teal, Planning Director 
Date: June 1, 2009
Re: Proposed Airport Overlay District Ordinance

THE QUESTION: Adopt an Airport Overlay District Ordinance for areas within the city located in the vicinity of the Fayetteville Regional Airport

RELATIONSHIP TO STRATEGIC PLAN: Partnership of Citizens

BACKGROUND:

The Airport staff working with the planning staffs from the County and City developed an overlay district ordinance designed to protect the operations of the Fayetteville Airport. The overlay district essentially provides three elements:

1. Factors are listed within the text that are proposed to be considered when any rezoning petitions or special use permits are submitted within the overlay area;
2. Notice is to be given to the public by means of a statement on any recorded plat advising the public that the property is located within the overlay district;
3. Reasonable height restrictions based on an incremental scale and require a copy of the FAA Form 7460-1 to the City at the time of permit application. Please note this form is required by FAA.

The Cumberland County Board of Commissioners and the Hope Mills Town Commissioners held separate public hearings in 2008 to consider adoption of the overlay district ordinance. Both bodies adopted the Airport Overlay District Ordinance. Their overlay districts have been in place for over six months with no problems.

The overlay district ordinance for each governmental entity is basically the same with each ordinance applicable to its jurisdiction.

ISSUES:

A speaker at the Planning Commission public hearing cited the ordinance as a taking by a governmental entity by restricting property use.

A taking is either a physical use of a person's property or a regulation that does not provide the owner with a practical use of the property. The overlay ordinance does not include any reference to a governmental entity acquiring property. Secondly, the land uses allowed under the terms of the ordinance shall continue to be allowed in the same manner as established by this ordinance.

When the Zoning Commission or City Council are considering a rezoning case or special use permit within the overlay district they shall give considerable weight to the following:

All allowed uses within the district being requested should be compatible with the continued operation of the airport and consistent with the 2023 Off-Airport Land Use Plan or subsequent amendments to said plan.

OPTIONS:

1. Conduct a public hearing on June 22nd to consider adoption of the overlay district;
2. Conduct a public hearing at a later date to consider adoption of the overlay district;
3. Delay action for further refinement of the overlay district ordinance.

RECOMMENDATIONS:

Conduct a public hearing on June 22nd to consider adoption of the overlay district.

ATTACHMENTS: Map of the proposed Airport Overlay District
Proposed Airport Overlay District Ordinance

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FAYETTEVILLE AMENDING CHAPTER 30, ZONING, ARTICLE IV, DISTRICT USE REGULATIONS OF THE CODE OF ORDINANCES OF THE CITY OF FAYETTEVILLE, NORTH CAROLINA.

BE IT ORDAINED, by the City Council of the City of Fayetteville, North Carolina, that the Code of Ordinances of the City of Fayetteville be amended as follows:

Section 1. Article IV, District Use Regulations is amended by adding the following:

Section 30-105.1 Airport Overlay District (AOD).

The purpose of this district is to protect the public health, safety and welfare in the vicinity of the Fayetteville Regional Airport by minimizing exposure to and giving public notice of probable high noise levels and accident hazards generated by the airport operations and to encourage future development that is compatible with the continued operation of the airport and the economic well being of the City.

The provision of this Section shall apply to all new development within the Airport Overlay District (AOD) and any addition, remodeling, relocation or construction of property requiring a zoning permit or a building permit. These provisions shall also apply to all trees located within the boundary of AOD.

The boundary of the AOD is established as a layer on the Official Zoning Map of the City of Fayetteville in digital format and is hereby adopted and made a part of the provisions of this Section as if the map itself were contained herein.

The land uses allowed under the terms of this Ordinance shall continue to be allowed in the same manner as established by this Ordinance; however, upon the consideration of any petition for the rezoning of property within the AOD, the planning staff, the Zoning Commission

and the City Council shall give considerable weight to the following factors when formulating their recommendation\ruling:

All allowed uses within the district being requested should be compatible with the continued operation of the airport and consistent with the 2023 Off-Airport Land Use Plan, or subsequent amendments to said plan.

Any district that allows a use incompatible with the airport operations should not be favorably considered without a favorable recommendation from the Fayetteville Airport Director to include such uses as high concentration of residential units, buildings having large assembly of people, smoke or other substances that would impair aircraft visibility or interfere with its operation, light emissions that interfere with pilot vision, electrical interference, tall smokestacks or telecommunication towers and uses that attract birds and water fowl.

Structures shall not be erected, altered, or maintained and no tree shall be allowed to grow to a height in excess of the applicable height limits established and regulated by the Federal Aviation Administration (FAA), and prior to application for any building\rzoning permit the developer shall provide to the Coordinator a copy of the FAA's acknowledgement of receipt of FAA Form 7460-1, Notice of Proposed Construction or Alteration, as required by Part 77 of the Federal Aviation Regulations (14 C.F.R. Part 77). In the event, the FAA's acknowledgement indicates the proposed development would provide an obstruction and\ror a hazard to air navigation, the developer must provide either written consent from the Airport Director as related to the proposed development or seek a variance under the provisions of this chapter. Notwithstanding the provisions of this Section, height limitations shall not apply to any structure or any vegetation that is 35 feet or less in height, except when such tree or structure, because of

terrain, land contour, or topographic features, would extend above the height limits of the FAA.

The FAA height limitations generally include the following:

1. Approach Zone. Height limitations for Approach Zones shall be determined by measuring outward and upward at a 50:1 slope for Runway 4\22 and slope of 50:1 for Runway 10\28. This measurement is commenced from the end of and at the same elevation as the end of the respective runway centerline to the prescribed horizontal distance.
2. Transitional Zone. Height limitations for the Transitional Zone shall be determined by measuring outward and upward at a 7:1 slope from the sides of and at the same elevation as the Approach Surface, and extending to the point of intersection with a horizontal surface or conical surface.
3. Conical Zone. Height limitations in the Conical Zone are established by measuring from the periphery of the horizontal zone and at 150 feet above elevation outward and upward at a 20:1 slope to a height of 350 feet above airport elevation.
4. Horizontal Zone. Height limitations in the Horizontal Zone are established at 150 feet above airport elevation (190 MSL).

Any site plan, preliminary or final plat for property located within the AOD that is submitted for review and approval under the terms of this Ordinance and\or the City Subdivision Ordinance shall contain the following notice:

Property shown on this plan\plat is within the City of Fayetteville Airport Overlay District.

Any allowed use, subdivision or other development located within the AOD shall not have outdoor lighting or illumination arranged and/or operated in such a manner as to be misleading or pose a danger to aircraft operations and in no case shall lighting be in contradiction to the provisions of this Ordinance.

The owner of any existing structure or vegetation that is currently penetrating any referenced surface within the AOD shall permit the installation, operation, and maintenance thereon of whatever markers and lights deemed necessary by the Federal Aviation Administration or by the Fayetteville Airport Director to indicate to the operators of aircraft in the vicinity of the airport the presence of an airport obstruction. These markers and lights shall be installed, operated, and maintained at the expense of the Fayetteville Regional Airport.

The regulations prescribed in this Section shall not be construed to require the removal, lowering or other change or alteration of any existing structure that is found to be nonconforming to the provisions of this Section as of the effective date of this amendment, or otherwise interfere with the continuance of an existing use. Nothing contained herein shall require any change in the construction, alteration, or intended use of any structure, the construction or alteration of which valid permits have been issued prior to the effective date of this amendment, and is diligently exercised. The provision of this sub-section do not apply to any tree, which may be trimmed in the event the tree is found to be encroaching into the airspace zones established in sub-section "D" above.

Whenever it is determined that a nonconforming tree or structure has been abandoned or more than 50% percent torn down, physically deteriorated, or decayed, no permit shall be granted that would allow such structure or tree to exceed the applicable height limit or otherwise deviate from the zoning regulations within the AOD.

000023

Where the provisions of this Section conflict with the remaining provisions of this Ordinance and any other provision of the City Code or other Federal, State or local regulation, the more restrictive regulation shall apply.

Definitions:

Approach Surface Zones. An inclined plane located directly above the approach area to the Fayetteville Regional Airport. The dimensions of the approach area are measured horizontally. The approach areas for each particular runway are symmetrically located with respect to the extended runway center lines and have lengths and widths as indicated on the Airport Airspace Plan contained within the 2005 Fayetteville Regional Airport Master Plan, Sheet Number 6, or any subsequent amendment upon official adoption to the Airport Master Plan. The Airport Airspace Plan also shows the slopes of the respective approach surface zones.

Avigation Easement. An easement, recorded with the Cumberland County Register of Deeds, intended to protect property owners and residents of properties in close proximity to the Fayetteville Regional Airport and by providing for the free and unobstructed passage of aircraft in and through the air space above said properties thus providing for the safe, convenient and reasonable operation of the airport.

DNL. The A-weighted average day\night sound level in decibels during a 24-hour period.

Horizontal Surface Zone. A plane, circular in shape with its height 150 feet above the established Fayetteville Regional Airport elevation and having a radius from the airport reference point as indicated on the Airport Airspace Plan contained within the 2005 Fayetteville Regional Airport Master Plan, Sheet Number 6, or any subsequent amendment upon official adoption to the Airport Master Plan.

Conical Surface Zone. An area that extends upward and outward from the periphery of the horizontal surface zone with a slope of 20:1 measured in a vertical plane passing through the Fayetteville Regional Airport reference point. Measuring outward, from the periphery of the horizontal surface zone, the conical surface extends for a horizontal distance as shown on the Airport Airspace Plan contained within the 2005 Fayetteville Regional Airport Master Plan, Sheet Number 6, or in any subsequent amendment upon official adoption to the Airport Master Plan.

Height. For the purposes of determining vertical (height) limits related to the Airport Overlay District, established and regulated by the Federal Aviation Administration (FAA), the datum shall be mean sea level elevation unless otherwise specified.

Transitional Zone. The area within the Fayetteville Regional Airport airspace that extends outward and upward from the sides of the approach zones for a horizontal distance as shown on the Airport Airspace Plan contained within the 2005 Fayetteville Regional Airport Master Plan, Sheet Number 6, or any subsequent amendment upon official adoption to the Airport Master Plan.

Section 2. It is the intention of the City Council, and it is hereby ordained that the provisions of this ordinance shall become and be made part of the Code or Ordinances, City of Fayetteville, North Carolina, and the section of this ordinance may be renumbered to accomplish such intention.

Adopted this the _____ day of _____, 2009.

000025

CITY OF FAYETTEVILLE

ANTHONY G. CHAVONNE, Mayor

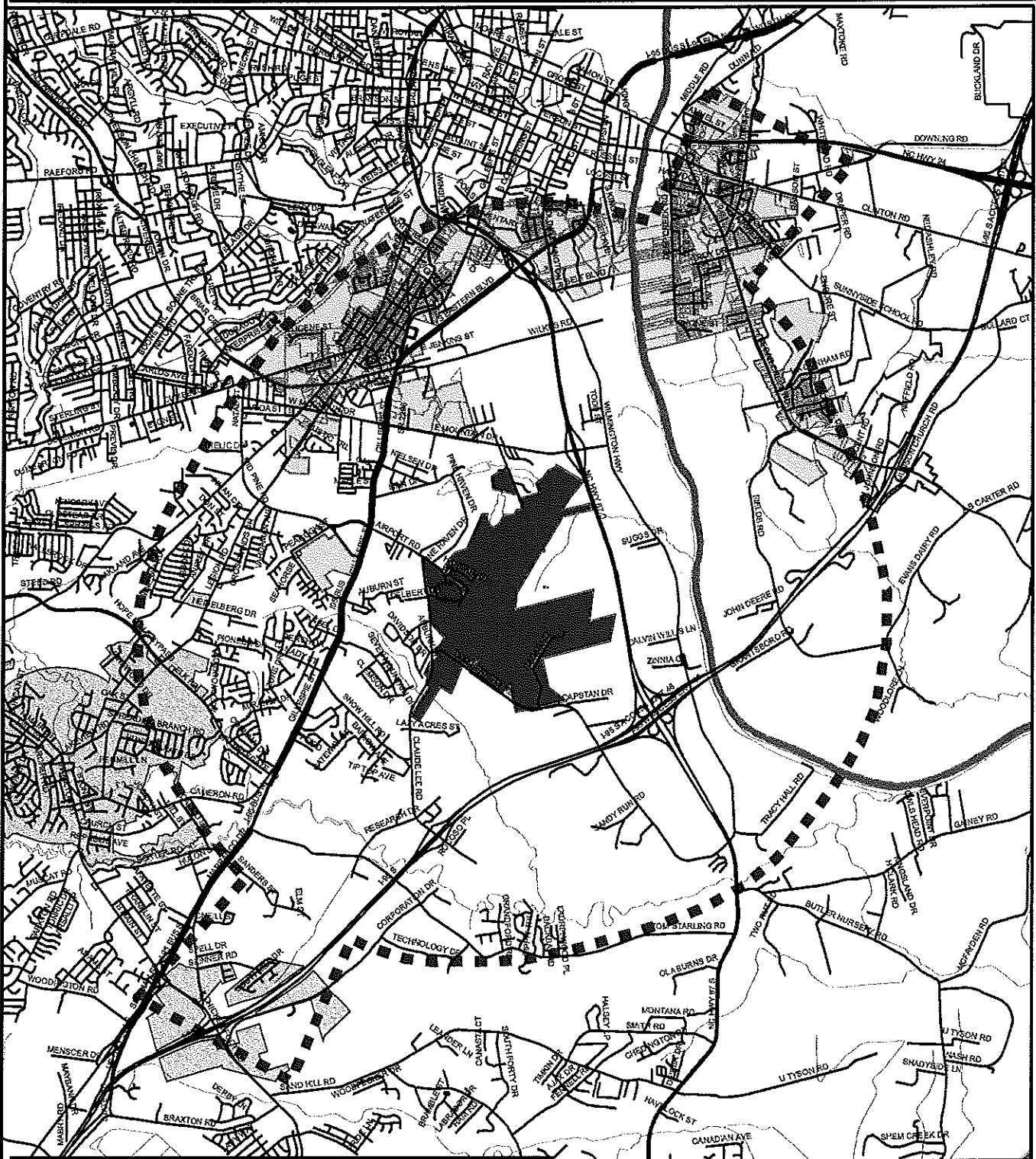
ATTEST:

CANDICE WHITE, City Clerk

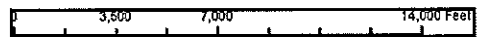
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Map of Proposed Airport Overlay District

On February 17, 2009, the Fayetteville Planning Commission held a Public Hearing regarding a proposed Airport Overlay District. The district will help protect the Fayetteville Regional Airport and property owners in the vicinity of the airport. The district has already been adopted by the Cumberland County Board of Commissioners and by the Hope Mills Board of Commissioners. The boundaries of the proposed Airport Overlay District are shown on the map below.



	Streets
	Fayetteville Regional Airport
	Boundaries of Proposed Airport Overlay District
	Parcels Within City of Fayetteville and Within Proposed Airport Overlay District
	Parcels Within City of Fayetteville But Outside Proposed Airport Overlay District
	Area Inside Town of Hope Mills



The City of Fayetteville mailed notices of the Public Hearing about the proposed Airport Overlay District to certain property owners. These were the owners of property located within the City of Fayetteville and located within the proposed Airport Overlay District.



Map printed on 5/11/09 by City of Fayetteville Planning Department.

CITY COUNCIL ACTION MEMO

To: Mayor & Members of Council
From: Jimmy Teal, Planning Director
Date: June 1, 2009
Re: Adoption of the 2030 Growth Vision Plan



THE QUESTION: Determine the process City Council wishes to pursue in adopting the 2030 Growth Vision Plan.

RELATIONSHIP TO STRATEGIC PLAN: Partnership of Citizens

BACKGROUND:

The City of Fayetteville in coordination with Cumberland County and the other municipalities in Cumberland County embarked in the summer of 2005 on developing a new comprehensive plan for the community. The plan was called the 2030 Growth Vision Plan. A taskforce was established that was made up of elective officials and members of the local planning boards to work with the consultant, planning staff, organizations and the general public in developing the plan.

Eleven community meetings were held throughout the county in September 2005 to solicit suggestions and ideas from groups and citizens. This information was reviewed by the taskforce. In addition, the taskforce studied a variety issues such as transportation, water & sewer, schools, recreation and open space. The taskforce spent much of the fall of 2005 and winter of 2006 reviewing this information and formulating a draft plan.

The taskforce developed the draft plan in the summer of 2006. Another series of community meetings were held in September 2006 for interested groups and citizens to review the draft for input. The overwhelming response to the draft was positive. The plan articulated 17 vision statements on a variety of issues. Each vision statement included several policy and action items designed to implement the vision statements.

The plan did experience a delay in 2007 with the City Council and County Commissioners wanting to finalize a municipal influence area and sanitary sewer area before finalizing the 2030 Growth Vision Plan. The MIA and growth area issues were resolved in March 2008. The taskforce picked up its work at that point and finalized the draft. The 2030 Growth Vision Plan was presented to the local elected officials on Tuesday, September 29, 2008 at the AIT Building. The general consensus from the officials attending the September 29th meeting was positive.

The 2030 Growth Vision Plan was presented to City Council on December 8, 2008. The Council requested the City Planning Commission to review the document with the County Joint Planning Board for any possible changes.

000028

ITEM _____

6.

ISSUES:

The County Planning Board suggested some minor changes that the City Planning Commission endorsed. The Cumberland County Board of Commissioners adopted the 2030 Growth Vision Plan at their April 20, 2009 meeting with the changes recommended by the County Planning Board.

The original version of the 2030 Growth Vision Plan and the changes adopted by the County Commissioners are attached.

OPTIONS:

1. City Council holds a public hearing to gather public input prior to adoption;
2. City Council considers adoption without a public hearing;
3. City Council reviews the original plan and the amended plan at another work session prior to adopting the plan;

RECOMMENDATIONS:

Option 1 – City Council holds a public hearing to gather input prior to adoption

Attachment: 2030 Growth Vision Plan
Amended 2030 Growth Vision Plan as adopted by the County

Suggested Changes to the Draft 2030 Growth Vision Plan

March 31, 2009

1. Actions for Vision 6. Expanded Parks and Recreation

Action 6.2. Develop and support park and recreation master plans for the Towns of Spring Lake, Hope Mills, and Stedman **Eastover**. Continue to support the Falcon and Wade Master Plan. (Page 24)

Action 6.3: Prepare a greenways and trails Fayetteville/Cumberland Parks and Greenways Master Plan for the entire county. Make a Cape Fear River Corridor Conservation and Development Plan a central feature of the master plan, **with all affected municipalities, including the Towns of Eastover, Godwin, Linden and Wade**. Develop major feeders from Rockfish, Locks Creek, Little River, the South River, etc. Develop methods and mechanisms to preserve and protect natural and man-made corridors for future pedestrian and boating use. Develop guidelines and design standards for pedestrian and boating trails. (Page 24)

Action 6.11: Develop new neighborhood parks in the Towns of Godwin and Linden **and Eastover**. These parks to include playground units, swings, benches/trash receptacles, walking trail, and picnic shelter. (Page 24)

2. POLICIES FOR VISION 9. COMPATIBLE COMMERCIAL DEVELOPMENT

Policy 9.1: ~~Taxpayer investment in major roadways shall be protected by prohibiting uncontrolled strip development along the area's important traffic moving arteries.~~ **Promote policies that address the expansion of strip commercial areas with respect to landscaping, access and buffering.** Beyond traffic considerations, the quality of development adjoining the area's travel corridors should have a positive influence on community image, appearance and economic development. (Page 31)

Policy 9.2: Local governments ~~shall~~ **should avoid be cautious of** rezoning residentially zoned land to commercial zoning solely because it adjoins a major highway or street. Proper design and/or buffering has shown that land tracts adjoining major streets can be properly developed for residential use. (Page 32)

3. POLICIES FOR VISION 10. COMMUNITY APPEARANCE AND IMAGE

Policy 10.13: ~~Clear cutting of trees (except those grown for timber) shall not be permitted without advance notice and just cause.~~ Those proposing the removal of trees shall demonstrate a good faith effort to incorporate existing trees into their site designs. Incentives and disincentives may be used to encourage appropriate site development. (Page 35)

4. POLICIES FOR VISION 11. A HEALTHY, SUSTAINABLE ENVIRONMENT

Policy 11.7: Local governments may employ a combination of incentives and disincentives to protect existing trees and/or require the replacement of trees removed for development. ***in combination with the landscape ordinance.*** (Page 38)

Policy 11.11: Development activities in the 100-year floodplain shall be carefully controlled. If development must occur, low intensity uses such as open space, recreation and adequately buffered agricultural activities shall be preferred. (Page 38)

5. Actions for Vision 11. A Healthy Sustainable Environment

Action 11.3: Prepare a countywide comprehensive drainage and flood management plan, including public and private actions in support of plan implementation-, ***with all municipalities with environmentally sensitive areas.*** Prepare sub-area plans as a follow-on activity to identify specific actions needed by area of the county-, ***with special attention to and involvement of municipalities with environmentally sensitive areas.*** Seek ways to maintain drainage districts created by past actions. (Page 39)

Action 11.4: Develop ordinances and regulations ***Support policies*** for improving and maintaining the stormwater drainage system throughout the county-, ***with special attention to and involvement of municipalities with environmentally sensitive areas.*** Require newly created drainage systems or drainage districts, whether public or private, to have a permanent mechanism in place for the on-going maintenance of such systems or districts. (Page 39)

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

Policy 13.2: A Cape Fear River corridor conservation and development plan shall be prepared and periodically updated setting forth priority goals and objectives as well as development standards. The River Corridor Plan should be developed, adopted and implemented by ***all*** the jurisdictions that are, or could be, geographically connected to the river. (Page 43)

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

Action 13.1: Establish a Cape Fear River Corridor Oversight Group, appointed by ***all*** the local government jurisdictions that are, or could be, geographically connected to the River. Allow for some flexibility in appointing the group. (Page 43)

Action 13.2: Charge the Oversight Group with preparing a Cape Fear River Corridor Conservation and Development Plan, to be adopted and implemented by ***all*** the jurisdictions that are, or could be, geographically connected to the River or its tributaries. (Page 43)

8. 2030 Plan Growth Strategy Map Language Change

Rural Areas - eliminate the following sentence: ~~Generally, public funds should not be used for planning, programming or installing urban services in these areas that would promote more intensive development.~~ (Page 54)

Conservation Areas - Conservation Areas provide for the long-term management and protection of significant, limited, or irreplaceable natural areas. (e.g. 400-year floodplain, riparian buffers along streams, Natural Heritage Areas...) (Page 54)

Note:

1. Strikeout means to eliminate
2. Bolded Italicized means additional wording

2030 Growth Vision Plan
Policies and Actions

Cumberland County

City of Fayetteville

Town of Hope Mills

Town of Eastover

Town of Falcon

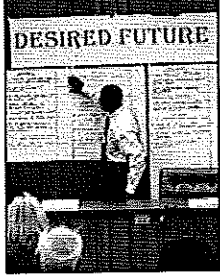
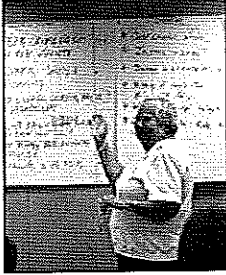
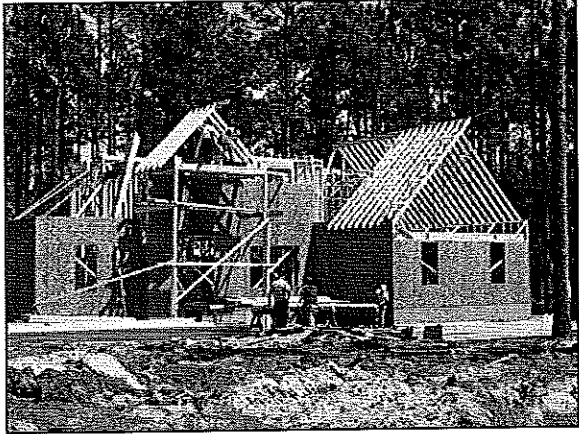
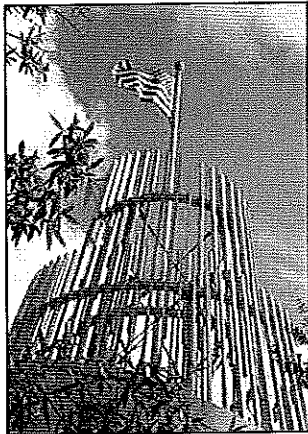
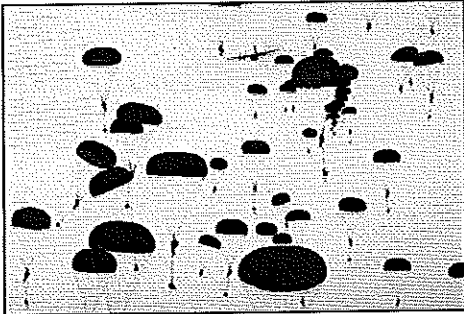
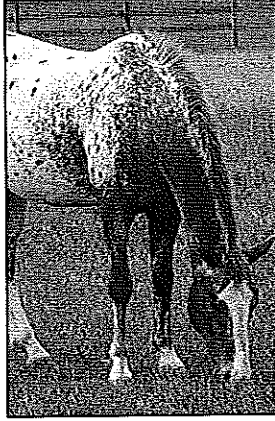
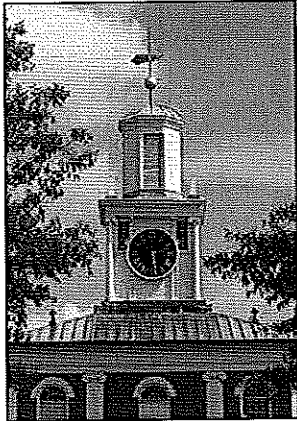
Town of Godwin

Town of Linden

Town of Spring Lake

Town of Stedman

Town of Wade



March 11, 2008
DRAFT

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Introduction

Overview of the 2030 Plan

Need for Planning

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

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

Authorization for Planning

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

Leadership and Coordination

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

Community Involvement

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

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

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

- **Future of Cumberland Month** Soon after the successful *Summit Meeting*, the 20-person *Growth Vision Task Force* was appointed and began its work. In September of 2005, the *Task Force* sponsored "Future of Cumberland Month" hosting a series of town meetings at eleven locations around the county. These meetings involved a county-wide growth issue and visioning exercise. Again, all comments were recorded word for word, sorted, and ranked in accordance with the input received. When compiled in a report, this information became a benchmark document for reference by the Task Force during policy development.

- **Task Force Work Sessions.** Subsequent *Task Force* meetings proceeded from the foundation of input received from the *Summit Meeting* and *Future of Cumberland Month*. All input gleaned from these meetings was reviewed during monthly *Task Force* sessions over a period of more than a year. Every policy and action proposed for inclusion in the Plan was reviewed, approved, modified or discarded by the consensus of the Task Force.

- **County-Wide Open Houses.** With draft vision statements, policies and proposed implementation actions in hand, the Task Force then hosted a series of "open houses" in every part of the county, in which the draft Plan was presented for public comment. A walk around survey was employed to elicit detailed comments in an efficient manner. Eleven open houses for the 2030 Plan were held during the month of March 2007.

- **Additional Task Force Work Sessions.** Following the open houses, citizen input was reviewed during several more work sessions of the Task Force in 2007 and early 2008. In addition to citizen perspectives, many other stakeholders and stakeholder groups submitted written comments or sat in on the monthly Task Force meetings. Also during this period of time, City of Fayetteville and Cumberland County officials undertook a special initiative to address issues concerning extensions of water and sewer services, MIA's, and the pending incorporation of the Town of Eastover.

- **Concluding County-Wide Summit Meeting.** As intended, the planning process concluded by coming full circle back to the elected officials and planning board members most involved in growth and development decisions in their respective communities. At the Concluding County-Wide Summit meeting, held on _____, 2008, the proposed 2030 Growth Vision Plan was presented as to its key features, benefits and usefulness. Procedures for plan adoption were suggested.

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

Functions of the 2030 Plan

The Growth Vision Plan serves the following primary purposes:

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

- **Source of Information**

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

- **Public Participation and Input**

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

Major Parts of the Growth Vision Plan

- **Growth Factors Analysis**

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

- **Vision Statements**

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

- **Policy Statements**

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

- **Growth Strategy Map**

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

- **Implementation Actions**

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

Words With Special Meaning Often Used in Policy Statements

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

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

How to Use the Plan Policies and Actions

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

- **As Used by Local Government Staff**

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

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

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

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

- **As Used by Elected Officials**

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

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

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

- **As Used by Development Interests**

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

- **As Used by the General Public**

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

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

Vision Statements

Public Meetings Held--Future of Cumberland Month

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

Meetings were held as follows:

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

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

1. A More Diversified Economy

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

2. Well Managed Growth

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

3. Infrastructure That Keeps Pace

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

4. A Balanced Transportation System

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

5. Community Oriented Schools

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

6. Expanded Parks & Recreation

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

7. Preserved Open Space & Rural Character

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

8. Quality Housing & Residential Development

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

9. Compatible Commercial Development & Services

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

10. Attractive Community Appearance & Image

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

11. A Healthy, Sustainable Environment

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

12. Vibrant Downtown Areas

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

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

13. The Cape Fear River, A Regional Asset

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

14. Public Safety Services Closer to the People

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

15. Senior Citizens Well Served

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

16. Intergovernmental Cooperation & Efficiency

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

17. An Active, Involved Citizenry

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

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For Review Only

Policies and Actions

Policy Area 1: A More Diversified Local Economy

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

Vision Statement

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

POLICIES FOR VISION 1. A MORE DIVERSIFIED LOCAL ECONOMY

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

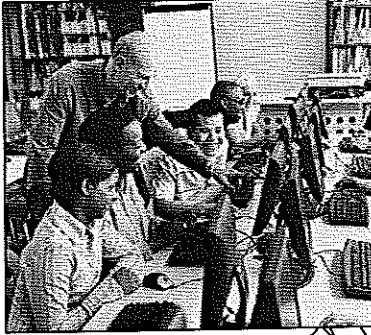
Policy 1.2: The rehabilitation and reuse of currently unused or **UNDERUTILIZED STRUCTURES, SITES AND INFRASTRUCTURE** shall be encouraged.

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



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

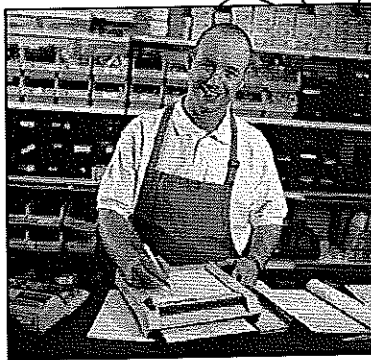
Policy 1.4: Local economic development efforts shall protect, enhance and encourage a high **QUALITY OF LIFE, IMAGE AND CULTURAL AMENITIES** as critical factors in business retention, recruitment and economic growth.



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

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

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



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

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

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

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

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

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

Actions for Vision 1. A More Diversified Local Economy

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

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

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

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



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

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

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

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

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

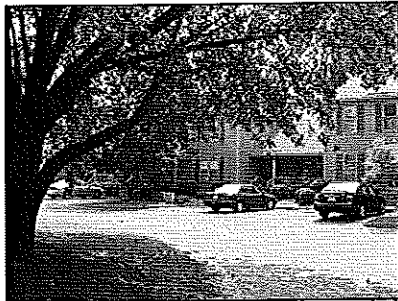
Policy Area 2: Well-Managed Growth and Development

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

Vision Statement

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

POLICIES FOR VISION 2. WELL-MANAGED GROWTH AND DEVELOPMENT



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



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



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

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

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

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

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

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

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

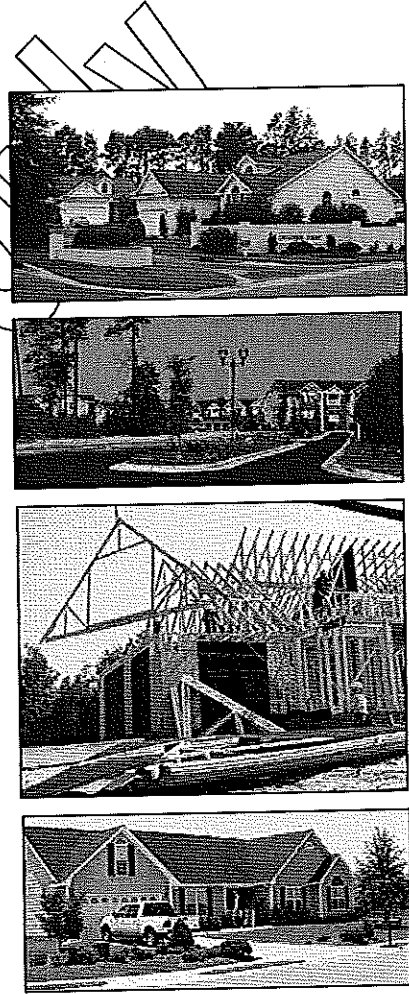
Policy 2.9: NEW DEVELOPMENT AND INFILL DEVELOPMENT shall be especially encouraged in locations where a full range of urban services and infrastructure (i.e. schools, fire stations, water and sewer facilities, parks, and roads) is already in place, and where the public sector will not incur the full cost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

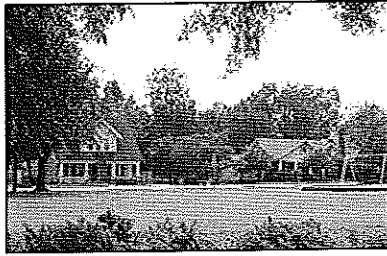
Policy 2.10: Local governments shall encourage patterns of development and community growth that respect the training and operational mission of the military, while also allowing for reasonable, appropriate USES OF PROPERTIES NEAR FORT BRAGG.

Actions for Vision 2. Well-Managed Growth and Development

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

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



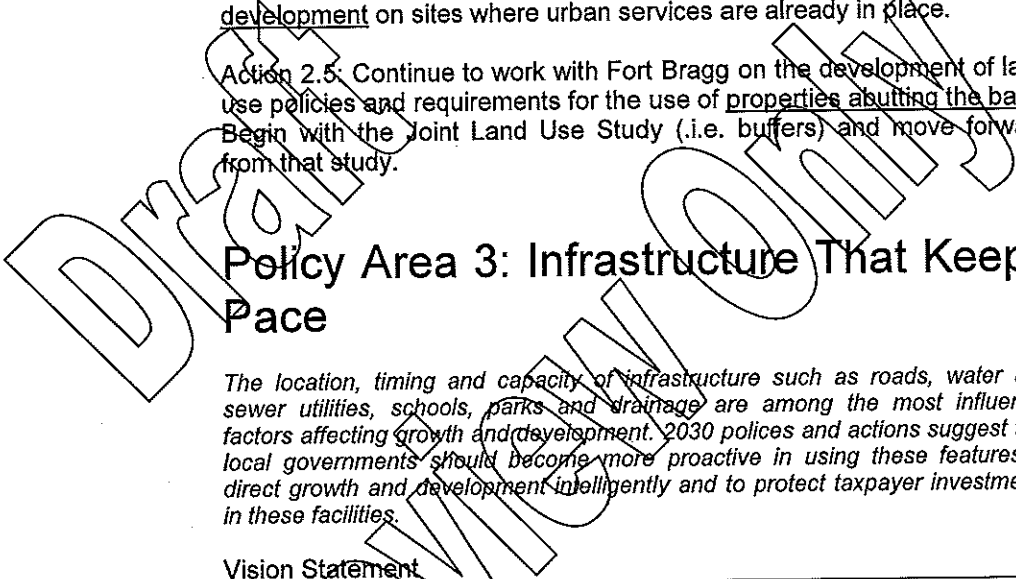


Action 2.2. Jointly adopt and print a development standards booklet describing in both text and illustrations, the standards established under Action 2.1 above.

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

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

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



Policy Area 3: Infrastructure That Keeps Pace

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

Vision Statement

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



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

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

POLICIES FOR VISION 3. INFRASTRUCTURE THAT KEEPS PACE

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

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

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

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

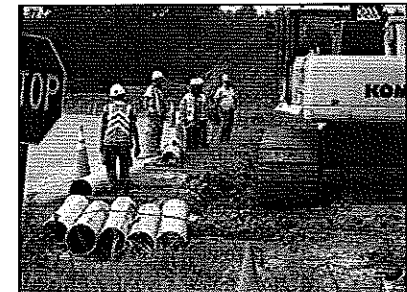
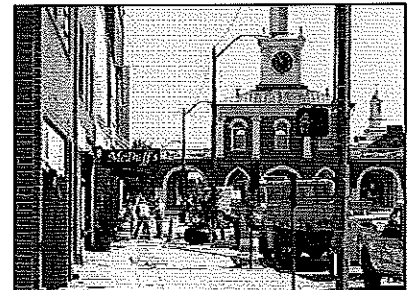
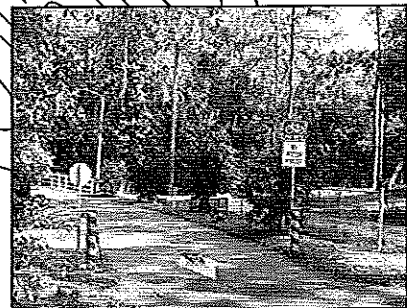
Policy 3.5: Due to the high expense involved and number of customers required per given area, "county-wide sewer" must be acknowledged as untenable for the foreseeable future. Rather, **CENTRALIZED SEWAGE COLLECTION AND TREATMENT** should be focused on a **DESIGNATED SERVICE AREA** where sewer lines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

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

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

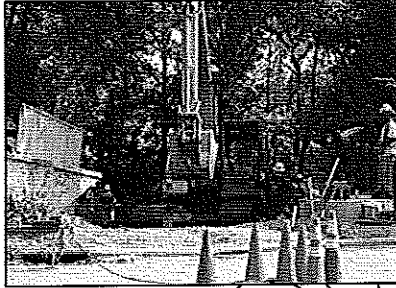
Policy 3.8: New infrastructure shall not be placed in areas where it would encourage **DEVELOPMENT INCOMPATIBLE WITH THE MISSION OF THE FORT BRAGG/POPE military complex**, thereby jeopardizing this important economic driver in the region.

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

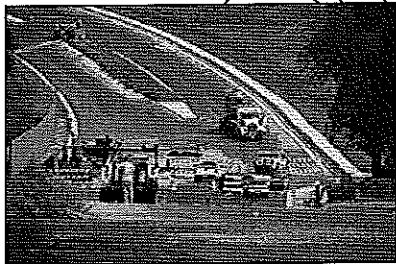


Policy 3.10: FORT BRAGG SHALL BE INCLUDED in all major infrastructure planning locally. This will be especially important as Fort Bragg and surrounding local communities seek mutually beneficial opportunities to enhance services.

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



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



Actions for Vision 3: Infrastructure That Keeps Pace

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

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

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

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

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

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

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

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

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

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

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

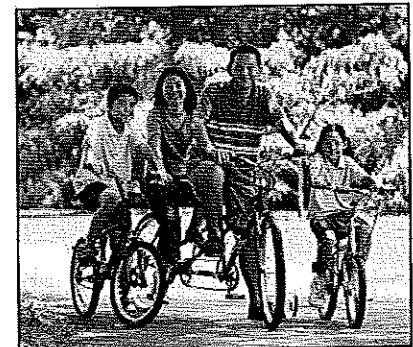
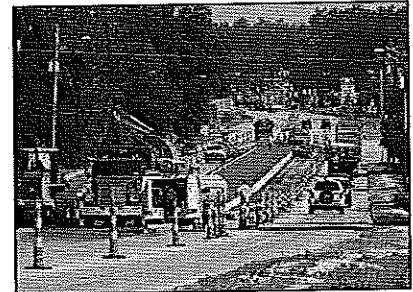
Action 3.12: The installation of infrastructure and determination of land use types near Fort Bragg should be reviewed for consistency with the Fort Bragg Small Area Plan.

Policy Area 4: A Balanced Transportation System

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

Vision Statement

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

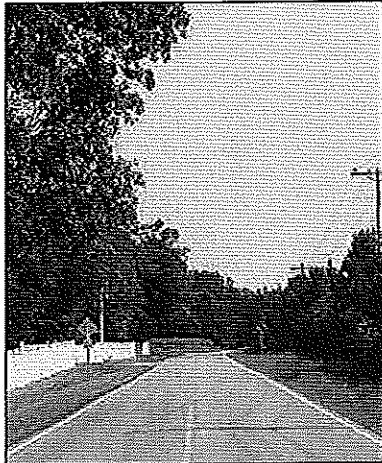


POLICIES FOR VISION 4. A BALANCED TRANSPORTATION SYSTEM

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

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

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



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

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

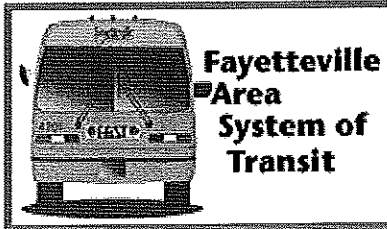
Policy 4.6: The mobility needs of all citizens shall be recognized through the provision of **TRANSPORTATION ALTERNATIVES TO THE AUTOMOBILE.** Local communities shall lobby the state and federal governments for pedestrian, bikeway and transit improvements proportionate to the large number of people benefited.



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

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

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



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

Actions for Vision 4: A Balanced Transportation System

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

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

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

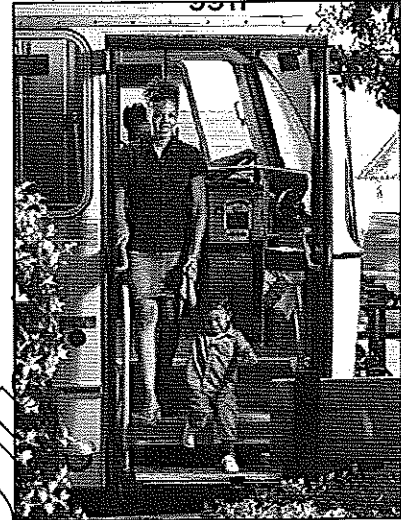
Action 4.4: Reexamine area development standards to evaluate the need for improved pedestrian systems (sidewalks, greenways, etc.) in new residential developments.

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

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

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

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

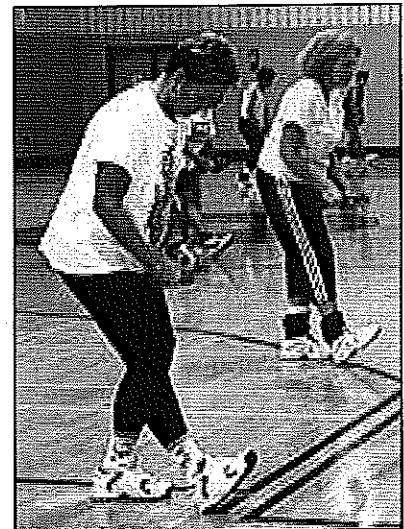


Policy Area 5: Community Oriented Schools

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

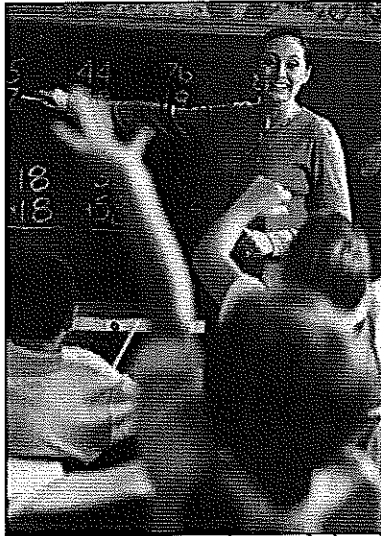
Vision Statement

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



POLICIES FOR VISION 5. COMMUNITY ORIENTED SCHOOLS

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



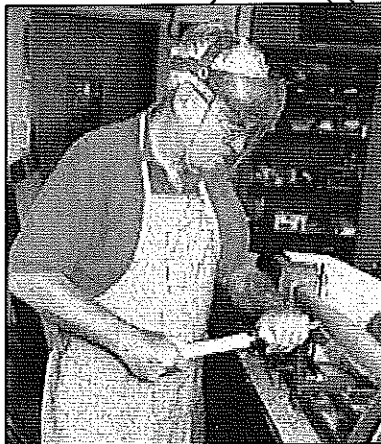
New elementary school locations shall be viewed as a **CORNERSTONE OF THE NEIGHBORHOODS** they are intended to serve.

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

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

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

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



Actions for Vision 5. Community Oriented Schools

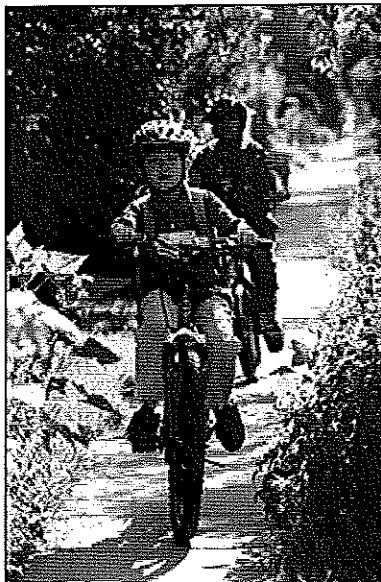
Action 5.1: The Cumberland County Board of Education should be encouraged to prepare a School Master Plan with input on growth and development concerns from the Cumberland County Long Range Planning Committee. The 20-year plan should target suitable areas for land acquisition and be updated every five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

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

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

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

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



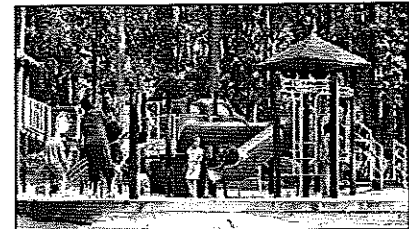
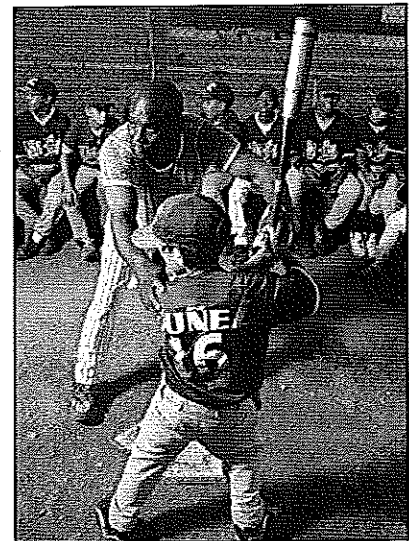
Action 5.6: Apply for a Safe Routes to School Grant through the North Carolina Department of Transportation. These Federal funds, administered by the State, may be used to construct new bike lanes, pathways, and sidewalks, as well as to launch Safe Routes education and promotion campaigns in elementary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

Policy Area 6: Expanded Parks and Recreation

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

Vision

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



POLICIES FOR VISION 6. EXPANDED PARKS AND RECREATION

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

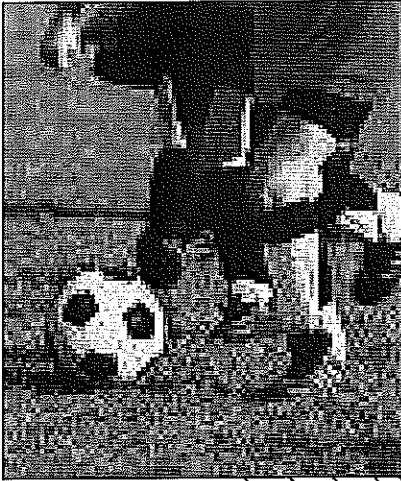
Policy 6.2: Parks shall be **LOCATED AND DESIGNED** according to population density and needs of the people residing within the most likely park service area. Special attention shall be given to the unique needs of **ELDERLY** and **PHYSICALLY AND MENTALLY CHALLENGED** citizens.

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

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

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

encourage social interaction and mutual support among area families.

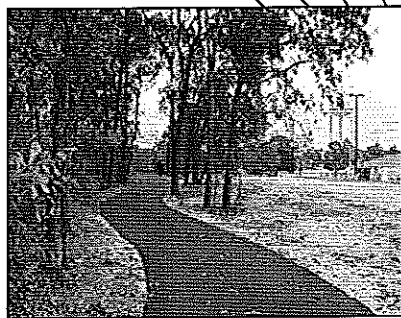


Policy 6.6: Neighborhood parks should be located with exposure to residences, businesses and other activities, where informal **OBSERVATION AND OVERSIGHT** can provide enhanced security to park properties.

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

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

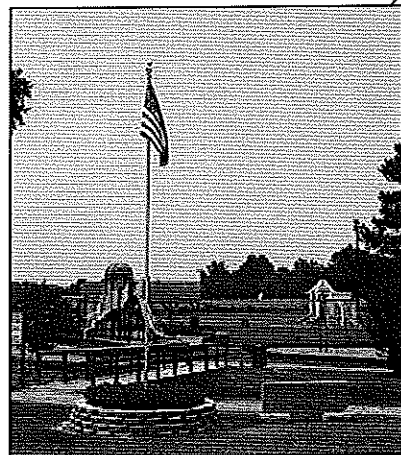
Policy 6.9: The **CO-LOCATION AND JOINT DEVELOPMENT OF PARK FACILITIES** in cooperation with institutions such as colleges, public schools, the military, other federal, state and local government agencies, as well as private and non-profit interests, shall be supported.



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

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

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



Actions for Vision 6. Expanded Parks and Recreation

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

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

Action 6.3: Prepare a greenways and trails master plan for the entire county. Make a Cape Fear River Corridor Conservation and Development Plan a central feature of the master plan. Develop major feeders from Rockfish, Locks Creek, Little River, the South River, etc. Develop methods and mechanisms to preserve and protect natural and man-made corridors for future pedestrian and boating use. Develop guidelines and design standards for pedestrian and boating trails.

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

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

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

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

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

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

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

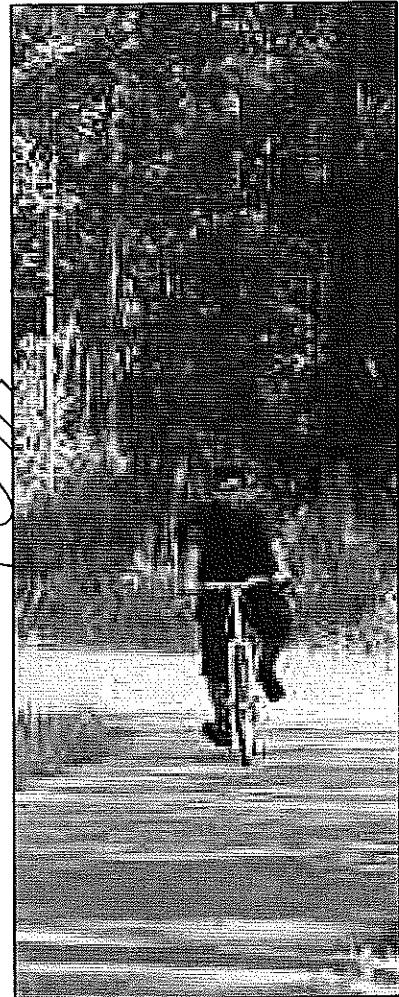
Action 6.11: Develop new neighborhood parks in the Towns of Godwin and Linden. These parks to include playground units, swings, benches/trash receptacles, walking trail, and picnic shelter.

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

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

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

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



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

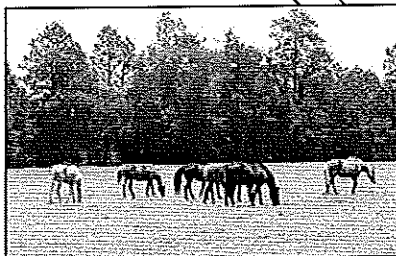
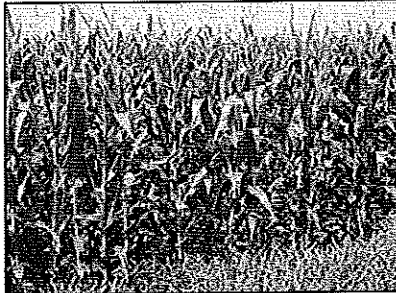
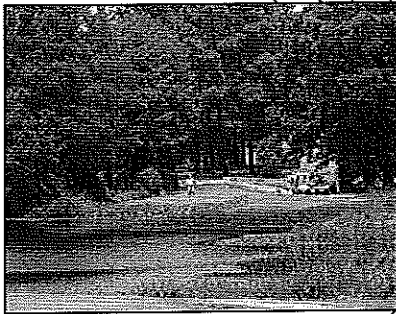
Action 6.16: Expand the Town of Spring Lake Edward Mendoza Memorial Park to include additional baseball fields and walking trails. Develop additional neighborhood parks to include playground units and picnic areas. Redevelop area around the Spring Lake Multi-purpose Community Center to include soccer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

Policy Area 7: Preserved Open Space & Rural Character

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

Vision Statement

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



POLICIES FOR VISION 7. PRESERVED OPEN SPACE AND RURAL CHARACTER

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

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

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

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

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

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

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

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

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

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

Actions for Vision 7. Preserved Open Space and Rural Character

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

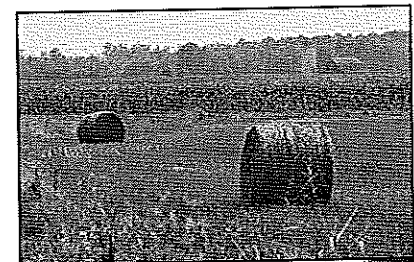
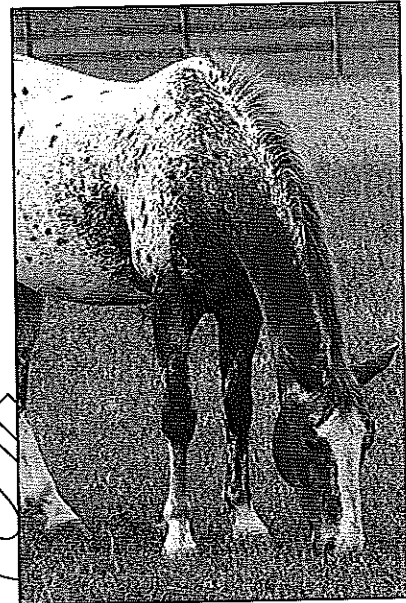
Action 7.2: Reexamine the County's floodplain management ordinance as to its adequacy for addressing land uses within these areas.

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

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

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

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



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

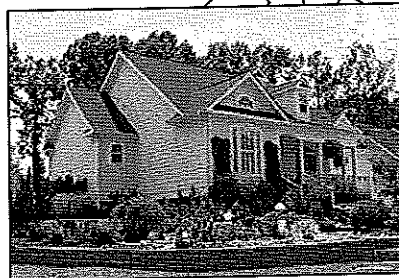
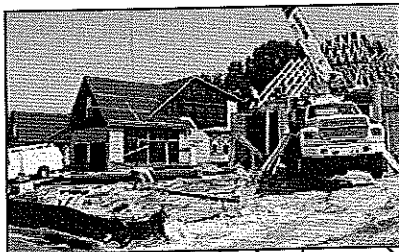
Action 7.8: Provide for low density zoning for areas outside the *urban services area*.

Policy Area 8: Quality Housing & Residential Development

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

Vision Statement

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



POLICIES FOR VISION 8. QUALITY HOUSING AND RESIDENTIAL DEVELOPMENT

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

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

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

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

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

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

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

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

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

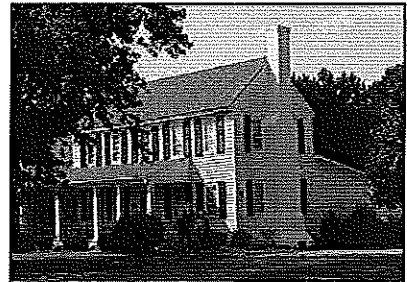
Policy 8.9: NEW INFILL DEVELOPMENT shall be architecturally compatible with existing structures, landscape features and the streetscape within its vicinity. Efforts by neighborhood associations to establish their own standards for development compatibility shall be encouraged.

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

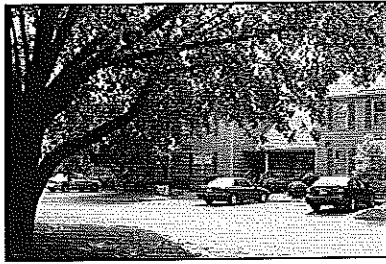
Policy 8.11: Housing throughout the county shall be required to meet or exceed MINIMUM HOUSING AND NUISANCE ABATEMENT STANDARDS to eliminate unlawful activity and blight. Individual structures that have declined to levels beyond reasonable rehabilitation and repair shall be removed so as not to adversely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

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

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



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



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

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



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

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

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

Actions for Vision 8. Quality Housing and Residential Development

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

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

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

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

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

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

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

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

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

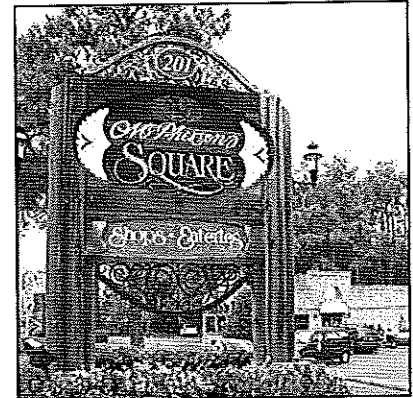
Action 8.9: Re-examine subdivision regulations to discourage single-family lots and individual driveways from fronting on and having direct access to major roadways.

Policy Area 9: Compatible Commercial Development

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

Vision Statement

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



POLICIES FOR VISION 9. COMPATIBLE COMMERCIAL DEVELOPMENT

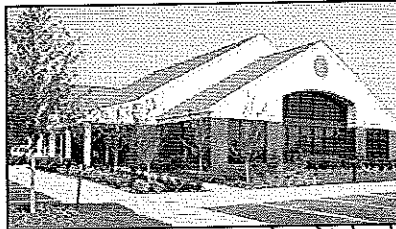
Policy 9.1: Taxpayer investment in major roadways shall be protected by prohibiting **UNCONTROLLED STRIP DEVELOPMENT** along the area's important traffic moving arteries. Beyond traffic considerations, the quality of development adjoining the area's travel corridors should have a positive influence on community image, appearance and economic development.

Policy 9.2: Local governments shall **AVOID REZONING RESIDENTIALLY ZONED LAND** to commercial zoning solely

because it adjoins a major highway or street. Proper design and/or buffering has shown that land tracts adjoining major streets can be properly developed for residential use.



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



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



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

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

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

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

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

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

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

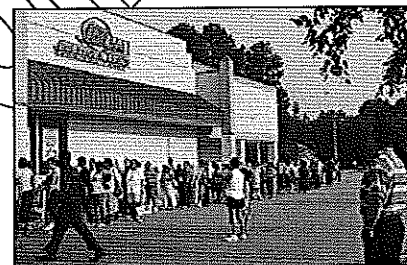
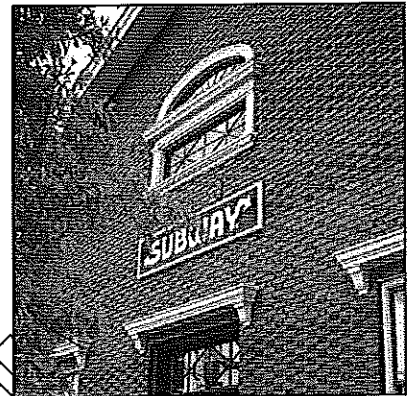
Policy 9.12: New or redeveloped commercial properties shall be designed and maintained so as to be compatible with the area in which they are located. DESIGN STANDARDS for a large commercial development adjoining a major street may be different than design standards for a smaller commercial property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

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

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

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

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



Actions for Vision 9. Compatible Commercial Development

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

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

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

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

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

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

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

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

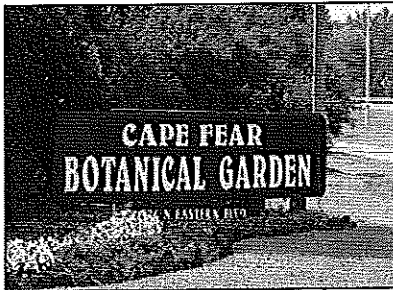
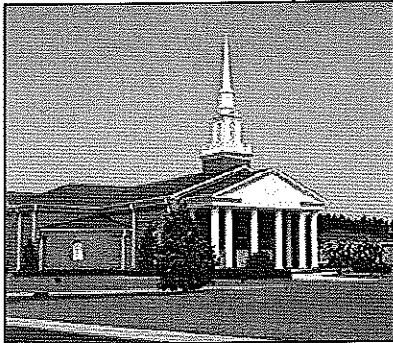
Also see policies and actions listed under Policy Area 10: Community Appearance and Image, following.

Policy Area 10: Community Appearance and Image

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

Vision

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



POLICIES FOR VISION 10. COMMUNITY APPEARANCE AND IMAGE

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

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

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

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

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

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

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

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

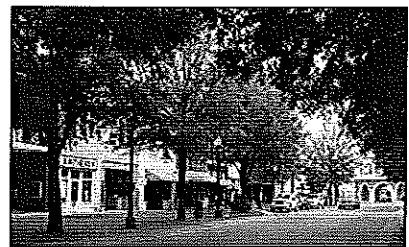
Policy 10.9: **LITTERING** of public streets and roadside properties, whether from "litterbugs", drivers of poorly covered trucks, or persons blowing debris onto the street, shall not be tolerated. Those who would abuse our local environment and denigrate the image of our area shall be held accountable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

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

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

Policy 10.12: The County shall not permit the establishment and operation of **UNLICENSED JUNKYARDS**. Similarly, **JUNKED OR UNLICENSED VEHICLES** shall not be permitted to remain in locations visible from any public right of way, except as may be specifically permitted within an approved junkyard.

Policy 10.13: **CLEARCUTTING OF TREES** (except those grown for timber) shall not be permitted without advance notice and just cause. Those proposing the removal of trees shall demonstrate a



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

good faith effort to incorporate existing trees into their site designs. Incentives and disincentives may be used to encourage appropriate site development.

Actions for Vision 10. Community Appearance and Image

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

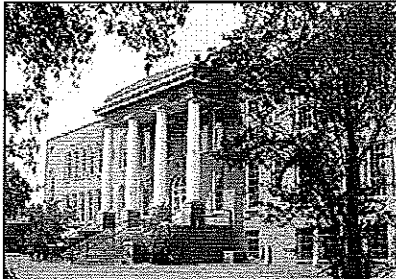


Action 10.2: Authorize and approve design and streetscape standards for gateway corridors in close cooperation with gateway corridor property owners. Do this in the order of each corridor's priority. Show successful examples from other communities.

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

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

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



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

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

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

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

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

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

Action 10.12: Prepare a street tree planting and maintenance booklet

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

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

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

Policy Area 11: A Healthy, Sustainable Environment

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

Vision Statement

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

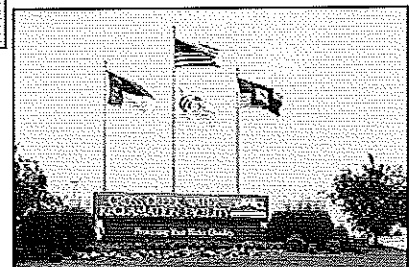
POLICIES FOR VISION 11. A HEALTHY, SUSTAINABLE ENVIRONMENT

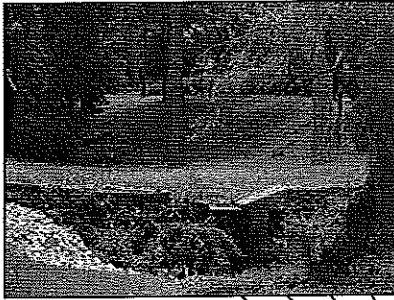
Policy 11.1: Local governments shall strive to make their respective communities **WALKABLE AND PEDESTRIAN-FRIENDLY**, and less dependent on the individual automobile.

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

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

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





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

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

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

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

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

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

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

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

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

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

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

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

Actions for Vision 11. A Healthy, Sustainable Environment

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

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

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

Action 11.4: Develop ordinances and regulations for improving and maintaining the stormwater drainage system throughout the county. Require newly created drainage systems or drainage districts, whether public or private, to have a permanent mechanism in place for the ongoing maintenance of such systems or districts.

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

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

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

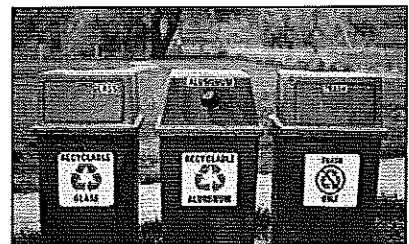
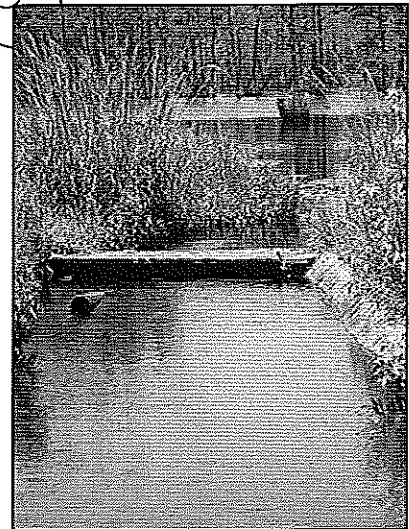
Action 11.8: Develop a more intense education program locally on the importance of recycling and the cessation of littering and dumping.

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

Action 11.10: Establish a clean corporate citizen award campaign.

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

Action 11.12: Re-examine parking requirements in local ordinances with an eye toward reducing parking spaces for some types of uses. The



intent would be to avoid excessive parking requirements while minimizing the amount of impervious surface area and volume of stormwater runoff.

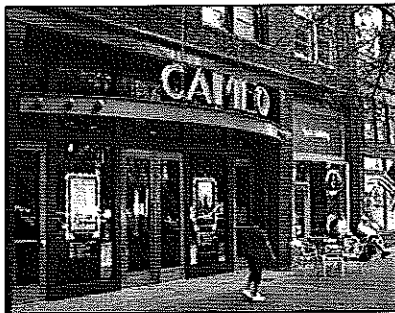
Policy Area 12: Vibrant Downtown Areas

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

Vision

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

POLICIES FOR VISION 12. VIBRANT DOWNTOWN AREAS



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

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

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

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

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

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

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

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

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

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

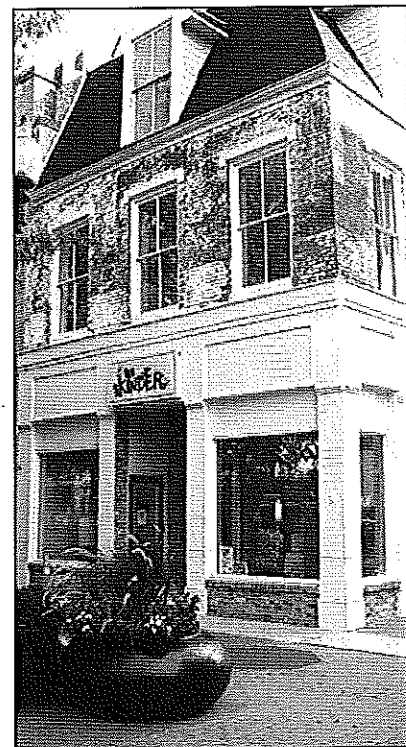
Policy 12.11: Efforts to maximize the use of the **PUBLIC SPACE OF THE SIDEWALK** so as to enliven the downtown street space are generally supported. Such use shall be balanced against public safety and other issues as may affect pedestrian movement and other proper uses of the street right of way.

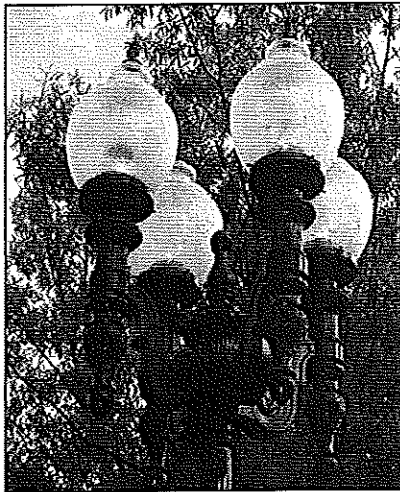
Policy 12.12 A **VARIETY OF HOUSING TYPES AND PRICE RANGES** shall be encouraged in and adjoining the commercial business district. Such housing shall be at densities in keeping with a downtown location and compatible with nearby properties. Public-private partnerships to encourage downtown area housing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

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

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

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





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

Actions for Vision 12. Vibrant Downtown Areas

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

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

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

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

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

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

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

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

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

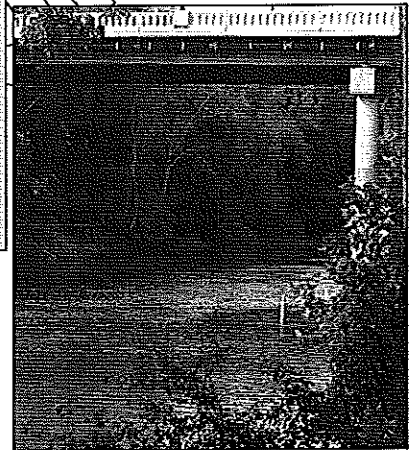
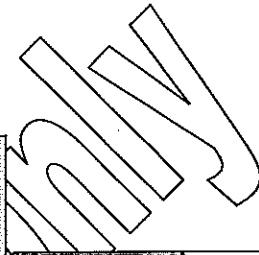
Action 12.10. Use bicycle and pedestrian plans prepared by the Fayetteville Metropolitan Planning Organization or the Rural Planning Organization as an element of detailed circulation plans within the downtowns.

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

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

Vision

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

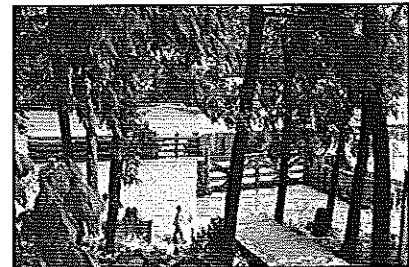


POLICIES FOR VISION 13. THE CAPE FEAR RIVER, A REGIONAL ASSET

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

Policy 13.2: A CAPE FEAR RIVER CORRIDOR CONSERVATION AND DEVELOPMENT PLAN shall be prepared and periodically updated setting forth priority goals and objectives as well as development standards. The River Corridor Plan should be developed, adopted and implemented by the jurisdictions that are, or could be, geographically connected to the river.* (See footnote)

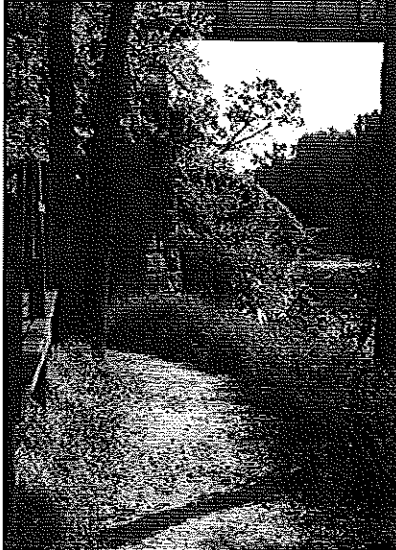
Policy 13.3: DEVELOPMENT WITHIN THE RIVER CORRIDOR, including its tributaries, should respect and capitalize upon the conservation of natural resources, the influence of the river on the development of the region, cultural diversity, opportunities for exercise and outdoor recreation, heritage-oriented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



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

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

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



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

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

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

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



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

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

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

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

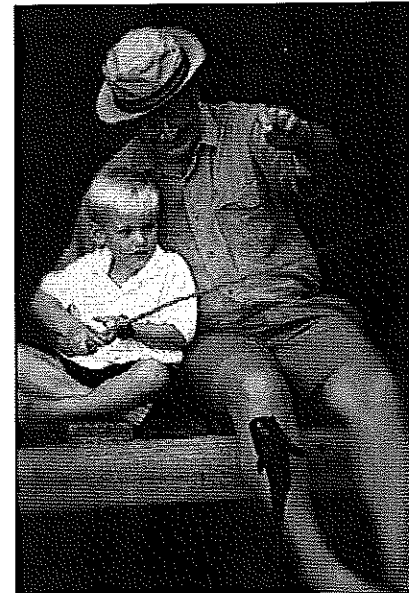
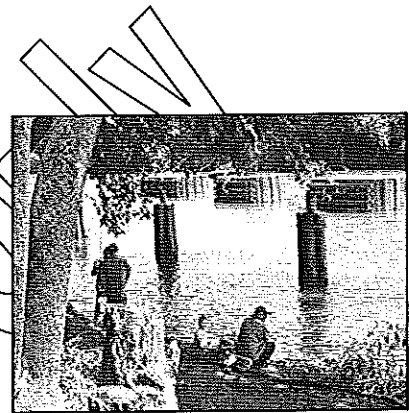
Actions for Vision 13. The Cape Fear River, A Regional Asset

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

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

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

- a) Map environmentally significant natural, scenic, and historic sites.
- b) Prepare a development analysis of the Corridor to delineate developable areas according to environmental suitability (soils, slopes, flooding, etc.) the feasibility of providing infrastructure (vehicular, utilities, etc.) and locational suitability.
- c) Define a Cape Fear River Corridor Development Zone for priority economic development and investment. Identify several strategic locations within the development zone for particular development opportunities based on a market study.
- d) Develop guidelines and design standards for the Cape Fear River Corridor Development Zone
- e) Develop guidelines and design standards for the Cape Fear River Trail and all "tributary trails" leading to it. Such trails should be on both land and water. Include Rockfish Creek for as a prime canoeing/kayaking trail.
- f) Identify land for acquisition in fee simple and/or easements along the west bank of the Cape Fear River to expand the Cape Fear River Trail.
- g) Identify properties located along the east bank of the Cape Fear River that would be suitable for development of a riverfront park and/or greenway system in conjunction with the Cape Fear River Trail.
- h) Identify and pursue funding sources for installing and upgrading facilities along the Cape Fear River Trail.
- i) Identify opportunities for pedestrian access between the Cape Fear River and targeted areas.
- j) Using landscape visualization and analysis techniques identify the best location for development of a scenic river drive.
- k) Identify opportunities for the placement of visible access markers of the Cape Fear River Corridor Development on all major highway entrances into the urban area.
- l) Consider development of an outdoor amphitheater as a key component within the approved Development Zone.
- m) Seek the input of the Cape Fear River Assembly, Sustainable Sandhills, Cape Fear Botanical Gardens, Fish and Wildlife and other organizations, agencies and authorities that could be advocates of the river.
- n) Seek corporate sponsors as a source of funding for key development opportunities.
- o) Identify mechanisms for marketing the Cape Fear River Trail as a tourist/recreation destination.



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

- a) Prepare a study identifying the required buffer width(s) from the River's edge based on ecological considerations, topography, slope, soils, etc. Draft a model ordinance or ordinance provisions to be adopted by all local governments with jurisdiction.

- b) Develop a public sector/non profit land acquisition strategy for critical environmentally significant lands in the river corridor.
- c) Zone critical lands for conservation-compatible land uses.

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

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

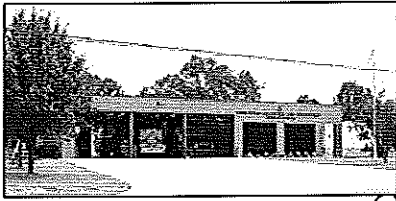
Action 13.6: Implement the improvement plan for Person Street from the Market House to the Cape Fear River

Policy Area 14: Public Safety Services Closer to the People

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

Vision Statement

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



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

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

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

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

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

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

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

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

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

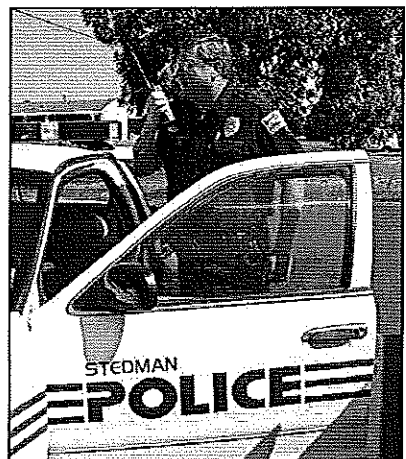
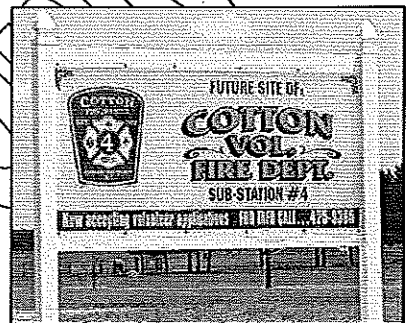
Action 14.2: Purchase and equip one or more mobile law enforcement substations (trailers) that can be moved about the county in response to high crime locations.

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

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

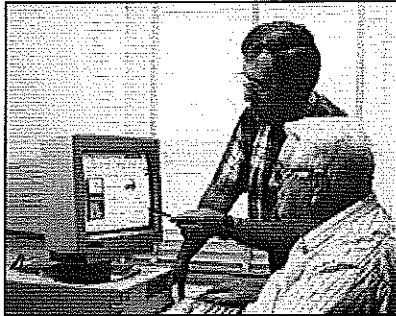
Action 14.5: Offer incentives (e.g. reduced trash collection fee?) for neighborhoods to organize and participate in the Neighborhood Watch program.

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



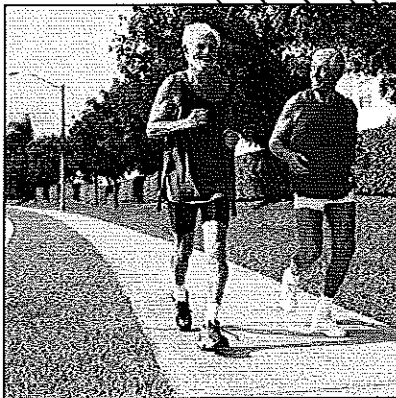
Policy Area 15: Senior Citizens Well Served

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



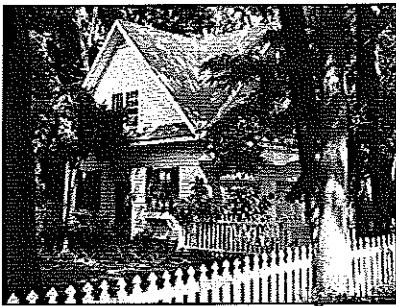
Vision Statement

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



POLICIES FOR VISION 15. SENIOR CITIZENS WELL SERVED

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



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

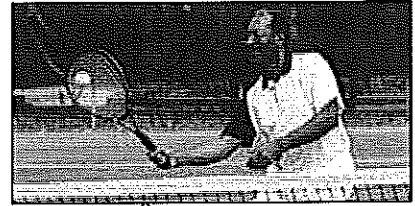
Policy 15.3: **MIXED USE DEVELOPMENTS** that provide housing suitable for senior citizens should be encouraged. Such mixed uses might include basic services such as food and drug stores, as well as health care providers.

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

Policy 15.5: Given the rapidly growing senior citizen population, priority shall be given to the **EXPANSION OF SENIOR SERVICES**, in

such a way that the delivery of such services can be made more accessible.

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



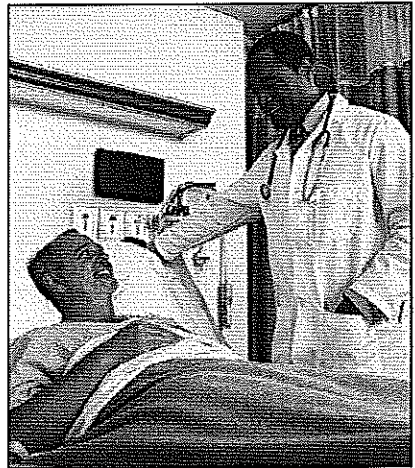
Policy 15.7: PUBLIC SPACES known to be frequented by senior citizens should be fitted with design features that are elder friendly, such as convenient parking, benches, curb cuts and ramps, signalized crosswalks, and handrails.



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

Actions for Vision 15. Senior Citizens Well Served

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



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

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

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

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

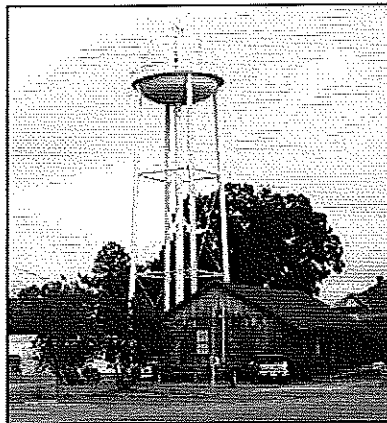
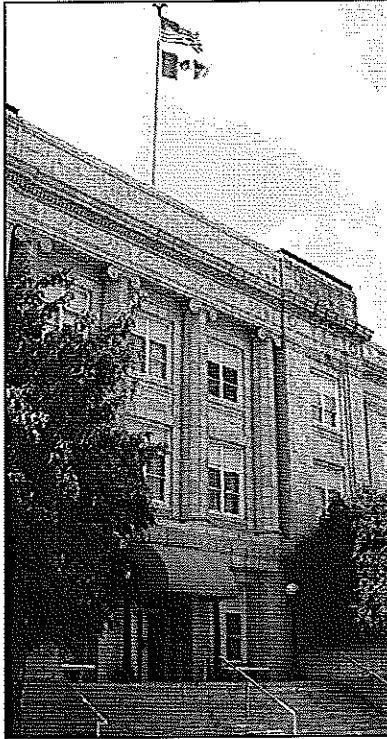
Action 15.6: Amend local land use ordinances to create one or more new zoning districts where accessory housing is permitted as part of a new development, allowing senior citizens to live in an extended family situation. (It is not recommended that accessory housing be added to properties in an existing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

Policy Area 16: Intergovernmental Cooperation and Efficiency

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

Vision Statement

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



POLICIES FOR VISION 16. INTERGOVERNMENTAL COOPERATION/EFFICIENCY

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

Policy 16.2: MULTI-JURISDICTIONAL PLANS FOR INFRASTRUCTURE AND SERVICES (e.g. transportation, recreation) shall be jointly prepared and periodically updated as area conditions change.

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

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

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

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

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



Actions for Vision 16. Intergovernmental Cooperation and Efficiency

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

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

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

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

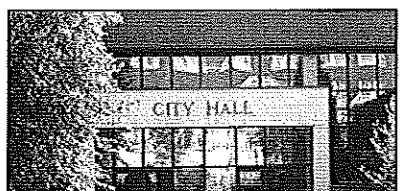
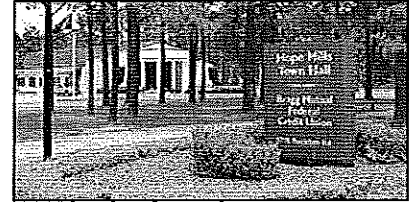
Action 16.5: Continue the progress made in recent years with regard to improved planning coordination between Fort Bragg and Cumberland County.

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

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

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

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



Policy Area 17: An Active, Involved Citizenry



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

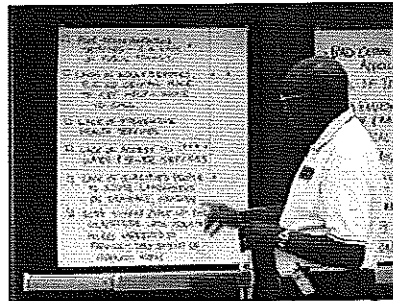


Vision Statement

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



POLICIES FOR VISION 17: AN ACTIVE, INVOLVED CITIZENRY



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

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

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

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

Actions for Vision 17: An Active, Involved Citizenry

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

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

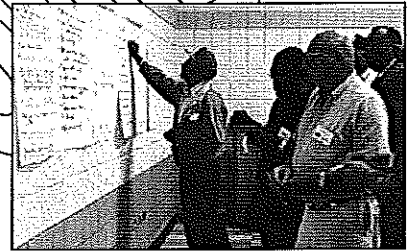
Action 17.3: Prepare an assessment of the demographic composition of appointed boards and committees throughout the county. Compare the composition of these boards to their constituent populations. Set flexible goals to make appointments that roughly approximate the demographics of the area each board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

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

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

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

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



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2030 Growth Vision Plan
Acknowledgments

2030 Growth Vision Plan Task Force Members

Charles Astrike, Co-Chair, Fayetteville Planning Commission
Clifton McNeill, Co-Chair, Cumberland County Joint Planning Board

Jimmy Keefe, Fayetteville City Council*	Mardy Jones, Stedman Board of Commissioners
Lois Kirby, Fayetteville City Council*	Benny Pierce, Eastover Board of Commissioners
Wesley Meredith, Fayetteville City Council	Donovan McLaurin, Falcon Godwin & Wade Town Boards
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Cecil Combs, Dep. Co. Planning & Inspections Director	City Planning Staff
Tom Spinks, Spring Lake Planning Director	Cumberland County Planning Staff

Others

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

* Denotes former Members/Advisors

The 2030 Growth Vision Plan was sponsored through a cooperative funding agreement by Cumberland County, the City of Fayetteville, and the Town of Hope Mills, NC. Consulting assistance was provided by Glenn Harbeck Associates Inc., Wilmington, NC.

Cumberland County
www.co.cumberland.nc.us
678-7600 (Planning Department)

City of Fayetteville Planning Department
www.ci.fayetteville.nc.us
433-1996 (Planning Department)

Town of Hope Mills
www.townofhopemills.com
424-4555



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CITY COUNCIL ACTION MEMO

To: Mayor & Members of Council
From: Jimmy Teal, Planning Director
Date: June 1, 2009
Re: Proposed changes to daycare regulations



THE QUESTION: Require more stringent regulations for daycare special use permits and consider allowing an employee outside the home for incidental home daycare operations.

RELATIONSHIP TO STRATEGIC PLAN: Partnership of Citizens

BACKGROUND:

The City Council at the August 2008 work session directed staff to revise the existing daycare standards and place specific restrictions for daycares approved through the special use permit process. The City Council also requested staff look at revising the requirements for incidental home occupation daycares to allow an employee from outside the home to work at the daycare.

The staff reported back in November 2008 with a proposal to limit daycares approved through the special use permit to certain conditions. The City Council agreed on the following items

- A. Limit locations primarily to major or minor thoroughfares to include a map listing the major and minor thoroughfares;
- B. Require a minimum lot size of 20,000 square feet;
- C. Require a minimum of four off-street parking spaces plus one parking space for each employee;
- D. Children's play area shall be in a side or rear yard area;
- E. All children play areas to be enclosed with a minimum four-foot high fence with a ten-foot buffer from any property line;
- F. A submission of a site plan to include daycare structure, play area, parking, driveway access and the floor plan outlining the square footage for the total indoor area and outdoor play area;
- G. Provide the maximum number of children at any one time at the daycare and the days and hours of operation.

In the November report, the City Council agreed to consider allowing an employee for in-home daycares who do not reside in the home. The current in-home daycare regulations do not allow an employee who does not reside in the home.

The in-home daycares are permitted without approval from City Council. They allow a maximum of 12 kids.

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ITEM 7.

ISSUES:

Currently, there are minimal guidelines as to what may be expected by council in terms of approving or denying a special use permit request. By setting standards it provides potential applicants a clearer understanding as to locations where a daycare center is deemed appropriate.

A proposed daycare special use application is attached listing major and minor thoroughfares and the requirements outlined under A through G on the previous page.

In-home daycare providers have expressed an interest from time to time to allow an employee from outside the home to work at these daycares. The North Carolina Division of Child Development staffing requirements only require one staff member for school-aged children, but limit children under two years old to six children per one staff member. Allowing an outside employee could allow these in-home daycares to increase the number of children under the age of two.

OPTIONS:

1. Direct staff to draft an ordinance amendment with the items listed above and refer to the Planning Commission for a public hearing and recommendation to council;
2. Review other options before referring the item to the Planning Commission.

RECOMMENDATIONS:

Direct staff to draft an ordinance amendment with the items listed above and refer to the Planning Commission for a public hearing and a recommendation to council.

ATTACHMENTS: Current daycare requirements
North Carolina Division of Child Development Regulations for daycares



Deadline Date to Return _____

Zoning Commission Meeting _____

Today's Date _____

Amount Rec'd \$ _____ Rcv'd by _____ Case # _____

**APPLICATION FOR SPECIAL USE PERMIT
DAYCARE CENTER
CITY OF FAYETTEVILLE**

Upon receipt of this application, the Planning Department will place a legal ad in the paper to advertise this case as a public hearing before the Zoning Commission.

At the public hearing the Zoning Commission will make a recommendation to the City Council concerning the request. The City Council will hear the case and make the final decision. Any Special Use Permit will not be effective until after the City Council's decision.

A notice of the meeting will be mailed to all individuals who own property within 750 feet of the proposed Special Use Permit and a public notification sign will be posed on the site.

THE FOLLOWING ITEMS ARE TO BE SUBMITTED WITH THE COMPLETED APPLICATION:

1. A copy of the recorded deed.
2. A check made payable to the City of Fayetteville in the amount of **\$700.00**.
3. **20 copies** of required site plan showing all existing and proposed structures, setbacks, driveways, parking, screenings, etc. (email a pdf. of large site plans to: charmon@ci.fay.nc.us)

NOTE:

1. The application fee is **nonrefundable**.
2. The Planning Staff is available for advice on completing this application.
3. The Planning Staff shall review the site plan and application for sufficiency. (If you have any questions, please call (910) 433-1612.
4. It is **strongly advised** that the applicant or someone representing the applicant attend the Zoning Commission and City Council meetings.

**APPLICATION FOR SPECIAL USE PERMIT
DAYCARE CENTER
CITY OF FAYETTEVILLE**

To the Zoning Commission and the City Council of the City of Fayetteville, North Carolina

I (We), the undersigned, do hereby respectfully make application and petition to the City Council to grant a Special Use Permit as required in the Zoning Ordinance. In support of this application, the following facts are shown:

Location/Address of the Property: _____

Owner of the Property: _____

Address of the Owner: _____ Zip: _____

Owner's Home Phone: _____ Owner's Work Phone: _____

A. Section and provision of the Zoning Ordinance from which a Special Use Permit is requested:

B. The property sought for a Special Use Permit is owned by _____ as evidenced by deed, recorded in Deed Book _____, Page _____, Cumberland County Registry. (Attach a copy of (all) deed(s) as it appears in the Registry.)

C. Tax Property Identification Number (PIN#) of the property: _____

D. Acreage requested for a Special Use Permit: _____

The Fayetteville City Council has implemented standards that must be met in order for the application to be considered for approval. In addition, the City Council has established policies that provide guidance for the applicant in requesting a daycare center.

Policy Guidance

The City Council's preferred location for daycares requiring a Special Use Permit includes properties located on thoroughfare and collector streets. These streets have higher volume of traffic than the typical residential street and often have a mixture of commercial, professional and institutional land uses. This combination is often more conducive for locating daycare centers than locations within neighborhoods where the land use is exclusively residential.

The thoroughfare and collector streets identified are as follows:

- | | | |
|------------------------|---------------------------|-------------------------------|
| 1. Andrews Road | 21. Gillespie Street | 41. Person Street |
| 2. Bingham Drive | 22. Gillis Hil Road | 42. Raeford Road |
| 3. Blount Street | 23. Graham Road | 43. Ramsey Street |
| 4. Bonanza Drive | 24. Grimes Road | 44. Reilly Road |
| 5. Bragg Boulevard | 25. Grove Street | 45. Rim Road |
| 6. Bunce Road | 26. Hay Street | 46. Robeson Street |
| 7. Cain Road | 27. Helen Street | 47. Rosehill Road |
| 8. Camden Road | 28. Hoke Loop Road | 48. Rowan Street |
| 9. Cedar Creek Road | 29. Hope Mills Road | 49. Russell Street |
| 10. Century Circle | 30. Ireland Drive | 50. Santa Fe Drive |
| 11. Cliffdale Road | 31. Johnson Street | 51. Seventy-First School Road |
| 12. Country Club Drive | 32. King Road | 52. Shaw Road |
| 13. Cumberland Road | 33. Lake Valley Drive | 53. Shaw Mill Road |
| 14. Deep Creek Road | 34. Lakewood Drive | 54. Skibo Road |
| 15. Dunn Road | 35. McPherson Church Road | 55. Southern Avenue |
| 16. Eastern Boulevard | 36. Morganton Road | 56. Stoney Point Road |
| 17. Fillyaw Road | 37. Murchison Road | 57. Strickland Bridge Road |
| 18. Filter Plant Drive | 38. Old Bunce Road | 58. Village Drive |
| 19. Fisher Road | 39. Owen Drive | 59. Whitfield Avenue |
| 20. Fort Bragg Road | 40. Pamalee Drive | 60. Yadkin Road |

Please note an application for a Special Use Permit for a daycare located on one of the above-mentioned streets does not infer the application will be approved nor does an application on a street not listed above result in certain denial. There may be extenuating circumstances in either situation. The purpose of the list is to provide guidance for an applicant.

REQUIRED STANDARDS

1. A minimum 500-foot separation from a bar or adult entertainment establishment. The separation shall be from exterior wall to exterior wall;
2. A minimum lot size of 20,000 square feet;
3. A minimum of four off-street parking spaces plus one parking space for each employee per shift;
4. Children’s play area shall be in the side or rear yard areas;
5. All children’s play area shall be enclosed with a minimum four-foot high fence;
6. All children’s play area shall be a minimum of ten feet from all property lines;
7. All applications shall include a site plan of the property to include the daycare structure, play area, parking, driveway access and the floor plan of the interior of the daycare structure. Site plan shall include dimensions of play area and the interior use of the structure;
8. All applications shall include the proposed maximum number of children at any one time and the days and hours of operation;
9. All applications shall meet state and local daycare, building and fire regulations;
10. Failure to provide the necessary information results in the application being placed on-hold until such time all required information is provided.

Signature of Applicant

Address of Applicant

City State Zip Code

Home Phone: _____

Work Phone: _____

(for additional application forms: www.cityoffayetteville.org then visit the Planning Dept. page)

for similar activities, including retail sales and concessions of food, beverages, and merchandise related to the activities such as clothing and equipment, as approved by the public body.

- (10) Incidental home occupations. Any business use conducted entirely within a dwelling and carried on by occupants thereof and which complies with the following performance standards:
- a. There shall be no display, no stock-in-trade, nor commodity sold on the premises which is not produced on the premises;
 - b. No person not a resident on the premises is employed specifically in connection with the incidental home occupation;
 - c. Unless otherwise set forth in this chapter, no more than 15 percent of the total floor area in the dwelling may be devoted to such occupation;
 - d. A sign as permitted in article VIII of this chapter;
 - e. Day care as an incidental home occupation shall have no more than 12 children on the premises at any time, and there shall be at least 100 square feet of play area per child in the rear yard;
 - f. Except for professional offices as permitted in subsection (13) of this section, where an office is operated as an incidental home occupation, there shall be no contact with the general public;
 - g. Convalescent, nursing, foster and assisted living homes as an incidental home occupation, provided that not more than 25 percent of the total floor area is used for such purpose;
- (11) Libraries, museums, and art museums not conducted for profit.
- (12) Nonconforming uses and buildings as provided in sections 30-63 through 30-72, inclusive.
- (13) Offices for doctors, lawyers, dentists, architects, and engineers conducted within the principal building but only by a person resident in the building, provided that not more than one person other than one domestic servant not a resident of the premises is employed and that not more than 15 percent of the total floor area in any dwelling unit is devoted to such use, and separate entrances and toilet facilities are provided.
- (14) Police and fire stations.
- (15) Public grade schools and private schools having curricula approximately the same as ordinarily given in public schools including gymnasiums and assembly halls in conjunction therewith, provided that off-street parking complies with the requirements of article VII of this chapter and that three square feet of play area is provided for each one square foot of floor area in such schools.
- (16) Public utility distribution lines, transformer stations, transmission lines and towers, water tanks and towers, and telephone exchanges but not service or storage yards.

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- e. There shall be no commercial sales which are not an integral part of the facility and no signs or other commercial displays shall be visible from the street or other property;
- f. No appurtenant structures be located closer than 25 feet to any lot line;
- g. All lighting is shielded so that it will not shine directly onto adjacent property; and
- h. One off-street parking space be provided for each 70 square feet of swimming pool area, plus one space for each 600 feet of other recreation area provided on the site.

(23) Yard sales, as permitted under chapter 15 of this Code.

(24) Homes for the care of children and adults upon and after obtaining a special use permit issued by city council upon recommendation of the zoning agency after public hearings as required for amendment to this ordinance. Such special use permits shall be issued only after a finding is made that such use shall fit in with the character of the area in which such use is to be located and that such use is not detrimental to the surrounding neighborhood. All applications for a special use permit shall be accompanied by an accurate and detailed plot plan of the proposed use showing the location of all buildings, yard dimensions, driveways, parking areas, planting screens, service areas, and other pertinent data. Before acting upon such special use permit, the zoning agency and/or the city council may require additional plans and/or other data concerning such use and may stipulate such conditions pertaining to the proposed use as it may deem advisable in furtherance of the purposes of this chapter including, among other things, yards greater than those required in the district in which such use is located.

(Code 1961, § 32-22; Ord. No. S2002-001, § 2, 1-22-2002; Ord. No. S2002-003, § 1, 1-28-2002; Ord. No. S2002-008, § 1, 3-18-2002; Ord. No. S2004-004, § 1, 2-23-2004)

Sec. 30-108. R10 residential district.

The following uses are permitted in the R10 residential district:

- (1) Any use permitted in the R15 residential district.
- (2) Automobile off-street parking for employees and customer use for uses which are not in the district and uses which would not otherwise be permitted upon and after obtaining a special use permit issued by the city council upon recommendation of the zoning agency after public hearings as required by this chapter for amendments. Special use permits issued under this subsection shall be subject to the following conditions in order to preserve and protect the character of the district in which the parking is located and otherwise protect the purpose of this chapter. The proposed parking lot or area shall be graded, drained and surfaced in a manner which shall assure its maintenance in a satisfactory condition. Screening, circulation pattern, points of access and egress, lighting and signs and other as may be stipulated by the city council or the zoning agency shall be so designed and so constructed as to protect

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For more information about child care licensing requirements, call or write:

*The Division of Child Development
2201 Mail Service Center
Raleigh, NC 27699-2201
(919)662-4499
1-800-859-0829*

The NC Department of Health and Human Services does not discriminate on the basis of race, color, national origin, sex, religion, age or disability employment or the provision of services.

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North Carolina Department of Health and Human Services
DIVISION OF CHILD DEVELOPMENT



Michael F. Easley, Governor

Dempsey Benton, Secretary

Cynthia L. Bennett, Director

Thank you for your interest in providing child care. You have begun the complex project of planning a business. The materials in this packet have been designed to help you.

North Carolina's child care law identifies two types of regulated child care arrangements according to the maximum number of children that may be in care at one time. The term "home" is used for a smaller program usually located in a family residence. The two types of programs and the maximum number of children for each are as follows:

TYPE OF ARRANGEMENT	MAXIMUM NUMBER OF CHILDREN
Family Child Care Home	5*
Child Care Centers	
Licensed for 3-12 children (located in a residence)	12*
Center (not located in a residence)	Depends on space available

*The number is based on serving preschool-age children. In family child care homes, under certain circumstances, the number may sometimes be larger. This may also be true for some centers licensed for 3 -12 children (located in a residence)

*Local ordinances and zoning may restrict the number of children allowed to be cared for in a residence.

This packet is intended for those who are considering operating a child care center. If you decide that you might be interested instead in starting a family child care home, contact the Division of Child Development at the address or telephone number above. Ask the person for information about becoming a family child care home provider.

The initial steps in deciding whether or not to start a child care center are the same as for any other business: determining the potential market for the service and finding out if you have the resources to develop and operate the enterprise.

The first task is researching the need for service in your community which is critical to success. Having a "feeling" about what is needed cannot substitute for having the facts. Relevant information about your target population is the basis for deciding the number and ages of children for which to design the center, as well as the location. For the typical child care center, you will be looking for parents of preschool-age children who are working and can afford child care. City and county offices, the local Chamber of Commerce, and public schools can usually supply some of the data you will need.

Once you know about the potential customers for your center, you must then determine whether you will be able to put together everything that is needed to make the business work. Plan carefully. Expenses

that are not anticipated or are underestimated can spell disaster. We have included a budget guide that lists all the usual expenditures one might encounter when opening a child care facility. Information about the licensing requirements is also included. Licensing requirements, such as staff qualifications, space requirements and equipment requirements, can have a major impact on budgeting.

Particular attention should be given to the center site. Center site is a factor of primary importance to the success of the operation, and is usually a major expense that involves a long-term commitment. Many consumer studies have found that convenience, in addition to the quality of care, is the basis for parents' selection of a child care placement for their child. No matter how well you plan and provide the children's program of care, you may have a very hard time keeping full enrollment. The location needs to be "good for business". The best location is usually one near where your customer target group lives or one which is easily accessible on the parents' way to work. The site must also be suitable for child care and affordable. Never commit yourself to any site until you have worked out both your development and operating budgets. You should also be certain that the building is practical and will pass the required inspections. A copy of the inspection reports, which are completed on every child care center, is included to help you assess possible sites. Materials on site selection and obtaining a building are also included.

After completing the planning process, review the "Questionnaire For Potential Child Care Operators", to help you decide if you are ready to open a child care center. You are also required to attend a pre-licensing workshop before receiving a license. In this workshop, you will have a chance to discuss the steps in both planning a center and obtaining a license. A list of scheduled workshops and a registration form are included in this packet for your convenience.

Good luck to you in planning your child care operation. The Division of Child Development will be happy to answer any questions about the materials in this packet and provide additional information you need along the way.

OVERVIEW OF LICENSING REQUIREMENTS FOR CHILD CARE CENTERS

The information contained in this publication is not a complete description of the standards required for licensure of a child care center. It is intended to assist you in assessing the feasibility of operating a center by highlighting certain requirements which have a direct bearing on the resources needed. Refer to this information as you plan for personnel, building, equipment, supplies, etc.

Licensed Capacity/Attendance

- No center may be licensed for more children than the primary space used by the children can accommodate at 25 square feet per child. Local zoning ordinances may place more stringent limitations on capacity.
- Subject to the space limitation cited above, a center licensed for 3-12 children in a residence may be licensed to provide care to no more than 12 children when any child present is of preschool age or no more than 15 children when all children are school age.
- All children in the center are counted except the provider's own school-age children.
- The number of children present in any center may not exceed the licensed capacity nor may the number of children present in any room exceed the number that room can accommodate at 25 square feet per child.

Staff/Child Ratios and Supervision

- Children must be supervised at all times.
- Maximum group size will vary depending on the age of the child, but will never exceed 25 children. (See ratios on the next page).
- If only one caregiver is required to meet the staff/child ratio, and children less than two years of age are in care, the caregiver must not concurrently perform food preparation or other duties which are not direct child care responsibilities.
- When children are taken off the premises, staff must take with them a list of all children in the group.
- When there is a multi-age group, the staff/child ratio for the youngest child in the group must be maintained for the entire group.
- In centers licensed for 30 or more children, staff members and administrators counted in meeting the staff/child ratio must not concurrently perform food preparation or other duties which are not direct child care responsibilities unless only one caregiver is required to meet the staff/child ratio and no children less than two years of age are in care.

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RATIOS by center type/size:

For child care centers licensed for 3-12 children in a residence, the ratios are as follows:

<u>Ages of Children</u>	<u>Minimum Staff Child Ratio</u>	<u>Additional Number of School-Aged Children Allowed</u>
0 to 12 months	1/5	3
12 to 24 months	1/6	2
2 to 13 years	1/10	0
3 to 13 years	1/12	0
All school-aged	1/15	0

For child care centers licensed for fewer than 30 children, the ratios and maximum group sizes are as follows:

<u>Ages of Children</u>	<u>Minimum Staff Child Ratio</u>	<u>Maximum Group Size</u>
0 to 12 months	1/5	10
12 to 24 months	1/6	12
2 to 3 years	1/10	20
3 to 5 years	1/15	25
5 years and older	1/25	25

For child care centers licensed for 30 or more children, the ratios and maximum group sizes are as follows:

<u>Ages of Children</u>	<u>Minimum Staff Child Ratio</u>	<u>Maximum Group Size</u>
0 to 12 months	1/5	10
12 to 24 months	1/6	12
2 to 3 years	1/10	20
3 to 4 years	1/15	25
4 to 5 years	1/20	25
5 years and older	1/25	25

Preservice Requirements For Staff

All Staff

- o All persons must obtain medical exams, tests showing each to be free of active TB, annual medical statements or health questionnaires, and emergency medical information.
- o North Carolina law requires that all persons must complete a criminal records check to determine if each person qualifies to provide child care. The potential operator must submit to the Division of Child Development at the time of application:
 - a) a certified criminal history check from the Clerk of Court's office in all counties where the individual has resided during the previous 12 months, and
 - b) a signed Authority for Release of Information using the form provided by the Division, and
 - c) a completed fingerprint card using SBI form FD-258, and
 - d) an identifying information sheet using the forms provided by the Division

000103

On-Site Administrator (director)

If the on-site administrator has not yet obtained the NC Early Childhood Administration Credential or its equivalent, he/she must meet the following pre-service requirements regarding education/experience in early childhood education:

They must be at least 21 years of age and have a high school diploma or its equivalent and have ONE of the following:	
A) two years of full-time child care experience in a child care center or early childhood work experience	B) an undergraduate, graduate, or associate degree, with at least 12 semester hours in child development, child psychology, early childhood education or a directly related field
C) a Child Development Associate Credential	D) completion of a community college curriculum program in the area of child care or early childhood
E) one year of full-time verifiable child care or early childhood work experience and a North Carolina Early Childhood Credential	

The on-site administrator must **also** meet **one** of the following pre-service requirements regarding education/experience in administration:

A) verification of having successfully completed two semester hours or 32 clock hours of training in the area of early childhood program administration	B) verification of being currently enrolled in two semester hours or 32 clock hours of training in the area of early childhood program administration
C) one year experience performing administrative responsibilities	

The on-site administrator must obtain the North Carolina Early Childhood Administration Credential or its equivalent. Child care administrators must begin working toward the completion of the North Carolina Early Childhood Administration Credential or its equivalent within six months after assuming administrative duties and must complete the credential or its equivalent within two years after beginning work. Administrators of centers licensed for 3-12 children in a residence are exempt from meeting this requirement but must obtain the NC Early Childhood Credential (NCECC) or its equivalent.

A person meeting the qualifications for administrator must be on site at each center for a minimum number of hours (varying with center size) each week.

Lead Teachers and Teachers

Lead teachers and teachers without a NC Early Childhood Credential or its equivalent must meet the following pre-service requirements:

They must be 18 and have a HS diploma or its equivalent and have ONE of the following:	
A) One year of experience in a center or two years of experience in a family child care home	B) Completed a two-year Child Care Occupational Home Economics course in high school
C) Complete 20 clock hours of training in child development within the first 6 months of employment <i>(This is in addition to annual in-service training hours. Credential coursework could be counted).</i>	

In addition to the preservice requirements, all lead teachers must obtain at least a NCECC or its equivalent as determined by the Department. Lead teachers must be enrolled in the credential coursework or its equivalent within six months after becoming employed as a lead teacher and must complete the credential or its equivalent within eighteen months after enrollment.

There must be a lead teacher assigned to work with each group of children. A lead teacher can only be responsible for one group of children at a time. Each group of children must have a lead teacher present for 2/3 of the operating day.

Aide

This person must be at least 16 years of age and literate.

Support Staff (drivers, food handlers, substitutes)

These persons must meet basic requirements, such as age and license or certification, according to their responsibilities.

Staff Development/Training

☐ Staff who have successfully completed a course in basic first aid within the last three years must be present when children are in care. The number of staff required to complete the course is based on the number of children present in the center as shown in the following chart:

<u>Number of children present</u>	<u>Number of staff trained in first aid required</u>
1-29	1 staff
30-79	2 staff
80 and above	3 staff

☐ At least one staff person must be knowledgeable of and able to recognize common symptoms of illness.

☐ At least one person who is certified to provide cardiopulmonary resuscitation appropriate for the ages of children in care must be present on the premises at all times.

☐ In centers licensed to care for infants 12 months and younger, the center director and any child care providers scheduled to work in the infant room, including volunteers counted in staff/child ratios, must complete the ITS-SIDS training. Training must be completed within four months of the individual assuming responsibility. ITS-SIDS training must be retaken every three years.

☐ Staff must complete at least four clock hours of training in safety. In centers licensed for less than 30 children, at least one staff person must complete this training. In centers licensed for 30 or more children, at least two staff, including the administrator must complete this training.

☐ All staff who will be in contact with children must receive at least sixteen hours of a prescribed course of orientation within the first six weeks of employment. A specific six of those hours of orientation must be completed within the first two weeks of employment.

☐ All staff responsible for planning or supervising the program and all staff working directly with the children must receive in-service training. In-service training should be selected according to each person's job-related needs. The amount of inservice training required varies with the person's educational level, professional experience and prior training.

000105

Building

- At least 25 square feet of indoor space per child is required.
- At least 75 square feet of fenced outdoor play space per child is required.
- The building must meet current building, sanitation, and fire code requirements and be located in an area free of hazards.
- Centers may use domestic kitchen equipment if it meets heating, cooling, and storing requirements as determined by the Division of Environment and Natural Resources.
- Plans and specifications for new construction or modifications to any existing or proposed child care centers must be submitted to the local health department and building inspector for review and approval prior to beginning construction. A floor plan must also be submitted to the Division of Child Development child care consultant.
- The outdoor play area must be free of equipment, litter, animals or other objects that may be hazardous to the children.
- Playground equipment must meet all applicable requirements.

Equipment and Furnishings

- ✍ An adequate supply of diapers, clean linens, and an individual bed, cot or mat for each child must be provided.
- ✍ Child-size furnishings must be provided and kept in good repair.
- ✍ The practice of specific safety precautions is required in the center.
- ✍ Hazardous items, materials, and equipment may be used by children only under adult supervision.
- ✍ Firearms and other weapons on the premises must be secured so that they are inaccessible to the children.
- ✍ There must be a working telephone on the premises, which is always accessible to caregiving staff.

Nutrition

- ◆ Nutritious meals and snacks which contain the food groups outlined in the Meal Patterns for Children in Child Care must be provided.
- ◆ The number and size of servings must be appropriate for the age and developmental level of the child.
- ◆ Arrangements must be made for special diets.
- ◆ Menus must be planned a week in advance and posted.
- ◆ Individual written feeding schedules must be followed for children under 15 months of age.

000106

Caregiving Requirements

All Children

- * For each group of children, there must be a schedule posted for easy reference by staff and parents which shows the usual routine of care and the time periods assigned to different activities.
- * The schedule must indicate a balance between active play and quiet times or rest.
- * The activities and the times allotted for them must be appropriate for the ages of the children present.
- * The schedule must be followed in a way that allows flexibility to meet children's individual needs.
- * There must be a written plan, available to parents and caregivers, which shows the activities available to the children in care.
- * Centers must have a plan for each group of children.
- * The plan must reflect that the children have at least four different activities in which they may choose to participate on a daily basis.
- * Each child must have the opportunity for outdoor play on a daily basis, weather permitting.

Infants and Toddlers (children under 2 years of age)

- ♥ There must be developmentally appropriate toys and activities for each child in care.
- ♥ Each child must eat, sleep, play, and be diapered according to his own needs, and be toilet trained according to his individual readiness.
- ♥ A safe, clean, uncluttered area must be available for infants to crawl or creep and for toddlers to move around.
- ♥ The caregivers must interact in a positive manner with each child every day.
- ♥ A caregiver or team of caregivers must be assigned to each infant or toddler as the primary caregiver.
- ♥ Children must be held for bottle feeding until the child can hold his own bottle.
- ♥ Children twelve months of age and younger must have daily opportunities for "tummy-time" to play while on their stomachs.

Preschool Children (children at least two years old and older)

- Equipment and materials must be available in activity areas on a daily basis. Centers licensed for 3-12 children in a residence are not required to have activity areas, but must have equipment and materials available daily for the children in care.

000107

- Each activity area must contain enough materials for three related activities to occur at the same time. The materials must be in sufficient quantity to allow at least three children to use the area regardless of whether the children choose the same or different activities.
- Centers with a capacity of 30 or more children must have at least four activity areas available in the space occupied by each group of children.
- Centers with a capacity of less than 30 children must have at least four activity areas available, but they may be shared by different groups of children.
- At least four of the following activity areas must be available every day to preschool children:
 - a) art and other creative play
 - b) children's books
 - c) blocks and block building accessories
 - d) manipulative materials
 - e) family living and dramatic play

The fifth activity area must be rotated in at least once per month

Equipment for music and rhythm activities, science and nature activities, and sand and water play must be available to the children at least once a month.

School-Age Children (children five years and older who are attending or have attended school or kindergarten)

- School-age components that operate for three or fewer hours a day must make at least three activities available daily; those operating for more than three hours per day must make at least four activities available daily.
- Age appropriate activities for school-age children include: outdoor play, arts and crafts, block play, books and language, carpentry, community awareness, creative art, cultural studies, family living and dramatic play, environmental studies, field trips, food experiences, games for individuals and small groups, health and safety, life-related chores, money-making projects, music, rhythm and creative movement, number concepts, problem solving, sand and water play, science and nature, self help skills, and sewing.

Transportation

- * Written permission for transporting a child must be obtained from the parent or guardian.
- * Vehicles must meet and be maintained according to N. C. inspection standards.
- * Liability insurance is required.
- * All persons in the vehicle must use seat belts or appropriate child passenger restraint devices.
- * Safe procedures for pick up and delivery of children must be followed.
- * The required staff/child ratio must be maintained in vehicles.
- * The driver must have a valid driver's license of the type required for a vehicle of the size used to transport children.
- * Children may not occupy the front seat of a vehicle if there is an operational passenger side airbag.

Discipline

- ◆ No corporal punishment is allowed except in religious-sponsored centers operating under the provisions of G.S. 110-106.
- ◆ Discipline may in no way be related to food, rest, or toileting.
- ◆ Children may never be locked up.
- ◆ Discipline may never be delegated to another child.
- ◆ The center's discipline policy must be provided in writing to parents.

Records

Children

Each child in care must have a file containing the following information:

- A completed application for enrollment
- A medical exam report
- Immunization record
- Signed statement that the parent or guardian received a copy of the center discipline policy
- Documentation of Receipt of Summary of Child Care Law
- Travel and Activity Authorization form.
- Instructions from the parent or physician when medicine is to be administered
- Infant feeding schedule for any child up to 15 months old (if applicable)
- Documentation of the Receipt of Safe Sleep Policy on file on or before first day of enrollment of a child 12 months of age or younger.

Staff

- An application for employment
- Medical report and/or questionnaires
- Negative TB test result
- Emergency information on staff
- Documentation of staff orientation
- Documentation of in-service training
- Documentation of CPR/ First Aid certification, Playground Safety training, ITS-SIDS training (if applicable) and BSAC training (if applicable)
- Copy of criminal history record check

000109

Center

- An evacuation plan and fire drill records.
- Attendance records
- An incident report (completed when a child is injured while in the care of the center and must seek medical attention) and incident log
- Monthly outdoor safety inspections
- Safe Sleep policy if licensed for infants 12 months of age and younger.
- Center Emergency Care plan

Compliance History

Prior to the issuance of an initial license, a center shall comply with all minimum child care requirements. To maintain a license, a child care center must maintain a compliance history of 75 % or higher as assessed by the Division. The Division shall assess compliance history of a child care center by evaluating the violations of requirements that have occurred over the previous 18 months or during the length of time the center has been operating, whichever is less.

Voluntary Enhanced Standards

Child care centers that meet all the minimum requirements will receive a one star license at the end of the six month temporary time period. Operators can apply for a two through five star license if they choose to meet higher standards.

Star licenses are determined based upon the number of points achieved in two separate components:

- ★ *PROGRAM STANDARDS*
- ★ *EDUCATION STANDARDS*

There is a range of 1 through 7 points available in each component. The more items the center has achieved, the higher number of points the center will receive in the component.

- ★ In *program standards*, a center would achieve more points if staff/child ratios were decreased, square footage available for each child was increased, operational policies were developed and environment rating scale assessments were completed.
- ★ A center having an administrator and caregivers with higher educational levels would receive more points in *education standards*.
- ★ A program may also choose to meet the requirements of a quality point and receive one additional point toward their star-rated license.

The points achieved in each of the above areas would then be calculated to determine the number of stars that the center is eligible to receive on their license. Centers that only meet minimum licensing requirements and do not apply for a rated license will receive 1 star on their license. Centers meeting voluntarily higher standards will receive from 2 – 5 stars on their license, based on the number of points achieved in each of the areas described above.

CONSIDERATIONS IN SITE SELECTION FOR A CHILD CARE CENTER

Zoning

Zoning is a way for local governments to plan for growth in their area. Zoning is a way of ensuring that the land uses of the community are properly located in relation to each other and that adequate space is available for each type of development. Zoning ensures that land is reserved for its best use. Some communities are more strict than others about where certain businesses can be located. It is important to know zoning procedures in the area where you hope to operate a center. Local zoning restrictions may include additional requirements such as lot size, indoor and outdoor space, fencing, provisions for the handicapped and/or parking spaces. These requirements may influence the amount of fees necessary to charge to cover your costs. Zoning information may be obtained by contacting city, county, or town offices.

Number and Ages of Children to be Served in the Center

The numbers and ages of children in a center affect how the building should be laid out. Will you serve infants? Are there plenty of outside exits? How many infants, toddlers, two year olds, three year olds, four year olds and school-age children can the building accommodate using the staff/child ratios of the licensing requirements?

Size of Center

The capacity and size of the center affects both the building code requirements and fire code requirements. How large a center are you comfortable running, and what are the numbers of children which will allow the center to support itself?

Health or Safety Hazards in Area

Surroundings of a child care center are important for the owner/operator and parents. You would not want a child care center near the city dump, a deep ditch or under a freeway overpass. Is there a safe area for parents and children to get in and out of their cars?

Traffic

Traffic patterns and parking affect site selection in that the center should be located on well-traveled roads with easy access. There must be a place for staff and parents to park. You want parents to come into the center when they leave children in the morning and pick them up in the evening. Some cities and towns have ordinances requiring adequate parking on the property before permits will be issued, e.g., beach communities and large cities.

000111

Outdoor Space Available for Fenced Playground

There must be enough space around the building to fence a playground for children. For centers serving fewer than 30 children, there must be 75 square feet per child of outdoor play area. For facilities with 30 or more, there must be 75 square feet per child of outdoor play area for at least 1/2 of the total number for which the center is licensed. The area must accommodate at least 30 children with 75 square feet for each child.

Indoor Space Arrangements

Indoor space arrangements are one factor that helps to determine the size of groups and numbers of children in each room or "space." This, in turn, determines the number of staff needed for each classroom. The layout or floor plan, position of exits, windows, bathrooms and kitchen help determine the suitability of an existing building. If you are going to build a center you have the opportunity to design a building specifically for child care use.

Potential for Passing Building, Fire and Sanitation Inspections

Before a child care center can operate, it must pass all building, fire and sanitation inspections. Renovations to existing buildings to make them suitable for child care can be very costly. Caution should be taken to avoid selecting a site before assessing costs of renovations or improvements. How much work would be needed to bring the building up to code?

Moral Environment of the Neighborhood

It is important to parents that the neighborhood in which a child care center is located be "a good place" for children. Check the neighborhood for such things as:

- drug dealing
- prostitution
- other illegal activities
- too many taverns or bars
- an atmosphere of violence

IMPORTANT ISSUES IN SECURING, BUILDING OR RENOVATING A BUILDING FOR CHILD CARE

- Submit any renovation plans or new construction plans to local building inspector's office and to the Environmental Health Specialist at the health department for approval. One copy should also be sent to the appropriate Division of Child Development representative.
- Check with local inspectors to be sure the building will comply with fire, sanitation, and building codes and zoning requirements if you plan to rent, lease or purchase a building.
- Check with the local building inspector regarding the building code requirements for new ownership if you are planning to buy an existing child care center.
- Determine numbers and ages of children to be served, space requirements, and program considerations before constructing, renovating, leasing or renting a building. Staff/child ratios and group size are important. There must be one toilet per 15 children and one sink per 25 children.
- Estimate space requirements by measuring rooms to be used by children. Determine the total square footage and divide this number by 25 square feet.
- Check leases or rental arrangements carefully.
- Be aware of any renovations needed to meet codes and identify who will pay for them when negotiating leases or rental agreements.
- Consult an attorney to be sure that lease agreements are fair and that both parties are protected.
- Measure hallways, doors and bathrooms for handicap accessibility as required by the North Carolina Building Code. Check with your local building inspector.
- Talk with other business resources including your banker, accountant or the small business center at the nearest community college.
- Review the layout of the building several times in relation to the numbers and ages of children to be served. After the lease is signed or the building is completed or renovated, it is too late!
- Consider the location of the director's office, sinks, cooling and heating appliances, kitchen, driveways, storage areas and exits.
- Consult with the local Environmental Health Specialist regarding the installation of range and range hoods, three compartment sinks, commercial dishwasher, types of refrigerators or freezers, storage compartments and other items on the sanitation inspection.
- Review the fire inspection form to be sure the exits and fire alarm systems meet the fire regulations.
- Consider ease of cleaning and maintenance of a building in determining whether a building is suitable for child care.

- Obtain estimates of heating and cooling costs and include those costs in determining whether a building is a good choice for child care.
- Deal only with reputable businesses and keep accurate records on such things as estimates of building materials, labor charges and contracts.
- Compare costs on labor and building materials. Check to be sure they will meet building, sanitation and fire codes for child care.

000114

CITY COUNCIL ACTION MEMO

To: Mayor & Members of Council
From: Jimmy Teal, Planning Director
Date: June 1, 2009
Re: Proposed Sign Ordinance Revision



THE QUESTION: Consider direction for amending the sign ordinance

RELATIONSHIP TO STRATEGIC PLAN: More Attractive City

BACKGROUND:

The sign ordinance was adopted in 1997 with a few minor amendments since that time period. The City Council has expressed an interest in reviewing the sign ordinance as part of the overall update of the zoning and subdivision ordinances.

ISSUES:

A table listed below provides a comparison of the proposed sign ordinance as compared to the current ordinance.

	<u>Proposed</u> Commercial & Industrial Zoning	<u>Current</u> Commercial, Industrial & Professional Zoning
Pole signs		
Maximum height for pole sign	20 feet	25 feet
Maximum copy area for pole sign	81 square feet	150 square feet
Minimum setback from right-of-way for pole sign	5 feet	5 feet
Maximum height for ground sign	8 feet	8 feet
Maximum copy area for ground sign	64 square feet	150 square feet
Minimum setback from right-of-way For ground sign	10 feet	10 feet

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ITEM 8.

	<u>Proposed</u>	<u>Current</u>
Maximum copy area for wall signs	1 square foot for each foot of building frontage 1.5 square foot for each foot of building frontage for buildings with five tenants or more	1 square foot for each foot of building frontage
Billboards	Not allowed	Allowed in C3 & M2 zoning
Digital Signs	Limit the brightness & require a certain period of time before changing message	None
Maximum copy area for political signs	16 square feet	32 square feet
Maximum height for political signs	5 feet	8 feet
Maximum number of political signs per parcel	1	No restrictions
Special event signs	Limit maximum to 10 for the area of the activity for only non-profit events requiring a \$200 deposit	Unlimited
Amortization	Two-year amortization for all non-conforming signs under the current sign ordinance	None

OPTIONS:

1. Refer the proposal to the Planning Commission for a recommendation;
2. Continue discussion at a future work session;
3. Reject the proposal and keep the sign ordinance as it exists.

RECOMMENDATIONS:

Option 1. – Refer the proposal to the Planning Commission.

CITY COUNCIL ACTION MEMO

To: Dale Iman, City Manager
From: Doug Hewett, Assistant City Manager *DH*
Date: June 1, 2009
Re: FY 2009-10 Strategic Plan and Narrative Description Adoption

THE QUESTION: Does the strategic plan document and attached narrative descriptions accurately capture the City Council's interests related to the FY 2009-10 strategic plan?

RELATIONSHIP TO STRATEGIC PLAN: The strategic plan document and attached narratives represent the foundation for the City's FY 10 strategic plan as developed by the City Council during their planning retreat this February. If approved by the City Council, these documents will govern policy and management direction of the City from July 1, 2009 through June 30, 2010.

BACKGROUND: The City's Strategic Plan has three main areas:

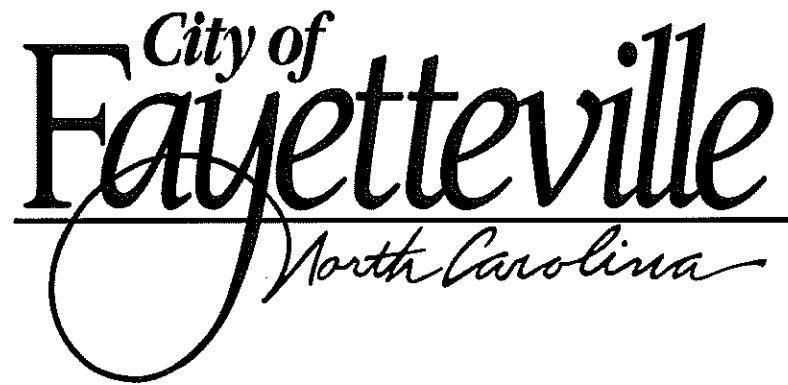
- ❑ A vision statement (Vision 2023) that describes the type of community the Council would like to facilitate through its and staff's work efforts
- ❑ Multi-year goals (Goals 2014) that provide an intermediate focus for the work of staff and further outlines the activities Council believes are necessary to realize the vision
- ❑ A one-year action plan that identifies issues that Council needs to address by providing policy direction and/or necessary actions that the City staff should complete during the current fiscal year
- ❑ The attached narratives describe the actions that City Council and City staff will focus on this fiscal year.

ISSUES: Does the strategic plan document and narratives accurately reflect the desired work efforts and the overall direction identified by the City Council?

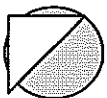
OPTIONS:

- 1.) Adopt, modify, or reject the City of Fayetteville FY 2009-10 Strategic Plan and narratives as presented.
- 2.) Modify/clarify interests on the issues/projects listed in the narratives.

RECOMMENDATIONS: Adopt the FY 2009-10 Strategic Plan and narratives.



***FY 2010 Strategic Plan
Policy and Management Agenda
Narratives***



Policy Agenda

Top Priority

Unified Development Ordinance
Murchison Road Corridor Redevelopment
Parks and Recreation Service
Annexation Policy
Workforce Development
Recycling Program for Multifamily and Commercial

High Priority

County Jail Capacity
Air Quality Non-Attainment
Emergency Medical Transport Performance Report
Tree Preservation Ordinance
Building Demolition
Property Revaluation and Tax Rate
Legislative Agenda and Lobby Strategy

Management Agenda

Top Priority

Crime Reduction Strategy and Report
FAST Improvements
Community Report Card
Community Watch Expansion
Economic Development

High Priority

Reclaiming Neighborhoods Strategy
Police Staffing
Non-Stop Air Service to Washington, D.C.
Telling the City's Positive Story
Northwest Gateway Project

Policy Agenda- Top

Unified Development Ordinance (UDO)

This target for action seeks to follow the creation of the new Unified Development Ordinance. Revisions of the zoning and development regulations need to take place in order to implement the 2010 Plan, the anticipated 2030 Growth Vision Plan, and to help implement the City's Strategic Plan. The City's existing development ordinances have not been comprehensively revised since 1961. City regulations are functional but disjointed, hard to use, occasionally contradictory, often outdated, and lack internal focus or coordination to help achieve community goals.

In FY '07-08 Clarion Associates was selected as consultant for the 16-month project to create a new Unified Development Ordinance. Input provided by the Vision Plan, other current adopted plans, and from stakeholders guided the process. Clarion prepared a Diagnosis and Annotated Outline assessing the current ordinances and proposing how to revise these regulations.

Funding was approved in FY09 budget for the remaining elements. The process continues with final adoption considered in November-December 2009.

The City departments will need to continue to dedicate staff time to research, continue community discussions, and review of specific standards and procedures throughout the process. Significant changes to the standards for signs, street design, or certain overlays would be the responsibility of City staff or other consultant efforts.

This target for action also entails significant administrative changes (forms, staff responsibilities, internal procedures, fees, record-keeping, and so forth). The process of mapping the new zoning districts is required before the new UDO is fully effective. These tasks would require the allocation of additional funds for consultant assistance.

Success is measured with adoption and implementation of a new unified development code that is more "user-friendly" and that incorporates best practices. A new UDO modernizes the zoning districts, establishes minimum development standards, and encourages high-quality physical development. The zoning and subdivision codes would be unified into one document. All portions of the code would be coordinated and focused in ways that help achieve all community goals expressed in Fayetteville's comprehensive plans and its Strategic Plan goals.

Policy Agenda- Top

Murchison Road Corridor Redevelopment

The City hired LandDesign, Inc. and Basile Baumann Prost Cole & Associates, Inc. to develop the Land Use and Economic Development Plan for the Murchison Road Corridor. The Murchison Road Corridor runs from Rowan Street to the south, to the intersection of the planned Outer Loop or Fort Bragg to the north. The plan was approved by City Council in June 2008.

The Land Use and Economic Development Plan identify nine catalyst sites to jump-start the redevelopment process. The City subsequently hired Marshall Isler to prepare an "Implementation Feasibility Analysis" as a follow up to the Land Use and Economic Development Plan for the Murchison Road Corridor. The Implementation Feasibility Analysis addresses catalyst sites ~~1, 3 and 6~~ three of the nine catalyst sites identified in the Land Use and Economic Development Plan. It defines specific development concepts based on the recommendations of the Land Used and Economic Development Plan and discussions with major land and business owners; demonstrates the economic feasibility of the recommended concepts; and defines public economic incentives necessary to make the proposed development attractive to developers.

Success for this target for action would be the adoption of an action plan that outlines the City's participation in order to execute projects. It is recommended that the City play the role of land developer, provide subordinate development loans for gap financing, rent subsidies and create affordable housing.

This target for action supports the City goal:

- Greater Tax Base Diversity – Strong Local Economy

Policy Agenda- Top

Parks and Recreation Service

Maintain a funding source within the City and County Parks and Recreation areas that adequately provides a level of practical, useful, dynamic and affordable leisure activities that add value to the citizen's quality of life. Further to achieve in great detail an organization that responds to its community's lifestyle by developing and training employees that produce activities for that outcome.

This target for action supports City goal:

- More Efficient City Government- Cost Effective Service Delivery

Policy Agenda- Top

Annexation Policy

The City of Fayetteville's growth management strategy influences development in the community and diversifies the City's tax base. This target for action seeks to provide City Council with a recommendation on annexation strategies that ensure efficient delivery of City services and fiscally sound decisions. The goal is to grow the community in an orderly, logical manner while recognizing our obligation to existing residents. In addition, making strategic choices for growth based on sound principals for urban planning and development, environmental considerations (reduction of septic systems and domestic wells) and a balanced, full service, fiscally responsible community.

In an effort to devise a policy for guiding annexation decisions, staff will continue to examine the impact of various annexation scenarios in the context of changing State of North Carolina legislation. We will take a look at the legal obstacles, financial implications and service delivery challenges and opportunities associated with each possible annexation site in the Municipal Influence Area on our periphery.

It is anticipated that several working sessions with the City Council will be required during FY 2009 – 2010 for staff to receive guidance on policy directions. We expect to be prepared to complete our analysis and begin dialogue with Council by early to mid-winter.

Staff will continue to participate in the Joint Committee on Municipal Annexation to formulate numerous recommendations for the North Carolina General Assembly. Success for this target for action will be achieved when we have a clearly defined policy adopted by City Council to be used as a decision tool when considering the annexation of land into the City of Fayetteville.

The City's Strategic Plan Goals of # 3 Growing City, Livable Neighborhoods – A Great Place to Live and # 4 More Efficient City Government – Cost Effective Service Delivery guide our efforts for this Target For Action.

Policy Agenda- Top

Workforce Development

The Cumberland County workforce has a number of challenges related to knowledge, skills and abilities as identified in a study commissioned by the Chamber of Commerce. In order to grow the local economy, a collaborative effort is needed to meet the challenges in the current workforce.

The City has partnered with Chamber of Commerce to address workforce development in FY 09. This target for action seeks to continue this partnership through FY10. The City is currently in contract negotiations with the Chamber and is developing the performance objectives specific to workforce development. Success would consist of fostering a collaborative environment with multiple partners to set the conditions to meet the workforce development challenges and evolve into a high quality community workforce.

This target for action supports City goal:

- Greater Tax Base Diversity – Strong Local Economy

Policy Agenda- Top

Recycling Program for Multifamily and Commercial

This target for action seeks to expand our successful curbside recycling program to multifamily and commercial customers. The staff must first meet with and obtain feedback from the stakeholders to include Homeowners Association representatives, waste haulers and the material recovery facility manager to discuss service alternatives. A determination of the type of collection containers needed at multifamily and commercial establishments is based upon size of complex, type of commercial establishment and space available. Once this is decided, a method of collection will need to be determined. This will be done by considering the maximum diversion rates and costs of optional service possibilities.

In order to accomplish these tasks, staff intends to reconvene the recycling task force to assist in collection of this data through one-on-one and community input meetings. Types, sizes, and the cost of dumpsters and carts will be analyzed. Recommendations are based upon size and type of multifamily developments businesses. Staff will then estimate collection service costs to include dumpsters, carts, collection and hauling, advertisements and education materials. Success in this target for action is achieved by presenting a report of recommendation to Management and City Council in FY10.

Such success would help achieve the City goal of:

- More Attractive City – Clean and Beautiful

Policy Agenda- High

County Jail Capacity

The Fayetteville Police Department is very assertive in arresting individuals within our community as a result of an investigation, and/or warrants issued by the court or other law enforcement agencies. More often than not, recidivists are not receiving bonds that require a jail time. The Cumberland County Sheriff's Office (CCSO) is directly responsible for providing these services for **ALL** citizens and jurisdictions within Cumberland County. The City of Fayetteville is directly impacted by the lack of adequate bed space within the jail; which does not fall under the purview of the Fayetteville Police Department or local government. The funding of additional 190 jail bed spaces exceeds \$11 Million for construction with an additional \$1 Million each year to sustain the operation. Jail overcrowding is one of many issues that local criminal justice entities must address, and while the CCSO is responsible, it is not their issue alone.

County-wide solutions must be developed to address the lack of adequate jail space and other issues that habitually impact every law enforcement agency such as involuntary mental commitments, juvenile issues, magistrate and court issues, grant coordination and logistical and consolidation endeavors. The Fayetteville Police Department, Methodist University and Fayetteville State University have taken the lead in developing a Criminal Justice Coordinating Council (CJCC) to address the aforementioned needs of our community.

Currently, representatives from these organizations have been holding regularly scheduled meetings in developing this initiative. The concept was presented and supported by the CCSO. The next phase will be to meet with our District Attorney, Senior Superior Court and Senior District Court Judges.

The development of the CJCC is currently unfunded and will eventually need dedicated staff. However, Methodist University, Fayetteville State University and personnel from the Fayetteville Police have volunteered their time on this project. Graduate assistants, intern and other volunteers will also be utilized based upon availability and need for the project.

The development of the CJCC is contingent upon the cooperation from each and every criminal justice stakeholder. The CJCC will develop partnerships whereas we can move forward as one on a consensus.

The immediate measurable outcome is to have the stakeholders from the separate criminal justice entities commit to participate in the CJCC. This target for action meets city goal:

- Growing City, Livable Neighborhoods-A Great Place to Live

Policy Agenda- High

Air Quality Non-Attainment

Recently Fayetteville met the air quality attainment standards set by EPA as part of the "early action compact" agreement. However, the air quality standards will be incrementally strengthened. Fayetteville will be required to meet a more stringent air quality level. If we do not meet the new requirement, Fayetteville will be considered a "non-attainment" area requiring mandatory changes for new and expanding industry and it will be necessary to follow the "State Implementation Plan".

We will consult with professionals and work with our Municipal Planning Organization in order to better understand the implications of not meeting the new air quality standards and to better plan for the future,. Once a local plan of action is outlined, staff will meet with stakeholders and make recommendations for necessary ordinance changes. Air quality standards may not be attainable in the short term; therefore, the recommendations to meet attainment may be difficult and costly for business and local governments. This target for action supports the city goal:

- Greater Tax Base Diversity- Strong Local Economy

Policy Agenda- High

Emergency Medical Transport Performance Report

The City of Fayetteville partners with Cumberland County for provisions in public safety systems. This target for action focuses on the area of emergency medical transport (ambulance service) in the Fayetteville community. Emergency medical transport is currently provided by Cumberland County and managed through Cape Fear Valley Hospital System. Based on recent concerns about ambulatory response times, the City Council has asked for a review of the entire public safety system. In an effort to improve emergency medical transport performance within the City of Fayetteville, municipal and county managers and their representatives are engaged in a Public Safety Work Group.

This work group will conduct a review of the public safety system, specifically fire service, communications and EMS. The group was charged to make recommendations for system design improvements, and to provide final report with recommendations by December 2009. This target for action supports city goal:

- More Efficient City Government- Cost-Effective Service Delivery

Policy Agenda- High

Tree Preservation Ordinance

This target for action seeks to clarify tree preservation ordinances and pursues policy guidance on this initiative. Tree ordinances are meant to help build a healthy and sustainable community forest. They define how to manage and care for public and/or privately owned trees and demonstrate commitment to the community forest. A tree preservation ordinance may be developed to address such matters as establishing municipal authority over public trees, setting standards for tree planting, maintenance and management, outlining enforcement, fees and fines, and defining nuisance conditions on private trees. A tree ordinance has economic, environmental, and social benefits to the city.

A tree preservation ordinance can serve many purposes from beautification to preservation to protection. These purposes can be singular or comprehensive in nature. In addition, tree preservation ordinances can be components of city land use plans. It is possible that administration costs and revenue from fees will be associated with a tree ordinance.

The developing Unified Development Ordinance (UDO) includes tree preservation standards. We recommend continued policy and administrative procedure research on this issue. A final report and recommendation will be presented to City Council in FY 10. Success for this target for action is a program that will preserve a significant tree canopy in the community without excessively infringing on property rights. In addition, the program is focused and easy to administer. This target for action supports city goal:

- More Attractive City- Clean and Beautiful

Policy Agenda- High

Building Demolition

There are a number of challenges associated with any municipal code enforcement/building demolition programs. The two most prominent are the lengthy procedural requirements of state law and the limited funds available for demolition as compared to the number of buildings that fit the profile as candidates for removal.

At the same time, there are several factors that contribute to the need for public involvement in building demolition. These factors are mainly economic and market changes but also include the investment or disinvestment patterns of property owners – especially those of rental properties.

In the fiscal year 2009 – 2010 the general fund budget request of \$175,966 for Contract Services is similar to the 2008 – 2009 Contract Services funded at \$175,000. This is the line item which we use for building demolition, weed cutting, trash and debris clean-up and the securing of vacant buildings open to trespass. Because this is a relatively small number relative to the need in the community, we must prioritize the use of these funds to achieve the greatest impact.

In fiscal year 2008 – 2009 the Community Development Department initiated an Acquisition/Demolition program with the allocation of \$70,000 in CDBG funding. Through collaboration between Community Development and Inspections as of late April 2009, we have begun to utilize some of those CDBG funds to expand our financial ability to carry out demolitions when needed. As of this writing, 10 buildings have been demolished using the federal CDBG funds. In addition, the Community Development Department has proposed to increase the funding of this program by recommending the allocation of \$100,000 in CDBG Economic Recovery funds for this purpose.

The Code Enforcement process sometimes results in private property owners paying for demolition of their dilapidated properties. In effect, the efforts of the Inspections Code Enforcement activities have a greater impact than is represented by the City funded demolition numbers. Other than privately funded renovation of basically sound structures, this is the most desirable outcome – property owners taking responsibility for their property.

Success for this target for action in the short term is defined by increasing the number of demolitions through creative financing such as the CDBG programs as well as utilizing other programs such as the “B” Street Model and a possible rental inspections program to reverse the trend for disinvestment for the long term.

This target for action is linked to the city goals:

- More Attractive City- Clean and Beautiful
- Growing City, Livable Neighborhoods – A Great place to Live

Policy Agenda- High

Property Revaluation and Tax Rate

Cumberland County completed property tax revaluation in the fall of 2008. This target for action seeks to evaluate what the revenue neutral tax rate would be for the FY10 budget. The team will gather historical property value data as well as estimated property values for FY2010 to determine a revenue neutral tax rate. In addition, the City Manager, assisted by the team, will develop the FY2010 recommended budget and tax rate. City Council will set the tax rate in June 2009 for FY2010. This target for action is linked to the city goal:

- More Efficient City of Government- Cost-Effective Service Delivery

Policy Agenda- High

Legislative Agenda and Lobbying Strategy

The City, County of Cumberland, and Fayetteville-Cumberland County Chamber of Commerce have partnered with the Ferguson Group to develop a community-wide federal legislative agenda. The federal agenda is based on projects/issues for which the partners have identified as priorities for our community; and for which our delegation and lobbyist feel we can successfully acquire federal assistance. This partnership has returned more than \$22 Million in federal assistance to the community since its inception. In order to continue those successful efforts, the partners have developed a 2009 federal agenda for submission to our federal legislative delegation. This agenda was approved by the City Council on February 23, 2009. Funds are included in the FY10 budget for the continuation of the Ferguson Group contract.

Additionally staff is proactively responding to the American Recovery and Reinvestment Act. Every tool at the City's disposal will be applied to ensure that Fayetteville positions itself to take full advantage and emerge as a stronger, healthier community. The federal dollars received will be spent on worthwhile projects and bring jobs to the city and surrounding communities. We continue to analyze the stimulus package and the possible funding opportunities in more than 75 Federal programs. Also, we continue to develop and refine the City's ready to go project list. As projects are prioritized and opportunities are identified, we match projects to Federal programs and funding delivery methods. Staff is aggressively applying for eligible projects and collaborating with other organizations to leverage opportunities for the community. In an effort to promote transparency and to ensure the City is responsive and accountable to the public, we are developing a stimulus tracker portal on the City's website which will launch during the first quarter of FY 10. This target for action is linked to the city goal:

- More Efficient City Government- Cost Effective Service Delivery

Management Agenda- Top

Crime Reduction Strategy and Report

On April 6, 2009, Chief Bergamine presented to City Council the Fayetteville Police Department Community Wellness Plan. The comprehensive report contains 26 planned actions for the coming year. This target for action seeks to follow the implementation of those actions through the coming year. Success would consist of the following measures:

- Increase in community participation
- Reduction in overall crime
- Reduction in violent crime
- Reduction in crimes committed by youth offenders
- Reduction in related traffic injuries and deaths
- Increase in recruiting and retaining qualified applicants

The police department's mission statement affirms that they are committed to leading the community problem-solving efforts that improve the quality of life for all citizens of Fayetteville. The police department will work assertively with the community to address the underlying conditions that lead to crime and disorder. The police department's core values include: all people, community involvement, integrity, professionalism, innovation, our employees, the police code of ethics, the laws of the City, State, and Country; and accountability.

At the core of our community policing efforts are the guiding principles that articulate our common organizational values serve as a basis for integrated decision-making and underlie the department's strategic vision and mission. These principles are: Intelligence Led Policing, Community Partnerships, Crime Prevention, and Operational Efficiency.

We know from past experience that through prevention, education and enforcement, we can be very effective in reducing crime. We believe the challenges for fighting crime in our community are opportunities to identify more effective ways for our department to operate and to work hand-in-hand with other city departments, providing a holistic approach to creating a healthier city.

Resources needed include:

- Grant applied for and if passed: City would be responsible for the salaries for:
- 35 additional police officer positions \$1,411,641
- 4 additional Forensic Technicians, \$ 35,400
- 2 additional Crime Prevention Specialists. \$ 61,920

We would also look to establish partnerships between Police Department and other city departments, county agencies, government entities, academic institutions, District Attorney's Office, and citizen participation. This target for action is linked to the city goal:

- Growing City, Livable Neighborhoods- A Great Place to Live

Management Agenda- Top

FAST Improvements

The Fayetteville Area System of Transit (F.A.S.T.) has a mission to provide safe, efficient, reliable, courteous, and innovative public transportation to the citizens of Fayetteville. To that end, the City hired a consultant to perform a Transportation Development Plan (TDP). The TDP addresses the public transportation system in the City of Fayetteville needs now and in the future. The preliminary results/alternatives of this study were shared with the City management team and the City Council in May 2009. The final presentation to the City Council will follow a Public Hearing and the recommended alternatives. The Transit team will then prepare a plan of action that would take into account the approved recommendations from this plan.

The City Council has also pledged to get F.A.S.T to the state-wide funding level of other comparable NC cities within three years. Consistent with that goal and the findings in the TDP, the following actions are planned:

- Replacement of the bus fleet continues – three new units (35') will be received in July 2009, and four LTVs are due in June and August;
- Five new hybrid electric buses will be ordered in the 1st Quarter of FY2010 via stimulus funding (arrival will be December 2010 – January 2011);
- Replacement of the ADA van fleet continues – four new LTVs are due in June and August 2009;
- Evaluate the study results and present to the citizens via public hearings regarding future changes to the transit system;
- Implement the approved alternatives to the F.A.S.T. system.

Success for this target for action will be the implementation of elements of the TDP as approved by the City Council. This target for action is linked to the city goal:

- More Efficient City Government-Cost Effective Service Delivery

Management Agenda- Top

Community Report Card

The city continues to seek improvement in the delivery of services to its citizens. To that end, development of a community report card begins in FY 2009-2010. The community report card provides transparency, accountability, and measures results of fiscal resources. The intent behind the community report card is to evaluate city services and guide policy and management decisions in pursuit of the city's strategic goals.

The community report card consists of four components: strategic plan, citizen input, city department business plans, and a standard of performance measurements. The City possesses a current strategic plan, which defines the vision and goals for our City. In FY 2009-2010, the city has allocated \$18,400 to conduct a citizen survey. The survey will seek to gain resident's feedback on delivery of city services and the goals defined in the strategic plan.

Other components that will be explored in developing a community report card could be multi-year in nature. They will require a significant change in organizational processes and are not included in the FY10 budget request. One such component is the development of department level business plans in support of the strategic plan. The business plans will infuse results based objectives into department operations and resources. Finally, the city will continue to pursue a standard for performance measurements.

The North Carolina Local Government Performance Measurement Project at the UNC School of Government is an existing program that could accelerate the community report card process. The program assists cities in compiling numerous performance measures. The standardized data allows for comparison among peer cities in North Carolina. However, participation in this project carries a fiscal and human resource cost and it does not cover the entire spectrum of existing city services. Yet, it is the fastest and simplest performance measurement system to implement.

The Community Report Card target for action will provide the opportunity for staff to explore in detail all options and resources needed for implementation and to present a final report to Council on recommendations. Following adoption of the recommendations, an estimated initial publishing date for a community report card would be FY 2012. This target for action is linked to the city goal:

- Greater Community Unity- Pride in Fayetteville

Management Agenda- Top

Community Watch Expansion

Community Watch is a philosophy and strategy that allows law enforcement and citizens to work together to solve crime and social problems associated with crime. The City is currently approximately 148 square miles (after Fort Bragg annexation) and there are many new neighborhoods being developed. Active Community Watch groups meet regularly to discuss crime and community needs. This target for action seeks to expand the number of new Community Watch groups as well as to revive the inactive groups. This target for action is linked to the city goal:

- Greater Community Unity- Pride in Fayetteville

Measurements for Success:

- Sustainability for Community Watch Groups
We have learned in the past that as quickly as Community Watch groups are started, they falter so sustainability is the key to keeping groups active. Crime problems start groups, but when crime problem goes away, so does participation.
- Two-way Communication
Information from the community flows to law enforcement which determines the method of patrol needed in the community. Continuous communication is the key to successful information to/from the Zone Officer and the Community Watch Coordinator. Zone Officers will contact Community Watch Coordinators on a regular basis.
- Community Watch Training and Education
Community Watch Coordinators and their members will receive information on crime trends, police procedure and criminal law vs. civil law through various avenues such as Public Service Announcements, newsletters, safety presentations and Community Watch meetings.
- Technology
The latest technology available to the Police Department will be used to train, educate and communicate with Community Watch Coordinators and their members using hot spots, crime trends and other important information.

Management Agenda- Top

Economic Development

Effective municipal economic development programs generally have at their core several elements. First, strong partnerships with the existing business community, state institutions and a non-governmental agency focused on the daily functions of traditional economic development activities. The purpose of a non-governmental agency as a partner is to enable confidential interaction with investors and businesses as they evaluate alternatives for their location and investment decisions.

Second, it is important to know your community along many dimensions and to be able to demonstrate in writing the attributes that investors and businesses consider before making investment decisions. These attributes range from infrastructure location and size to utility costs, and workforce availability and characteristics. Further issues of local educational, housing and cultural opportunities, the availability of land and buildings, financial resources and economic incentive programs and general demographics all are important factors. When successful, that results in a quality of life experience that promotes even further economic expansion.

The third major element of an effective municipal economic development program is a fiscally responsible municipal government with strong services, a policy climate that promotes a healthy sustainable balance between citizen, corporate citizen, and a local economy that is rooted in both the present and the future.

With these principles in mind, the city will contract with the Fayetteville/Cumberland County Chamber of Commerce for traditional economic development services. The contract is the tool by which we define our expectations for the traditional activities we need them to carry out on our behalf. In addition, we will work closely with them as they strive to expand existing businesses while targeting opportunities to bring new jobs, retail, and industry to Fayetteville. We will collaborate on evaluating policies and strategies for state, national and international marketing programs as well as opportunities to foster an environment of success for appropriate, balanced economic expansion.

Management Agenda- High

Reclaiming Neighborhoods Strategy

In September of 2008 an initiative was developed to improve working relationships between business owners, residents and various Departments of the City. The model was developed to form a holistic approach to be implemented to rehabilitate an area that has seriously declined. The goal of the project is: to increase citizen involvement, provide beautification opportunities, identify resources for the repair of owner occupied properties that are below minimum housing standards, and to support these efforts using a cross section of city resources in an attempt to bring this community together and increase overall wellness.

The B Street area was originally identified as an area between the boundaries of Grove Street and Person Street, and Eastern Blvd. to B Street. The area has been expanded to include Maloney Avenue, Lamon St. and Person Street from Eastern Blvd. to the hotel located on 333 Person Street where continuous illegal activity occurs. This entire area has been rampant with crime for over thirty years and is a classic case of "broken windows." The police have responded over the years using reactive and proactive strategies. This response was a band-aid approach that only served to provide temporary relief through arrests and landlords evicting tenants.

The process for identifying an action plan developed through information exchanged and suggestions by all department representatives during monthly meetings. Each department identifies strategies the group could employ to increase success in this area and each month accomplishments are discussed and next steps are identified. After several B Street Workgroup meetings, additional meetings were scheduled with the business community, churches and residents. During these meetings the group described the initiative and what the team was hoping to accomplish. The B Street model is intended to be a flexible model that may be adjusted based upon community response. It is anticipated that this model could be used for other areas of the City by adopting specific actions that address conditions inherent to those specific areas. This model was developed in an effort to provide a long-term strategy to increase the likelihood of permanent improvement in the area. This target for action seeks to measure the long-term success of the initiative in the B street area as well as to identify reclaimable activities and extend them to other areas in the community. This target for action supports the city goal:

- Growing City, Livable Neighborhoods- A Great Place to Live

Management Agenda- High

Police Staffing

Effective police recruiting and retention is a core fundamental objective for the success of any police department. Recruiting qualified applicants ensures that the department can effectively police the community it serves. It is very important that the City's police department attracts and retains qualified officers. Our agency is aggressively working to fill our current vacancies. We are expecting twenty plus in our academy starting on July 13, 2009.

Measurements for Success:

- Identifying and employing effective recruiting and retention strategies that will result in full strength for FY2010.
- More officers to patrol the zones and more detectives to investigate criminal activity will ultimately help to lower crime rates.
- Recruiting effectively and with high standards will assist us with retaining quality officers.

This target for action is linked to the city goal:

- Growing City, Livable Neighborhoods- A Great Place to Live

Management Agenda- High

Non-Stop Air Service to Washington, D. C.

This target for action is to investigate and secure direct air service from Fayetteville/Fort Bragg to the DC area primarily for military use, but also to include the civilian market demand. BRAC RTF has agreed to co-sponsor this investigation with the Fayetteville Regional Airport. The work tasks include: selection of a national Aviation consultant with experience in data collection and analysis of point-to-point service.

A request for proposal was issued April 29, 2009 and responses are due May 29, 2009. Final selections are expected during the month of June. A timetable for completion of the study is part of the response process and will be coordinated upon selection. It is anticipated that this study will conclude near the mid-point of the 2009-2010 Strategic plan year. The study is anticipated to provide guidance and recommendations that will support direct air service from Fayetteville/Fort Bragg to the DC area as well as aiding in the development of negotiations for potential service providers. This target for action is linked to the city goal:

- Greater Tax Base Diversity- Strong Local Economy

Management Agenda- High

Telling the City's Positive Story

The City continues to provide a communications network to its internal and external customers about the services it provides. The efforts will raise the levels of understanding about City government, how it works, impacts on the city residents, and how the Strategic Plan integrates all departments and their goals.

The partnership between the media, local civic and government organizations, PWC, advertising agencies; and our committed, dedicated City employees brings a greater degree of visibility to the City. Continuation of the award-winning Kaleidoscope, Fayetteville Focus e-newsletter, employee newsletter, and excellent service delivery campaigns enhances our abilities to bring current and transparent news to the community. The redesigned web site delivers information to citizens as it happens.

Good-will events and exposure in the community also brings visibility to our excellent programs and services. This target for action is linked to the city goal:

- Greater Community Unity- Pride in Fayetteville

Management Agenda- High

Northwest Gateway Project

The commitment of the NC state government to construct a park in Fayetteville honoring North Carolina veterans of all branches enabled the City to begin assembling land and preparing a concept plan for the new NC Veterans' Park behind ASOM, along Cross Creek in the downtown area. In assessing design options and realizing that DOT was just beginning design of the Rowan St. Bridge replacement, the consultants recommended a realignment of the bridge and Rowan St., in turn enabling a dynamic new gateway area.

This gateway concept would bring Rowan St., Bragg Blvd., and Murchison Rd. together in a more functional, attractive way and free up several acres for the Veterans' Park. It also would create a setting for new private sector development, including the potential for new housing on City-owned property on Bragg Boulevard across from ASOM and the new park. The concept also includes extending a greenway from the new park northward along Cross Creek to provide a pedestrian and bicycle connection to MLK Park and, eventually, to Fayetteville State University and Mazarick Park. Plans for the southern route include connection to Festival Park, and Cross Creek Linear Park with eventual connection to the Botanical Gardens and the Cape Fear River Trail.

Success in the next 12 months would include continued progress integration of the Freedom Trail and progress toward housing development. Continue to collaborate with NCDOT towards realization of the bridge and roadway realignments and reconnection of Murchison Road to Rowan Street. Planning towards a private redevelopment on the enhanced sites and the greenway extension are multi-year undertakings. Such successes would help achieve the City goals of:

- Revitalized Downtown- A Community Focal Point

CITY COUNCIL ACTION MEMO

To: Mayor and City Council
From: Dale E. Iman, City Manager
Date: June 1, 2009
Re: Fiscal Year 2009-2010 Budget Wrap-Up

THE QUESTION: Final direction is requested from City Council on the Fiscal Year 2009-2010 Recommended Budget as adoption of the budget is scheduled for the June 8, 2009 regular council meeting.

RELATIONSHIP TO STRATEGIC PLAN:

Mission Principles: Financially sound city government; full range of quality municipal services; and services delivered in a cost effective manner.

BACKGROUND:

- The Fiscal Year 2009-2010 Recommended Budget was presented to City Council on May 4, 2009 and the document, along with the PWC's recommended budget, has been made available for public inspection at the office of the City Clerk and on the city website.
- Two budget work sessions were conducted on May 13 and May 20, 2009.
- Additional budget questions received from Council have been addressed in written responses provided to Council and posted to the City's website.
- A public hearing was held on May 26, 2009 as required by the Local Government Budget and Fiscal Control Act.

ISSUES: None

OPTIONS: None

RECOMMENDATIONS: Provide final direction to staff for preparation of the Fiscal Year 2009-2010 Budget Ordinance for adoption by Council on June 8, 2009.

000143

ITEM 10.

**City Council Agenda
Item Request**

Date of Request: 5/13/09
Name of Requester: Charles Evans
Agenda Item Title: Discussion of No Parking signs

What do you want to accomplish with this item?

To improve parking situations in the City of Fayetteville.
To ensure everyone has a clear understanding of the regulations/ordinance regarding no parking in the city.

How does this item connect to the City's Strategic Plan?

Comments:

