

2024



North Central Area Land Use Plan

Cumberland County, NC

DRAFT

THIS PAGE LEFT INTENTIONALLY BLANK

THIS PAGE LEFT INTENTIONALLY BLANK

Acknowledgements

Preparation of the North Central Area Land Use Plan was a collaborative process involving numerous Town and County officials, area stakeholders, and community members.

Without their input, this plan would not have been possible.

Cumberland County Commissioners

Glenn Adams, Chair
Dr. Toni Stewart, Vice Chair
Michael Boose
Dr. Jeannette Council
W. Marshall Faircloth
Veronica Jones
Jimmy Keefe

Linden Town Commissioners

Frances Collier, Mayor
Barbara Denning
Ronnie Maness
Betsy Small
Jonathan Collier
Larry Overby

Steering Committee

Frances Collier, Mayor
Wayne Collier
Lake Wood
Brian Raynor
William Vick
Thomas Lloyd, CCJPB
Rob Patton, FCEDC
Jennifer Baptiste, City of Fayetteville

Cumberland County Joint Planning Board

James Baker, Cumberland County
Gary Burton, Cumberland County
Kasandra Herbert, Cumberland County
William Walters, Cumberland County
Todd Mobley, Stedman
Susan Moody, Hope Mills
Thomas Lloyd, Linden
Jami McLaughlin, Spring Lake
Mark Williams, Wade, Falcon, Godwin
Stan Crumpler, Eastover

Cumberland County Planning & Inspections

Rawls Howard, Director
David Moon, Deputy Director
Laverne Howard, Executive Assistant

Comprehensive Planning Section*

Rufus (Trey) Smith III, Planning Manager
Addie Corder, Planner III
Sarahgrace Mitchell, Planner III
Anastasia Nelson, Planner I
Samuel Bowen, Planner I
Joel Schult, Planner I

An area plan requires the knowledge and expertise of the entire planning department staff. The Cumberland County Planning Department, Addressing/Street Naming, Graphic Services, and Transportation have all contributed to this plan.

**Section responsible for creating this plan.*

Foreword

The North Central Area Land Use Plan is the product of a multi-year long process to bring to life a unified vision for the area. The boundary for this plan area includes the North Central Land Use Plan (2011), Shaw Heights Land Use Plan (2008), and North Fayetteville Area Plan (2003). As the City of Fayetteville and Cumberland County have changed over time, the consolidation of the plan areas was identified as a way for County Planning Staff to serve the community more efficiently. This plan was developed through the collaboration of County Staff, Town Officials, and area stakeholders with the goal of providing a framework for thoughtful development and redevelopment in the area for the next 10 years.

The primary purpose of this plan is to serve as a guide for land use decisions while highlighting the issues most important to area stakeholders. More specifically, it provides:

- **Community Vision** - Community members and other area stakeholders feel that now, more than ever, the community needs a unified vision to generate and direct energy towards a common goal. A vision can do this by building a sense of identity that community members and officials can rally around.
- **Guardrails for Development** - While the plan does not have the legal power of county and municipal ordinances, it must be consulted during rezoning and other land use decisions. The plan should set forth the guiding factors and practices that staff and officials consider.
- **Tool for Garnering Resources** - This document not only highlights important land use considerations for the plan area but also includes tools and resources that can be leveraged by staff or plan champions to make area change. For example, potential grant opportunities are listed among the resources and key language throughout the plan may increase the area's eligibility for grant funds.

Throughout the planning process, Planning Staff had clear goals for the drafting of the North Central Area Plan:

1. Accurately capture and represent the community's vision.
2. Offer a range of suggestions to reach the community vision that are attainable in both the near and long term.
3. Create a plan that thoughtfully balances the need for development and redevelopment while preserving rural character.
4. Make the plan understandable and useful for a range of users with clear opportunities for implementation.
5. Provide for flexibility in the plan so that it may adapt to areas of opportunity as the area evolves.

Elected and appointed officials as well as Planning Staff will consult this plan when making future recommendations and land use decisions for the plan area. Land use plans are required by the North Carolina General Statute § 160D-501 as a condition of adopting and applying zoning regulations. This document is not legislatively or legally binding but serves as a tool to guide thoughtful growth in the area.

Cumberland County Land Use Plan Boundaries

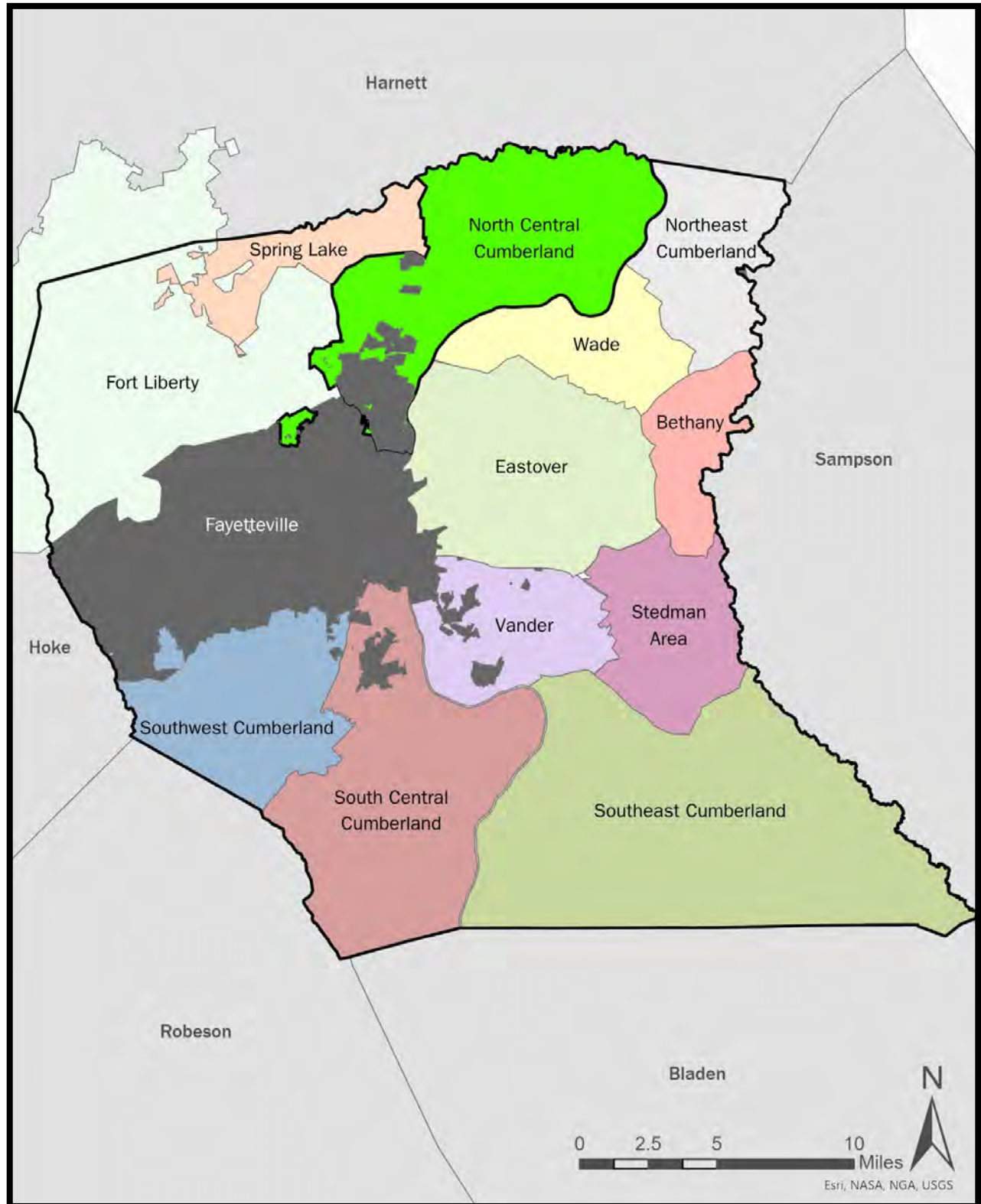


Table of Contents

INTRODUCTION 7	PHASE 3: Future Land Use Map, Classifications, Goals, & Objectives 33
Key Terminology Planning Process Plan Area Overview Area History & Context Previous Plans	Future Land Use Map Future Land Use Areas Land Use Classifications Goals & Objectives Carvers Creek State Park Town of Linden Shaw Heights
PHASE 1: Existing Conditions 15	PHASE 4: Recommendations & Resources 87
Existing Future Land Use Map Current Zoning Map Existing Conditions	Next Steps Overview Recommendations Resources Plan Implementation
PHASE 2: Outreach & Engagement 23	APPENDIX 101
Public Engagement Goals Public Meetings Online Outreach Efforts Engagement Results	Relevant Projects & Plans Community Engagement Efforts Legislative Language Resolution of Adoption



North Central Area Land Use Plan

Cumberland County, NC

INTRODUCTION

Key Terminology	8
Planning Process	9
Plan Area Overview	10
Area History and Context	11
Previous Plans	13

Key Terminology

Definitions

- **Land Use** - Generally refers to how land is used. Land use classifications have specific names which correspond to a particular color on a land use map and a particular list of compatible zoning districts. Land use classifications help indicate which zoning classifications are most appropriate in an area.
- **Zoning** - Zoning regulations determine a set of dimensional provisions and allowable land uses according to the county or municipal code of ordinances. Uses that are not permitted must submit a zoning change to be voted on by elected bodies.
- **Policy and Other Recommendations** - Policy recommendations are changes suggested that affect policy documents, specifically, the County Zoning Ordinance, County Subdivision Ordinance, or Town Ordinance.
- **Area Stakeholders** - Area stakeholders may be homeowners, renters, property owners, business owners, key investors, employees, institutional representatives, infrastructure partners, or anyone with a connection to the North Central Area.

Key Categories

Early engagement and data were organized by the five categories below.



Land Use

This category includes single-family homes, apartments, manufactured homes, and supportive housing.



Economic Development

This category includes topics relevant for employers, employees, and developers.



Public Services

This category refers to safety, education, utilities, community development, traffic, and transit.



Quality of Life

This category refers to features like parks, medical services, retail, entertainment, and food options.



Rural Character

This category refers to agricultural operations and rural land use.

Planning Process

PHASE 1
SUMMER 2022
Existing Conditions
Information is gathered from existing plans and public data sources to understand the starting point and constraints of an area.

PHASE 2
FALL 2022 - SPRING 2024
Public Input
Stakeholder goals and insights are collected through surveys and discussion to deepen knowledge of the plan area and to guide the plan's intent.

PHASE 3
WINTER 2023/2024
Drafting the Plan
A draft plan is created using public input and staff analysis. The plan is then circulated for public feedback and edited accordingly.

PHASE 4
SPRING - SUMMER 2024
Adoption
Once a final version of the plan has been created, it is presented to the Joint Planning Board, The Town of Linden, and County Commissioners for adoption.

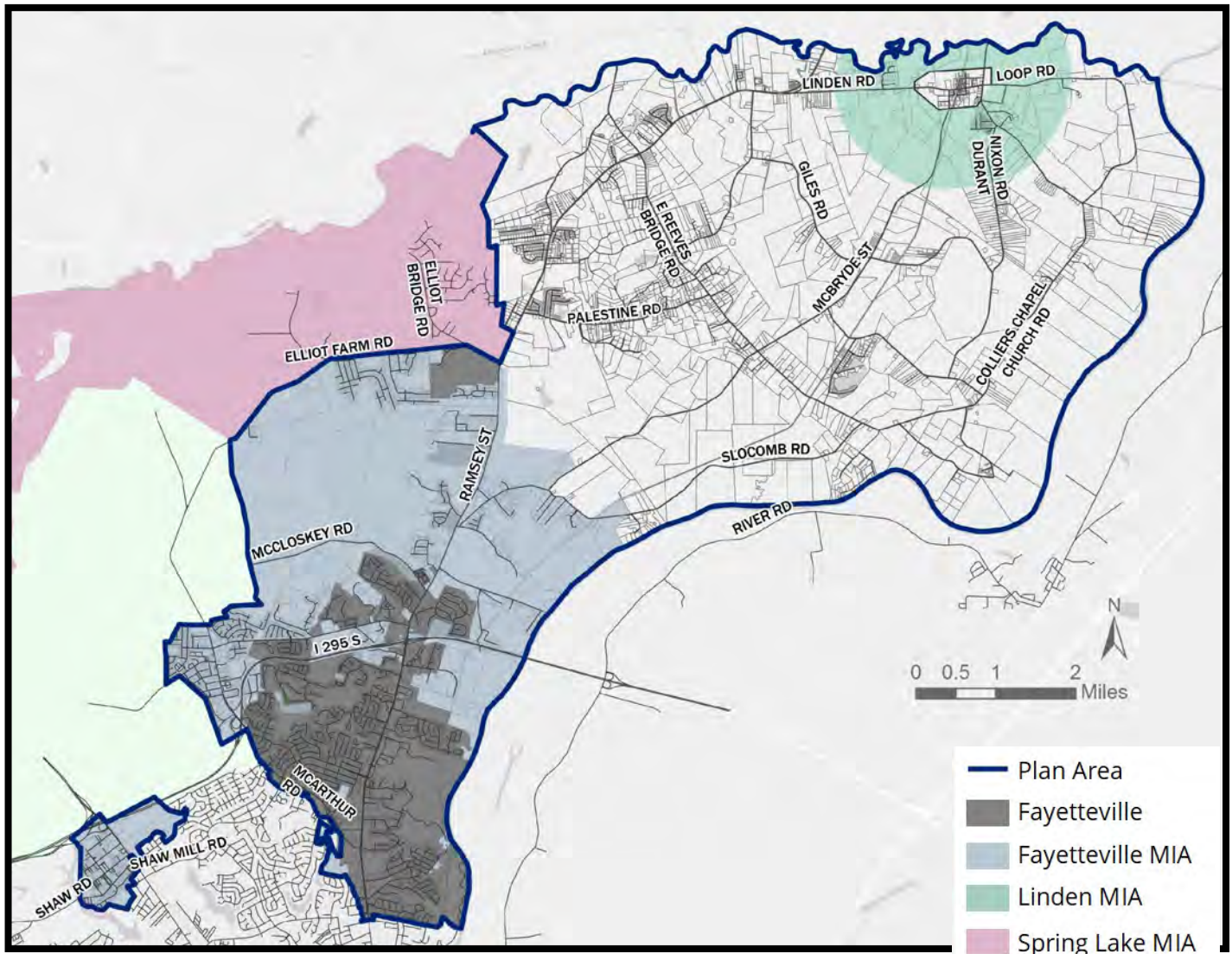
Plan Timeline & Process
The phases of the land use planning process build on one another and occasionally overlap. The process for creating the North Central Area Land Use Plan followed the framework in the chart.

Community Kickoff Meeting
An open house event designed to share and gather information from community members on the goals and vision for the plan area, as well as existing conditions data.

Community Stakeholder Engagement
Stakeholders from 4 different groups (infrastructure, public services, economic development, housing) are interviewed to dive deep into the needs and challenges in the area and to brainstorm land use based solutions.

Draft Review Session
After the plan is drafted, community members have an opportunity to review the plan and provide feedback at the draft review session or through the plan area website.

Plan Area Overview



Plan Area Map

A plan can be a powerful tool if frequently consulted by elected officials and by plan champions; however, there are limits to what a plan can do. A plan cannot change the zoning, property tax owed, or use of a property. It also does not guarantee development will occur or that a specific retailer or development will come to the area.

The interlocal agreement between the County Planning Department and the municipalities it serves states that "The Joint Planning Board will make, or cause to be made under its supervision, the basic studies necessary to maintain a continuing long-range comprehensive program." The Comprehensive Planning Section has been tasked with completing and updating detailed land use plans for each area of the County. These plans help guide Planning Staff and governing boards to make land use decisions that preserve and promote the values intrinsic to Cumberland County.

Area History & Context



The combined plan areas, North Central Land Use Plan, North Fayetteville Area Plan, and Shaw Heights Land Use Plan, have been some of the fastest growing areas in Cumberland County since the 1980's. Over the past 20 years, a significant portion of the North Fayetteville Area has been annexed into the jurisdiction of the City of Fayetteville as opposed to when a greater share of the area was unincorporated and under the jurisdiction of Cumberland County. Approximately 54% of the previous North Fayetteville Area Plan (about 9,100 acres) and 12% of the most recent North Central Land Use Plan (about 43,400 acres) is under the City of Fayetteville's jurisdiction (about 5,000 acres). The plan area boundary remains the same but has been adjusted with consideration to the unincorporated pockets that exist south of the current city limits.



Area History & Context

The North Central Area includes the area in and around the Town of Linden which was originally part of a land grant issued by King George II in 1744. Around 1800, settlers started arriving as the railroad was built, and local landowner D.L. McBryde subdivided and sold off land, intending to spur residential and commercial growth in the region. By 1896, the community consisted of the Little River Academy, the Sardis Presbyterian Church, a handful of family homes, and a post office called "Linden." Linden and the surrounding area have always been heavily involved in agriculture and agricultural processing. This is mainly due to the area's fertile soils and advantageous connectivity to rail lines and roads. Currently, the population of the Town of Linden is about 130. However, many people in the surrounding agricultural area who have a Linden ZIP code heavily associate themselves with the Town of Linden.

Shaw Heights is an unincorporated neighborhood in Cumberland County, bordered on all sides by the City of Fayetteville and in close proximity to Fort Liberty. These conditions have led to difficulties in obtaining services and enforcing local ordinances in the neighborhood. This is a highly trafficked area due to its proximity to Bragg Boulevard, Fort Liberty, and the Murchison Road Corridor. Murchison Road is one of the main paths between Fayetteville and Fort Liberty and sees an average of 15,000 trips a day.

In 2020, The Cumberland County Community Development Department published a NRSA (Neighborhood Revitalization Strategy Area) Plan for the Shaw Heights neighborhood. NRSA plans offer communities some flexibility when applying for grants or pursuing economic development opportunities. Some of the ideas and recommendations that resulted from this study are land-use based and may be referenced or repeated in this land use plan.



Previous Plans

North Central Land Use Plan (2011)

This is the most recent land use plan for the North Central Area. This plan served as a starting point for the planning process as previous recommendations and polices were reviewed for status of completion.

2030 Growth Vision Plan (2009) & Cumberland County Land Use Policies Plan (2009)

These are the latest county-wide plans. The Cumberland County Land Use Policies Plan serves as an addendum to the 2030 Growth Vision Plan. The goals and intentions of these plans may be referenced as a starting point during the development of this plan.

Shaw Heights Land Use Plan (2008)

This is the most recent land use plan for Shaw Heights. This plan served as a guide for development within the plan boundary. Because the North Central Area boundary was updated to include Shaw Heights, this plan served as a starting point for the planning process.

Neighborhood Revitalization Strategy Area (NRSA) Plan (2020)

The Cumberland County Community Development Department prepared a Neighborhood Revitalization Strategy Area (NRSA) plan for the Shaw Heights. This plan serves to promote investment, development of infrastructure, as well as addresses decline and steps to eliminate blighting conditions in the area. Recommendations in the NRSA Plan were considered when creating this plan.

North Fayetteville Area Plan (2003)

This is the most recent land use plan for the North Fayetteville Area. Because the North Central Area boundary was updated to include North Fayetteville, this plan served as a starting point for the planning process.

City of Fayetteville's Future Land Use Plan (2020)

This is the most recent land use plan for the City of Fayetteville. The County does not have jurisdiction to regulate land use decisions in the City of Fayetteville, but due to the city's proximity to the plan area, the document was reviewed for considerations and recommendations that could also be useful.

Harnett County's Comprehensive Growth Plan (2015)

The Harnett County Comprehensive Growth Plan, completed in 2015, describes recent changes and future goals in the area. As the adjacent northern neighbor to the North Central Area, the changes and goals of Harnett County provide important context when planning for the North Central Area.

Fort Liberty Joint Land Use Study (JLUS) (2018)

The Fort Liberty Joint Land Use Study was prepared by Benchmark Planning for the Fort Liberty Regional Land Use Advisory Commission. It contains relevant information and restraints that may need consideration due to the proximity of Fort Liberty to the plan area.

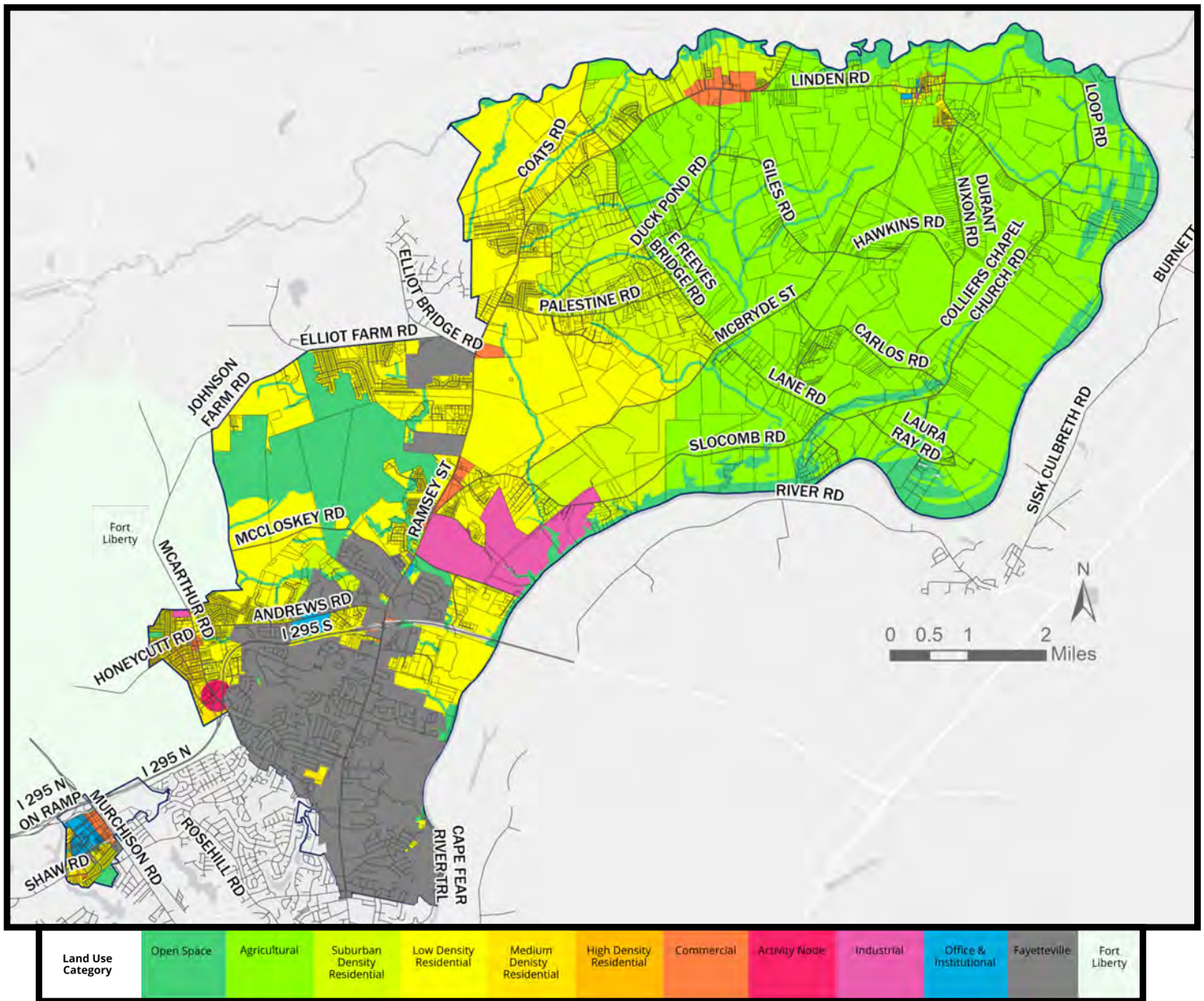
THIS PAGE LEFT INTENTIONALLY BLANK

PHASE 1

Existing Conditions

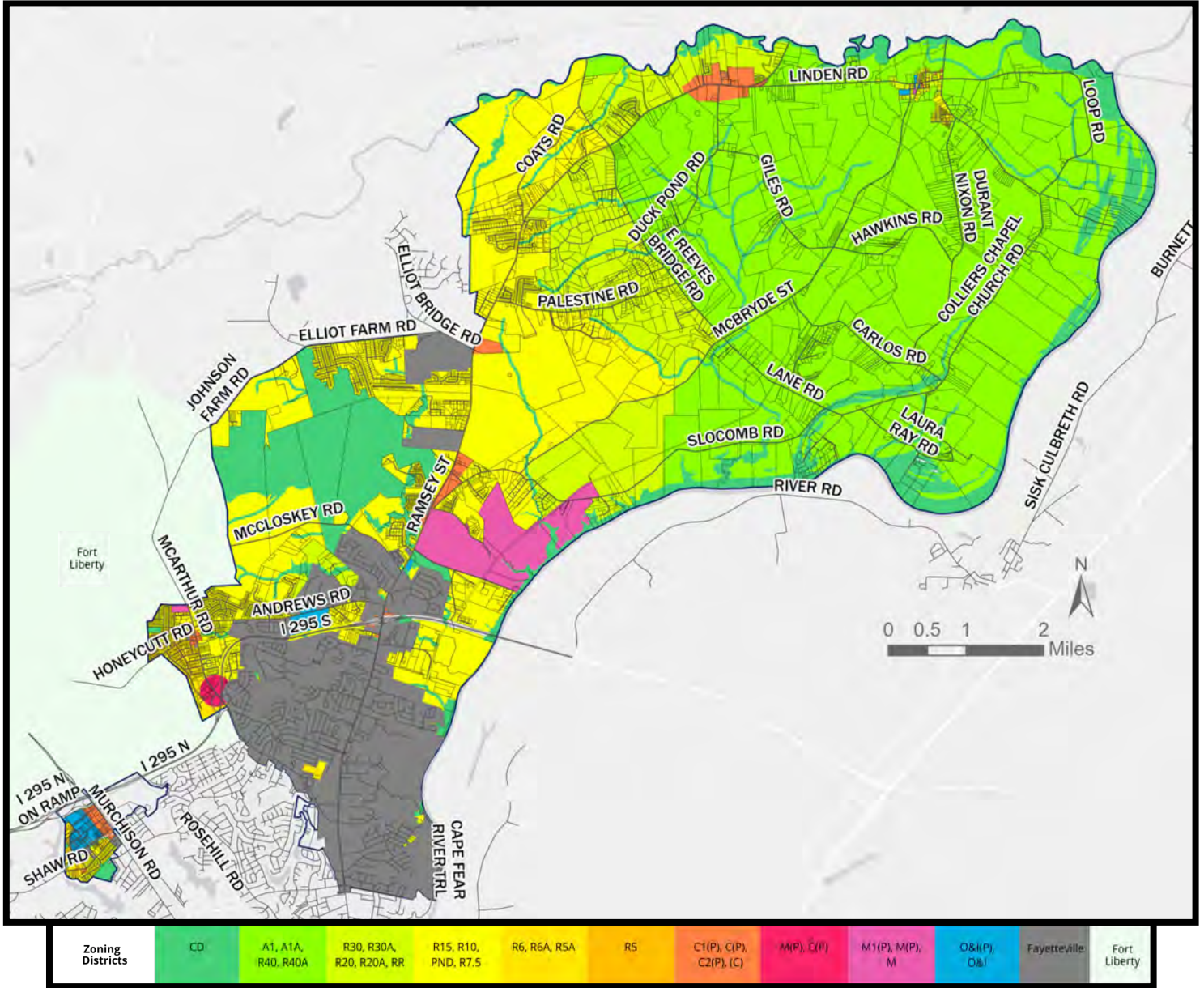
Existing Future Land Use Map	16
Current Zoning	17
Existing Conditions	
Population Demographics	18
Housing Data	19
Economic Development Data	20
Agriculture Data	21

Existing Future Land Use Map



This map shows the current future land use classifications for the North Fayetteville Area Plan (2003), Shaw Heights Land Use Plan (2008), and North Central Land Use Plan (2011).

Current Zoning Map



This map shows the current zoning classifications for the North Central Area.

Zoning dictates the maximum allowable use of land. Development can be less dense than the current zoning but cannot exceed the density called for in the Zoning Ordinance.

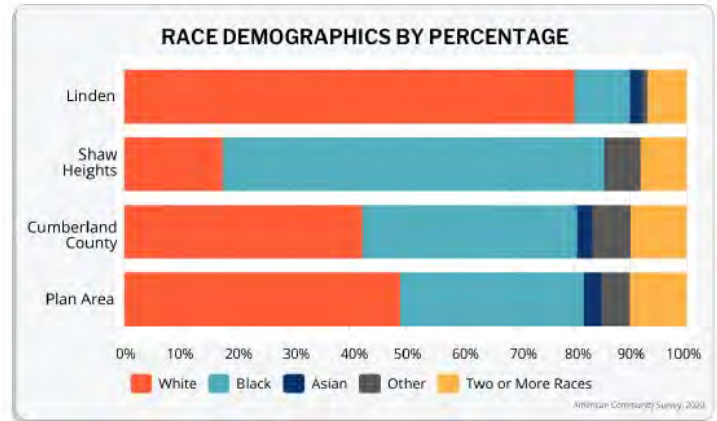
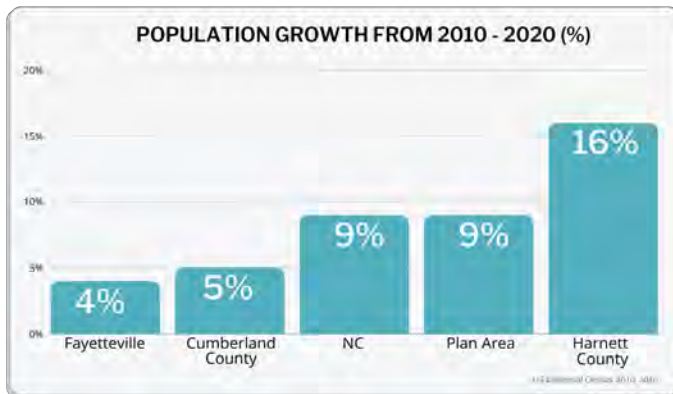
Existing Conditions

Population Demographics

Population

There are approximately 17,094 residents in the North Central Area. This is a 9% increase in population since 2010 when the area population was approximately 15,697 residents. This rate of growth is higher than what Cumberland County saw (5%) as well as the City of Fayetteville (4%). Neighboring Harnett County saw a population increase of 16% from 2010 and 2020 due to development pressures and opportunities surrounding the Triangle. This growth trend signifies that the North Central Area is likely to see continued population increase as Harnett County and Fayetteville continue to grow.

The Town of Linden has approximately 136 residents as of 2020 which is a 5% increase from 2010 when there was 130 residents. The Shaw Heights community has approximately 842 residents which is a 27% decrease from 2010 when there were 1,149 residents in the neighborhood.



Race

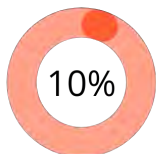
The North Central Area is 49% White, 33% Black, 3% Asian, 10% two or more races, and 4% identify as other. Comparatively, Cumberland County is 42% White, 38% Black, 3% Asian, 10% two or more races, and 5% identify as other. The Town of Linden is 80% White, 10% Black, 2% Asian, 7% two or more races, and 1% identify as other. Shaw Heights is 68% Black, 17% white, 8% two or more races, and 5% identify as other.

Age

The North Central Area is relatively young with the greatest share of the population in the under 20 age group (32%), followed by the 20-39 age group (26%), the 40-59 age group (24%), the 60-79 age group (15%), and lastly the 80+ age group (2%). The large presence of the under 20 age group and the 20-39 age group indicates there is likely a large population of young families in the North Central Area.

Plan Area Population Quick Facts

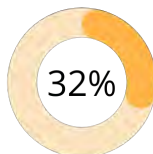
American Community Survey Data, 2020



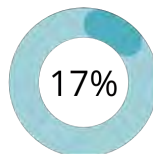
Identify as Hispanic of any Race



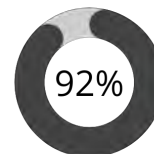
Are Veterans



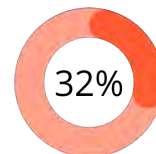
Are under the age of 20



Identify as living with a disability



Have a High School Diploma or GED



Have a Bachelors Degree

Existing Conditions

Housing Data

Housing Trends

The North Central Area is predominately residential in nature with the 28311 North Fayetteville ZIP code serving as a more urban area while the 28356 Linden ZIP code is mostly rural. In the plan area, there are approximately 7,227 residential units. Of those units, 91% are occupied, resulting in a 9% vacancy rate. Comparatively, Cumberland County has a vacancy rate of 9.3%, and North Carolina has a vacancy rate of 11.6%.

The North Central Area is home to a mix of homeowners (54%) and renters (46%). There is a higher renter market in the plan area and in Cumberland County than in the State (34.3%), but that is likely attributed to the proximity of Fort Liberty and the transient lifestyle the armed forces often requires.

Home Values

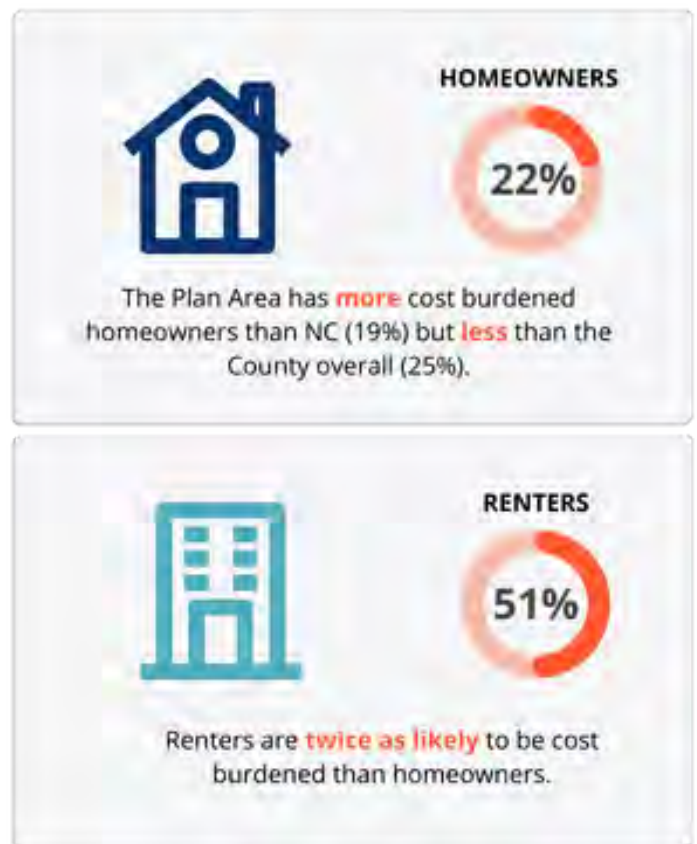
In the 28311 ZIP code, the median home value listing price is approximately \$240,000. In the 28356 ZIP code, the median home value listing price is approximately \$330,000. Comparatively, Cumberland County has a median home value listing price of \$219,900. Housing values have increased notably since 2020.

Affordability

Approximately 36% of the North Central Area households are considered housing cost burdened, meaning these households spend 30%

or more of their income on housing. In general, renters are more likely to be cost burdened than homeowners. Of all homeowners in the area, 22% are considered cost burdened, while 51% of all area renters are considered cost burdened. Due to recent economic inflation, there may be an uptick in cost burdened households in all communities.

COST BURDENED HOUSEHOLDS IN THE PLAN AREA



Plan Area Housing Quick Facts

American Community Survey Data, 2020, *Realtor.com Housing Data, October 2022



28311 Median Listing Home Price*



28356 Median Listing Home Price*



% of Housing Stock Built Prior to 2010



% of Cost Burdened Residents



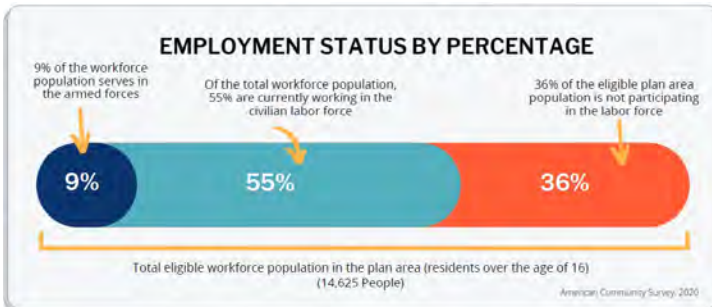
Average Household Size



Average Household Income

Existing Conditions

Economic Development Data



Workforce Population

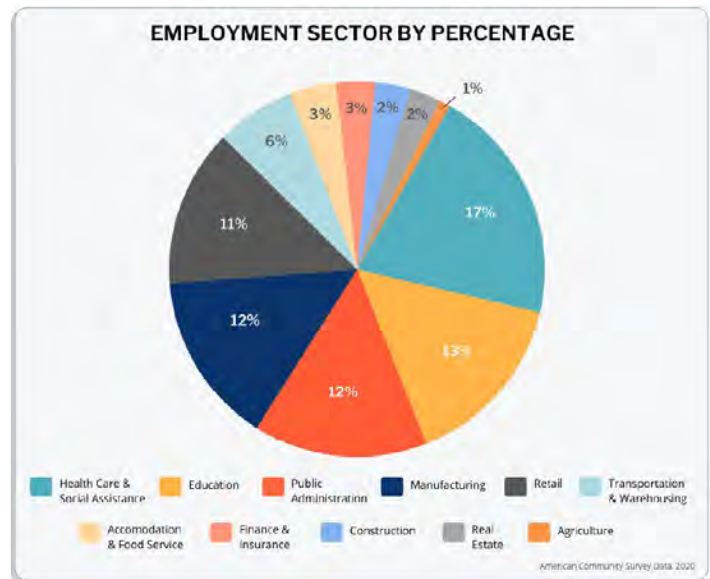
Of the eligible working population in the plan area, 64% is in the active labor force. Within the active labor force, 55% of the plan area population is employed in the civilian labor force, and 9% are employed through the armed forces. The North Central Area has a smaller armed forces population than Cumberland County overall (12%), but it is still much higher than North Carolina's population of people serving in the armed forces (1%). In Linden, 60% of the population is in the civilian labor force; similarly, 59% of the population in Shaw Heights is in the civilian labor force as well.

Labor Force & Employment Sector

The most common employment industry in the plan area is healthcare and social assistance (17%). Educational services are second-highest (13%), then public administration (12%) and manufacturing (12%). The most common industry residents of Linden are employed by is retail (21%), followed by educational services (15%), then manufacturing (12%) and construction (12%).

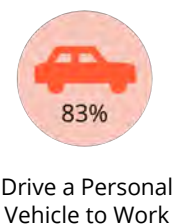
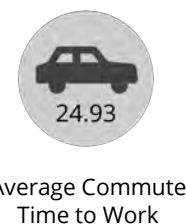
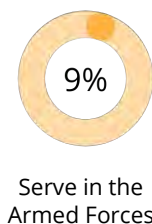
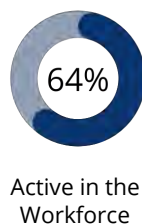
In Shaw Heights, the most common industry that residents are employed by is accommodation and food services (20%), followed by retail (17%), then health care and social services (16%). As of September 2022, the unemployment rate was 5.8% in Cumberland County, which is higher than the State of North Carolina which has an unemployment rate of 4.8%. The Town of Linden has an unemployment rate of 2%.

The largest industrial node of the North Central Area is home to the Goodyear Tire Plant, which is the 6th largest employer in the County with approximately 2,500 employees. Other large county employers are present in the North Central Area including Cape Fear Valley Health System, Cumberland County Schools, Wal-Mart, and Food Lion.



North Central Area Employment Quick Facts

American Community Survey Data, 2020, *Federal Reserve Economic Data 2022



Existing Conditions

Agriculture Data

Agriculture

Agriculture is an important industry in Cumberland County. Only 1% of North Central Area residents work in the agricultural industry but approximately half of the plan area (49%) is enrolled in the Present Use Value program, indicating agricultural lands in the plan area. North Carolina ranks in the top five for several commodities, including: No. 1 in sweet potatoes; No. 2 in turkeys; No. 3 in hogs and pigs; No. 4 in cucumbers and broilers; and No. 5 in peanuts, upland cotton, bell peppers, and burley tobacco. All of these commodities are being produced in Cumberland County.

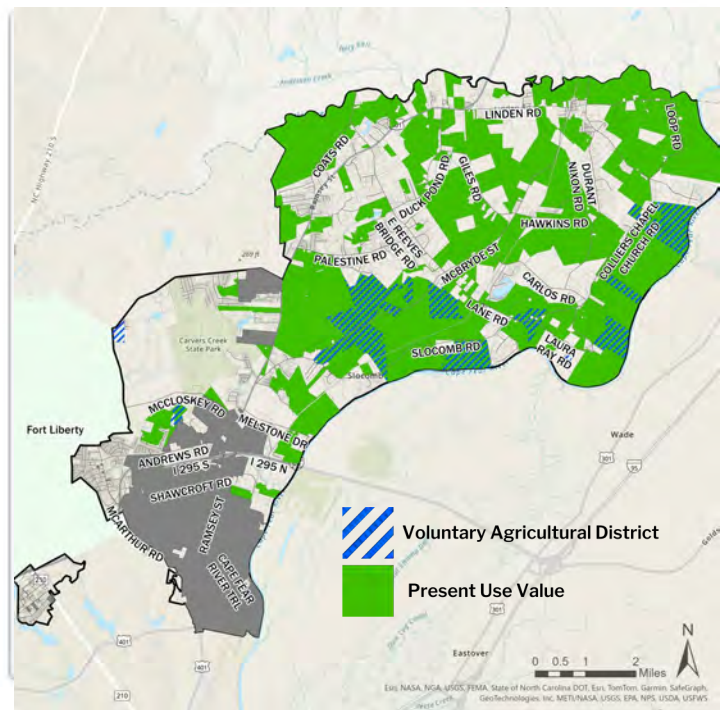
Agriculture Land Programs

Present Use Value (PUV) is a deferred tax program available to landowners that uses the value of land in its current use as agricultural, horticultural, or forest land. 49% of the North Central Area is enrolled in PUV. Land in PUV isn't in a conservation easement agreement & can be developed at any time, but it does serve as an indicator of agricultural activity present in the plan area. The Cumberland County Voluntary Agricultural District (VAD) is a program where farmers can enroll their farms to encourage the preservation of farmland. 5% of the North Central Area is enrolled in VAD.

Preserving Rural Character

The North Central Area is sandwiched between two areas that are developing rapidly, pressuring wildlife habitats and active farmland. Tactics such as the use of conservation subdivisions, enrolling property in the Voluntary Agricultural Program, or entering land into a permanent conservation easement are all tools for stabilizing and preserving rural character in the area.

North Central Area VAD & PUV MAP



Cumberland County Agriculture Quick Facts

Cumberland County Cooperative Extension, 2022



Acres of Wheat



Acres of Corn



Acres of Cotton



Acres of Tobacco



Acres of Soybeans



In NC for Sweet Potatoes



In NC for Vegetables



Broilers Raised in the County



In NC for Turkeys



In NC for Swine

THIS PAGE LEFT INTENTIONALLY BLANK

PHASE 2

Outreach & Engagement

Public Engagement Goals	24
Public Meetings	25
Online Outreach Efforts	26
Engagement Results	
Housing & Population	27
Economic Development	28
Public Services & Quality of Life	29
SWOT Analysis	30
Stakeholder Interviews	31

Public Engagement Goals

Build a Foundation of Knowledge

Present to the public a synopsis of the existing conditions in the area utilizing census data, charts, and maps.



Share Data & Meeting Results Online

Diverse Community Input

Capture feedback from a diverse group of stakeholders which reflects the composition of the North Central Area.



Conduct Online Surveys



Host Community Meetings

Keep Land Use in Mind

Discuss topics of land use, development, redevelopment, and preservation in each category of conversation.



Use Maps & Other Engagement Exercises to Relate Discussion to Land Use

Explain Options & Tradeoffs

Describe policy options and the cost and benefits associated with different choices to spur creativity while remaining realistic.



Use Visuals & Exercises to Show the Constraints & Cost of Decisions

Create a Relationship

Share resources and findings online to widen engagement and continually engage participants to build transparency and trust.



Use Follow Up Communication & Transparency to Build Trust

Engagement Accountability

The success of the engagement process is based on the volume, diversity and attitude of engagement received. Below is a summary of engagement efforts utilized throughout the planning process:

- Postcards were sent to over **4,000** addresses to announce the start of the planning process & the community kickoff meeting.
- The North Central Area website received over **5,229** visits from October 17th, 2022 with supporting pages seeing additional interaction.
- Approximately **100** community members attended the Community Kickoff Meeting at Pine Forest Recreation Center on November 1, 2022.
- **23** community stakeholders participated in the Stakeholder Interviews in late October/early November 2023.
- **70** Value Surveys were completed by community members & property owners.
- **XX** people attended the drop-in draft plan review session held on XX, XX, XXXX.

Public Meetings

Steering Committee Meetings

A steering committee was developed for the plan area of members from various capacities and interests (Planning, Economic Development, Agriculture, Public Health, etc.). This committee guided Cumberland County Planning Staff through the planning process and provided technical insight ensuring materials and deliverables accurately represented the various needs of the plan area. Steering Committee meetings were held from September 2022 through January 2024.



Community Kickoff Meeting

Held November 1, 2022, the North Central Area Land Use Plan Community Kickoff Meeting was a four-hour long open house designed to share and gather information with area community members. Approximately 100 people attended the meeting and interacted with posters on topics including population & housing, economic development, public services & quality of life, and rural character preservation.



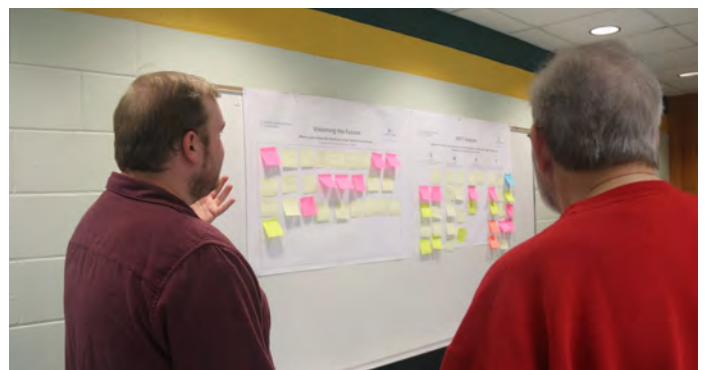
Stakeholder Engagement Interviews

Meetings with individual stakeholders took place beginning mid-October 2023 through early November 2023. Meetings included conversations focused on topics such as infrastructure, services, economic development, and housing. Each stakeholder responded to each topic as it applied. Nearly sixty stakeholders were identified in the North Central Area and twenty-three were interviewed.



Draft Review Session

XX. (to be written)



Online Outreach Efforts

North Central Area Website

To be more accessible to those who could not attend meetings and to provide more regular information to the public, Planning Staff developed an online interface through ArcGIS Hub that served as a central website for the planning process. Through this website, staff shared area data and kickoff meeting results. Users were also able to take a values survey, leave comments on the website for Planning Staff to review and sign up for plan updates.

The website was comprised of 4 different pages including information about the planning process and data about the North Central Area. At the time of publication, the website received over **5,229** visits.

North Central Area Website Home Page

<https://north-central-area-land-use-plan-cumberlandgis.hub.arcgis.com/>

Welcome

This is not an annexation project. This project is being coordinated by Cumberland County Planning & Inspections to update the 2011 Land Use Plan for the North Central Area. This webpage serves as a central hub for information related to the North Central Area Land Use Plan process. Scroll to find key information about the plan area, the timeline for the planning process, public participation opportunities, frequently asked questions, and opportunities to participate in surveys.

Participate in the Planning Process

Citizen input is critical in order to create a plan that represents the desires of the community. Participate in the surveys below, and keep an eye out for future public engagement opportunities.

Contact List Sign Up

Throughout the planning process, stakeholders will be invited to participate in surveys and events. Make sure you stay in the loop by signing up here!

[Sign Up](#)

Take our Values Survey

Help us create the best possible plan for the North Central Region of Cumberland County by telling us what you value most and what topics need the most attention.

[Take Survey](#)

What is a Land Use Plan?

A land use plan is a document that influences future zoning decisions for an area. Zoning is a tool that regulates the type and arrangement of land uses which in turn affects many aspects of our daily lives. Therefore, a land use plan is a powerful way for stakeholders to influence the future of their community.

Engagement Results

Housing & Population

Population & Housing Kickoff Station

The Population & Housing Station provided area statistics on the residents, housing, and residential land use in the North Central Area. Activities at this station included a scale bar question about population growth, strength and weakness questions about housing, and a picture-based survey about residential density types.

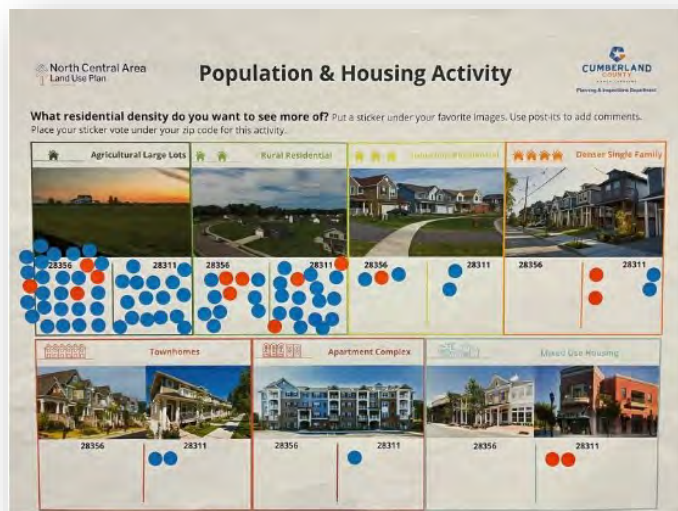
Population Activity

Attendees also voted on how they felt about the population growth in the plan area by ZIP code. 28356 resident responses about population growth were mostly skewed towards too much population growth while some felt that the population was just right. In the 28311 ZIP code, residents had mixed opinions on the population growth with half of the responses noting too much population growth.

Housing Activity

At this station, attendees noted the amount of housing and housing value were strengths in the plan area while housing affordability was mostly perceived as a weakness. Attendees had split responses on whether housing quality was a

strength or weakness. Senior supportive housing access was perceived as a weakness in the plan area. Attendees also voted on what residential density they preferred within the plan area. Both the 28311 and 28356 ZIP codes selected agricultural large lots and rural residential lots as their preferred density in the area. Suburban residential lots received a few votes for both ZIP codes. In the 28311 ZIP code, denser single family lots, townhomes, apartment complexes, and mixed use housing also received votes.



Values Survey Results

Of the 51 respondents who answered the question regarding housing topics, 31 of them (61%) picked "Supporting redevelopment of existing housing" as one of their top 3 most important topics. The other topics viewed as most important were "Increasing senior and supportive housing options" (25 respondents or 49%) and "Increasing home values" (23 respondents or 45%). Only 7 of the 51 respondents (14%) chose "Encouraging the

development of new housing" as one of their top priorities. This also aligns with numerous comments received on the Values Survey that indicated that people were attracted to the area because of its quiet and rural nature. This section had the lowest response rate of any question asked in the Values Survey, 73% of survey respondents answered this question.

*See appendix for individual questions and responses.

Engagement Results

Economic Development

Employment Trends & Sectors Kickoff Station

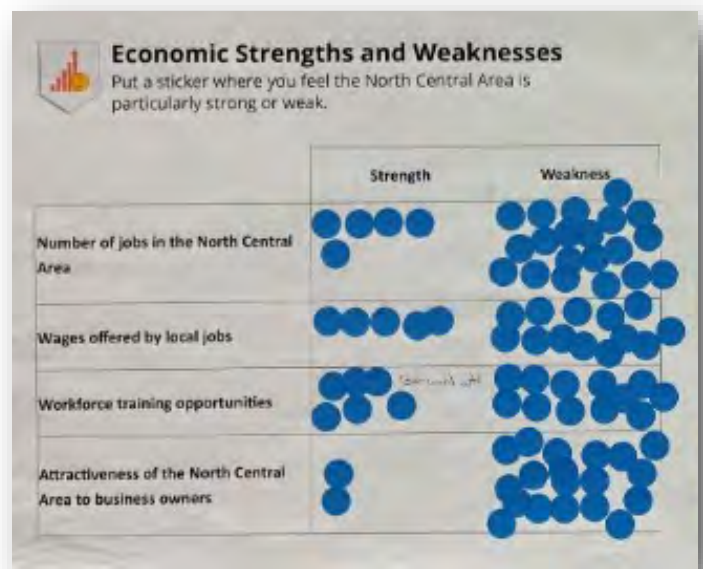
The Employment Trends & Sectors station provided statistics on the labor force in the North Central Area, how many people are working, and what capacity/industry they are employed with. Activities at this station included strength and weakness questions about area business and economics as well as an open-ended comment box asking what participants felt was the greatest economic opportunity in the area.

Economic Opportunity Activity

When asked what the greatest economic opportunity for the North Central Area was, respondents noted things including agriculture & farming, manufacturing, small businesses, and bringing tourists to the area for things like parks & recreation.

Economic Strengths and Weaknesses Activity

At this station, attendees voted on whether they felt the number of jobs, wages offered by jobs, workforce training opportunities, and attractiveness for business owners in the North Central Area was considered a strength or weakness. Across categories, respondents noted that economic development indicators were perceived as a weakness.



Values Survey Results

Of the 70 survey respondents, 52 answered this question, making it the category with the second-lowest response rate. The two most popular responses by a wide margin were “Encouraging workforce education and training” (41 votes, 79% of respondents) and “Increasing job opportunities” (33 votes, 63% of respondents). In the more general, long-form sections of the Values Survey, there was a split between residents regarding

whether new commercial development should occur, and what the development should be like when it does occur. One suggestion was the addition of a quality grocery store in or very close to the Town of Linden so that residents did not feel compelled to drive to Fayetteville or Dunn for everyday needs.

*See appendix for individual questions and responses.

Engagement Results

Public Services & Quality of Life

Public Services & Quality of Life Kickoff Station

The Public Services & Quality of Life station provided statistics on public service providers in the North Central Area, including public utility providers and first responders. For quality of life, the station covered topics including childcare, education, and healthcare access. The activity at this station was a strength and weakness voting question about public services providers as well as quality of life indicators.



Public Service Activity

For Public Services indicators, participants voted that public transportation, road quality, walkability, supportive services, and utility quality & access were weaknesses in the North Central Area. Participants had mixed opinions on police services, educational quality and access, and emergency preparedness with split votes on those being a strength or a weakness. Participants generally viewed fire services as a strength. Although folks had mixed feelings about public services in the area, one participant noted that just because something may be perceived as a weakness doesn't mean the community wanted to see improvements.

Quality of Life Activity

Most Quality of Life indicators were perceived as a weakness. Quality food options, internet access, childcare options, outdoor recreation options, community-based events, and entertainment options for adults received more votes for weakness as opposed to strength. Participants had mixed opinions on entertainment options for kids with about half of the responses indicating it to be a strength and the other half indicating it to be a weakness.

Values Survey Results

Overall, survey respondents were very enthusiastic about the Public Services and Quality of Life topics. Of the 70 surveys taken, these topics received 65 and 61 responses respectively. Under the Public Services category, 47 of the 65 respondents (72%) indicated that "Education quality" was one of their most important priorities, and 44 respondents (67%) indicated that "Safety services" such as fire, EMS, and police were an

important priority. "Traffic management" received 37 votes, echoing comments received in other sections of the Values Survey. Two of the Quality of Life topics also stuck out to respondents: "Internet options" (40 responses, or 65%) and "Quality food options" (38 responses, or 62%). "Access to public parks" and "Accessible medical services" were also valued highly by a majority of respondents, with 31 (51%) and 32 (52%) votes, respectively.

*See appendix for individual questions and responses.

Engagement Results

SWOT Results

SWOT stands for strengths, weaknesses, opportunities, and threats. In planning, a SWOT analysis is commonly used to make residents and stakeholders think critically about the conditions of their community and realistic goals for its future. For this activity, we asked participants at the kickoff meeting to put sticky notes with their thoughts in each category and indicate support for other participants' ideas with tally marks to avoid redundancy.

S

- Outdoor activities (state parks and trails)
- Open space, security, forest
- Sense of community
- Watershed, Police/Fire
- Wildlife, wooded area until everyone else moves to our area
- Quiet area
- Space and farmland
- Less developed areas, more rural
- Rural character
- Open space, woodland
- Calm peaceful living compared to fast paced city life

W

- Infrastructure money for internet from McBride to Colliers/Lake Teresa area
- Stormwater runoff, beaver dams
- Senior living facilities
- Lack of services, parks, and garbage/recycle sites
- Lack of lot size guidelines (long skinny rectangles)
- Public transit opportunities
- Traffic, internet
- Internet
- Crime (shootings), roads don't keep up with community growth
- Post office
- No internet, need a larger post office

O

- Need more water and sewer lines
- Need sewer lines in older subdivisions
- Rail access on Ramsey Street
- Wildlife preservation
- Location – close to Fort Bragg, easy access to 295
- Annexation!!! We need change!
- Running/walking trails
- More growth, quality growth, Farms that grow food for the community
- School capacity
- Widen the roadways

T

- Haphazard overdevelopment
- Multifamily apartments/townhomes
- Loss of tree coverage and nature
- Developers and county staff asleep at the wheel
- Lack of balance between tax base and services being delivered
- Maintain woodlands and wetlands, Prioritize preserving the natural habitat and quality of life over growth
- Struggle between the county and the city – neither wants to spend money to improve
- Simmons AAF Flight Patterns, done with cracks in sheetrock
- We will never tolerate being annexed by the City of Fayetteville
- Building more homes/Loss of woods
- Wetlands
- Do-gooders trying to “improve” Linden Fayetteville
- No more population growth!
- Hunters/dogs running on other’s land
- Stormwater runoff, uncontrolled developers

Engagement Results

Stakeholder Interviews

Area Stakeholder Interviews

Stakeholder interviews can often provide valuable feedback regarding the North Central Area. Through the input received, additional information about what the North Central Area may need or what the stakeholder can potentially contribute to the growth of the North Central Area. Stakeholders are often residents, organizations, businesses, and agencies who demonstrate an interest in or may highly affect the area through economic development, infrastructure, housing, and/or services

**See appendix for stakeholder engagement summary.*

"Development is coming to the 401N area, how it is managed and promoted is key for the area's interests."

"Buffering of development from different uses is needed."

"Expansion of Linden community important."

"Development should occur in the areas with urban services already prevalent."

"Maintaining the rural character of the northeastern plan area is highly desired and should be maintained."

"Utility & supportive county services are desired."



THIS PAGE LEFT INTENTIONALLY BLANK

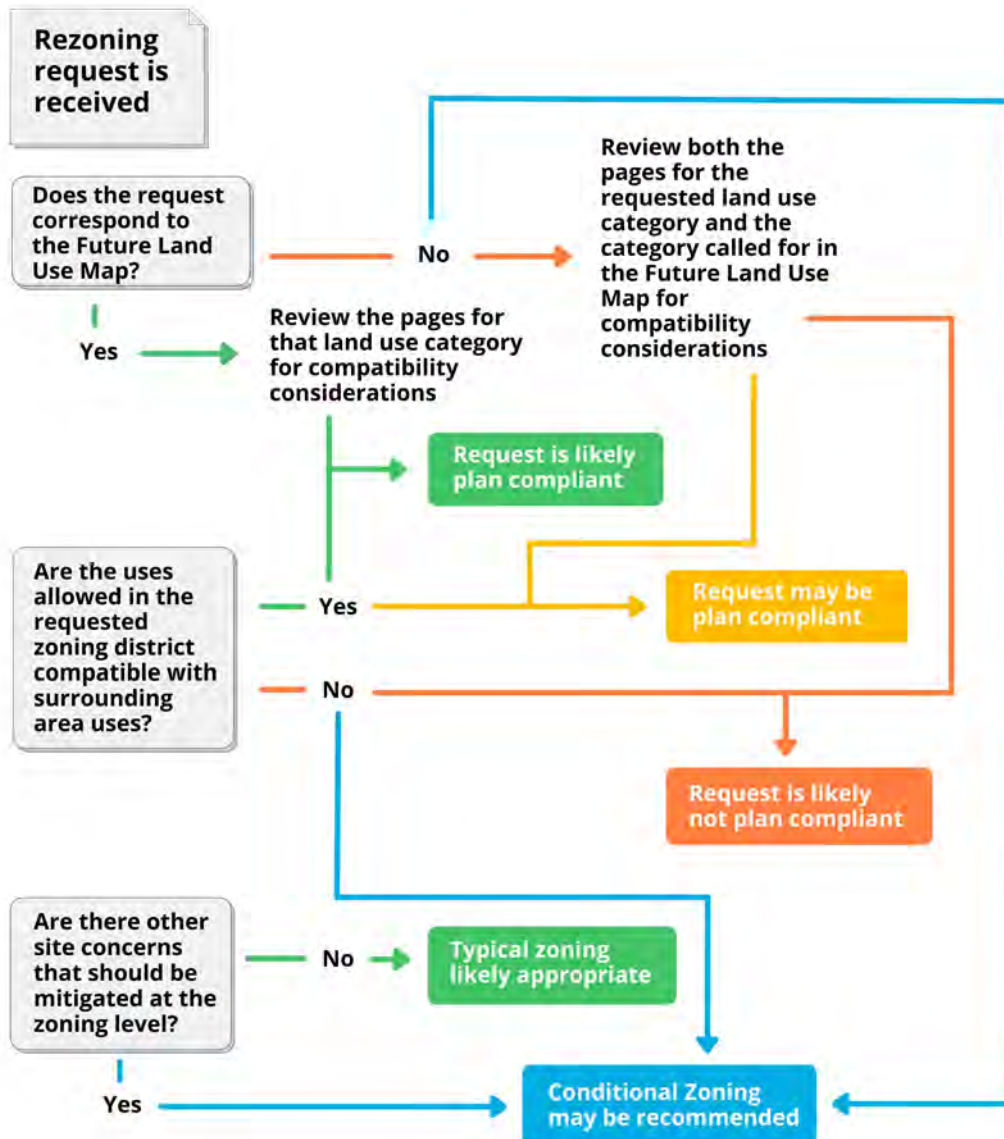
PHASE 3

Future Land Use Map, Classifications, Goals & Objectives

Future Land Use Map	34	Goals & Objectives	50
Future land Use Areas	38	Land Use	
Land Use Classifications		Open Space	51
Open Space	39	Rural/Agricultural	52
Rural/Agricultural	40	Residential	53
Rural Density Residential	41	Commercial	54
Suburban Density Residential	42	Industrial	55
Low Density Residential	43	Community	
Medium Density Residential	44	Transportation	56
High Density Residential	45	Community Appearance	57
Commercial	46	Community Facilities & Services	58
Industrial	47	Carvers Creek State Park	59
Flex Area	48	Town of Linden	63
Additional Notes & Clarifications	49	Shaw Heights Neighborhood	72

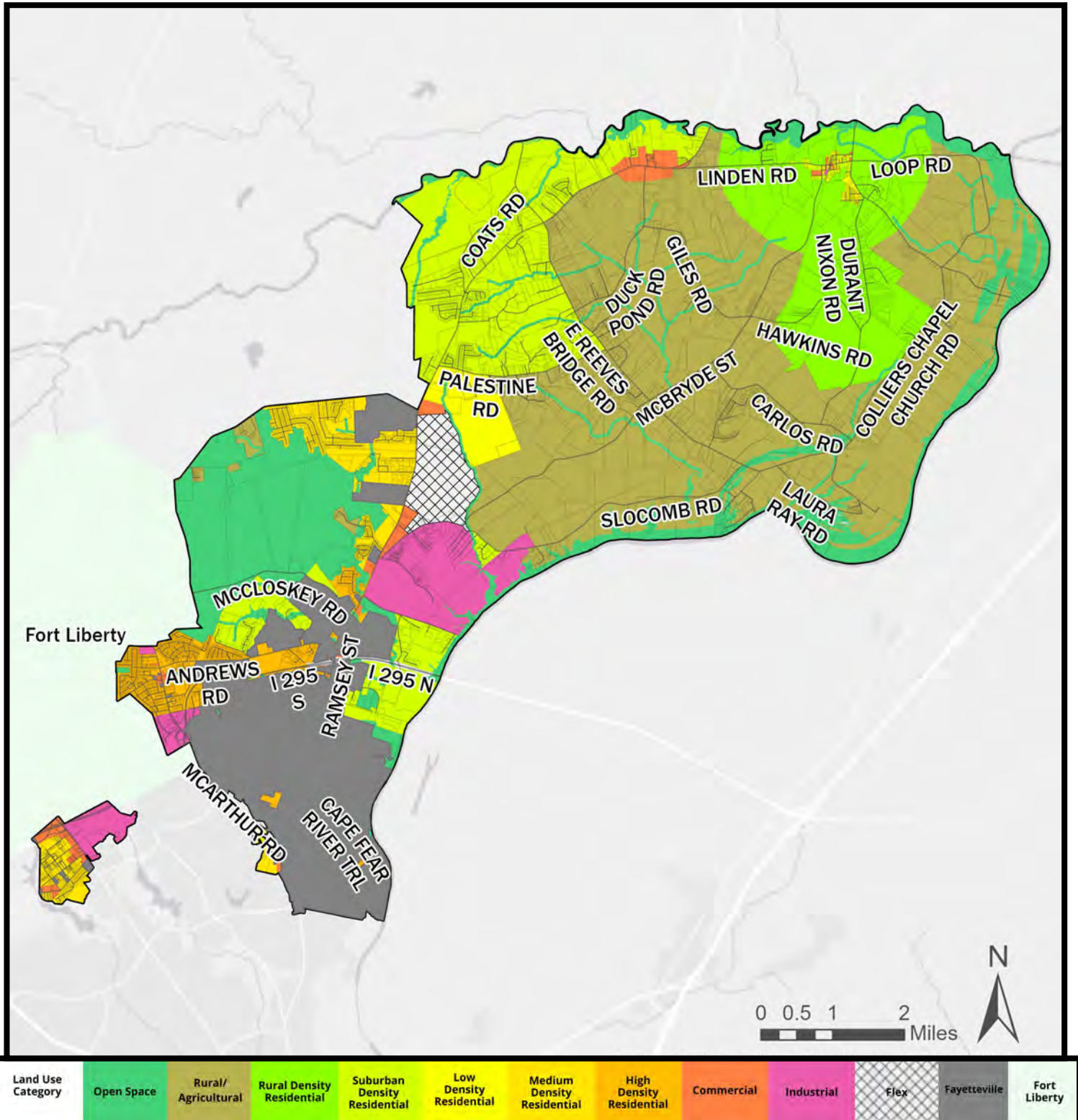
Future Land Use Map

The ultimate goal of a quality land use map is to reflect a combination of land uses that enhance the community, preserve the existing natural environment, and plan for equitable and sustainable growth. This is done by indicating where the various land uses or proposed developments should occur and how they will blend with existing conditions. The future land use map outlines the desired future land use for the North Central Area. This map takes into consideration the Steering Committee recommendations as well as the desires of the community and area stakeholders to have growth occur in certain areas where existing or nearby infrastructure can support development while maintaining the rural character of other portions of the plan area. As future development takes place, additions or modifications to infrastructure (especially public water and sewer) are made, or natural events occur, this map should be re-evaluated and amended when necessary.



Future Land Use Map

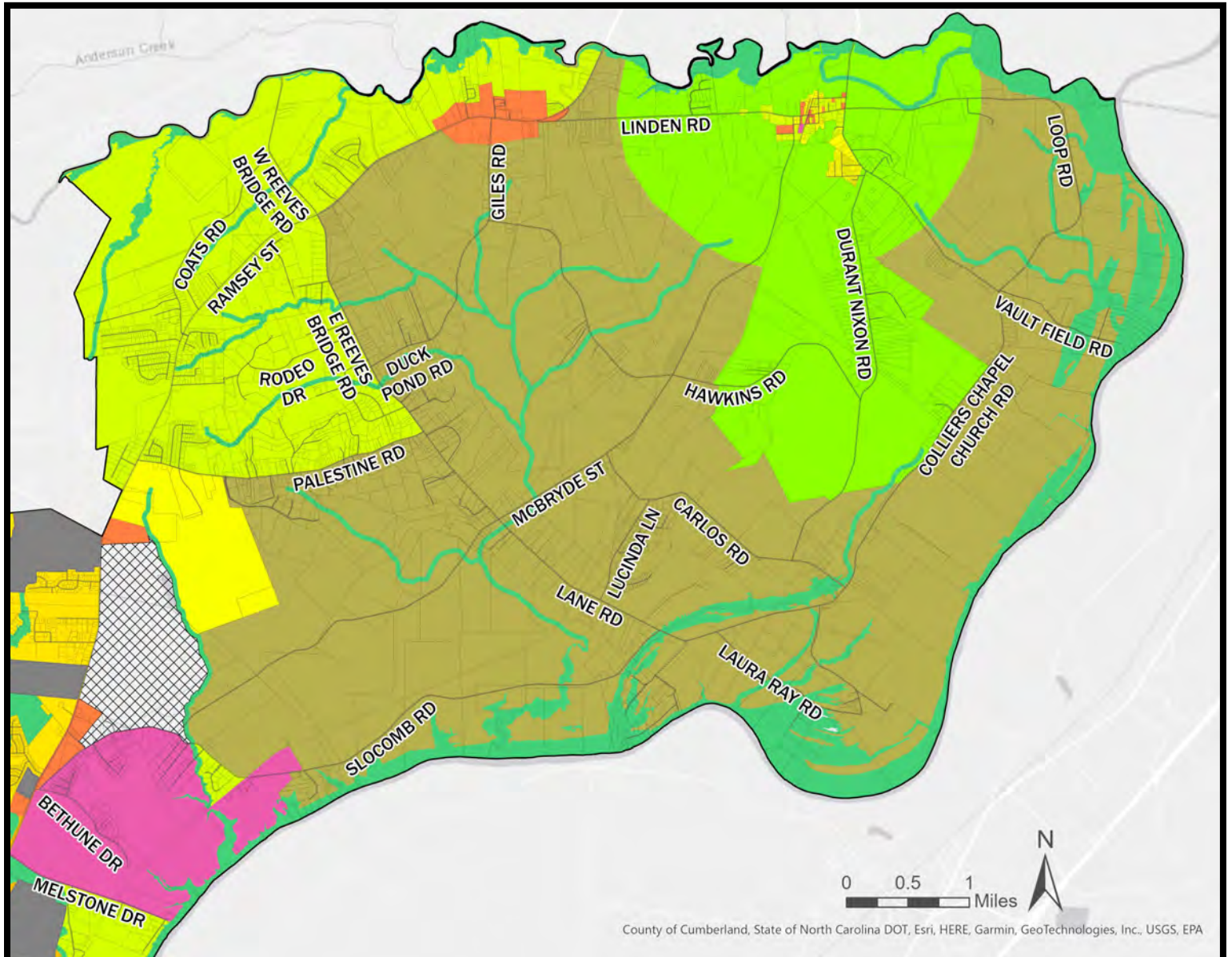
North Central Area Land Use Plan Map



Future Land Use Map

Detail — Northern Plan Area

North Central Area Land Use Plan Map



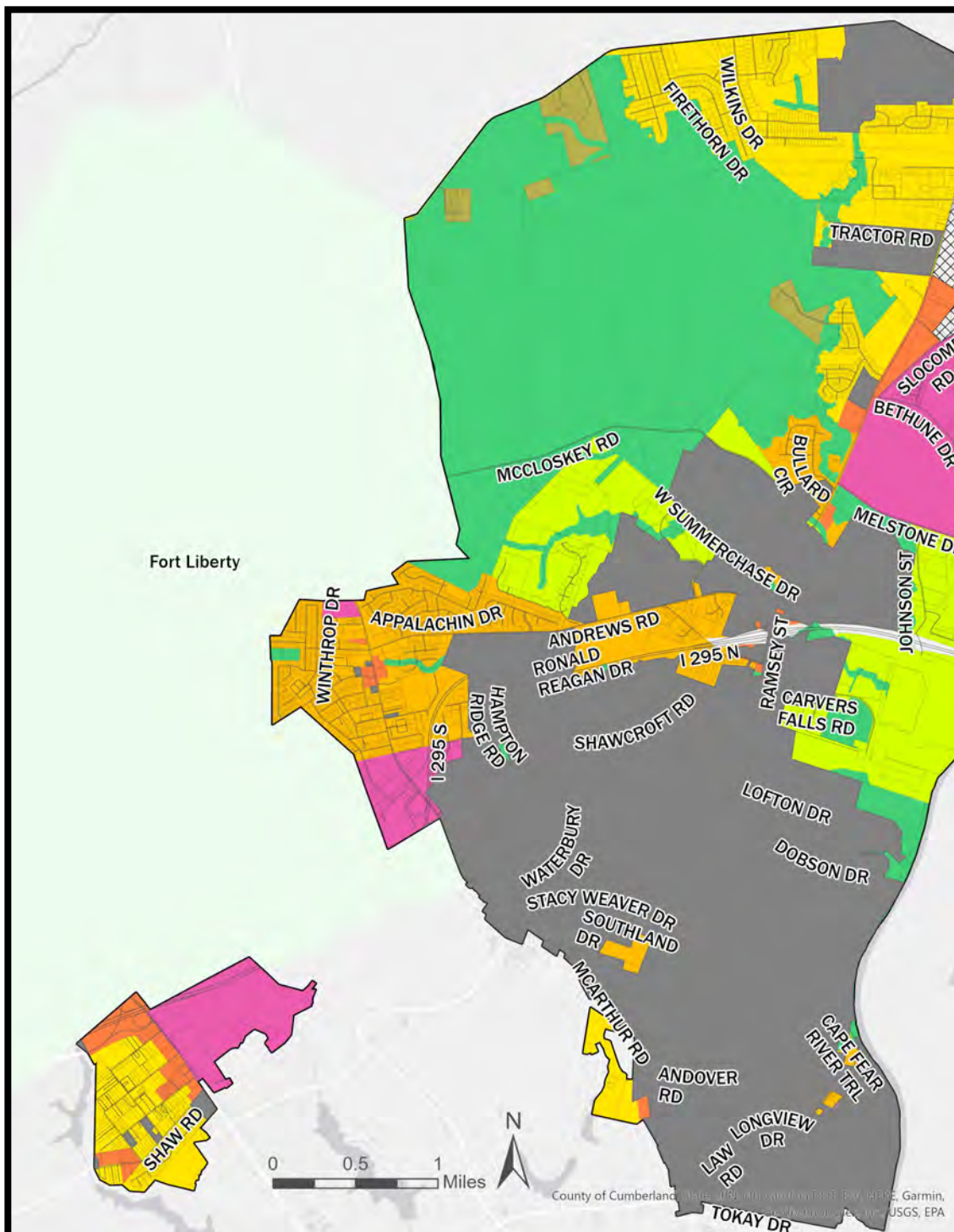
County of Cumberland, State of North Carolina DOT, Esri, HERE, Garmin, GeoTechnologies, Inc., USGS, EPA

Land Use Category	Open Space	Rural/Agricultural	Rural Density Residential	Suburban Density Residential	Low Density Residential	Medium Density Residential	High Density Residential	Commercial	Industrial	Flex	Fayetteville	Fort Liberty
	[Green]	[Light Green]	[Yellow-Green]	[Yellow]	[Light Yellow]	[Orange]	[Red-Orange]	[Red]	[Pink]	[Cross-hatched]	[Grey]	[Light Blue]

Future Land Use Map

Detail — Southern Plan Area

North Central Area Land Use Plan Map



Land Use Category	Open Space	Rural/Agricultural	Rural Density Residential	Suburban Density Residential	Low Density Residential	Medium Density Residential	High Density Residential	Commercial	Industrial	Flex	Fayetteville	Fort Liberty
	[Light Green]	[Light Brown]	[Light Green]	[Light Green]	[Light Green]	[Light Green]	[Light Green]	[Light Green]	[Light Green]	[Light Green]	[Light Green]	[Light Green]

Future Land Use Areas

The North Central Area is roughly 38,400 acres in size; below are the approximate percentages and acreage of each individual classification that make up the plan area.

17% The **Open Space** classification makes up approximately **6,440** acres of the plan area.

40% The **Rural/Agricultural** classification makes up approximately **17,320** acres of the plan area.

11% The **Rural Density Residential** classification makes up approximately **2,420** acres of the plan

13% The **Suburban Density Residential** classification makes up approximately **4,400** acres of the plan

2% The **Low Density Residential** classification makes up approximately **710** acres of the plan area.

4% The **Medium Density Residential** classification makes up approximately **1,350** acres of the plan ar-

4% The **High Density Residential** classification makes up approximately **2,330** acres of the plan area.

2% The **Commercial** classification makes up approximately **550** acres of the plan area.

5% The **Industrial** classification makes up approximately **1,730** acres of the plan area.

2% The **Flex Area** classification makes up approximately **720** acres of the plan area.

Land Use Classification	Open Space	Agricultural	Rural Density Residential	Suburban Density Residential	Low Density Residential	Medium Density Residential	High Density Residential	Commercial	Industrial	Flex
County Associated Zoning Districts	CD	A1, A1A, R40, R40A & DD	A1, A1A, R40, R40A, RR+ & DD	R30, R30A, RR R20 & R20A	R15 & R7.5	R6, R6A, R5A	R5	O&I(P), C1(P), C2(P) & C(P)	M1(P) & M(P)	M1(P), M(P), O&I(P), C1(P), C2(P) & C(P)
Linden Associated Zoning Districts	CD	R40	R40	R15	R7.5	N/A	N/A	O&I & C	M	N/A

Land Use Classifications

Open Space

Open Space

Open Space is primarily used to preserve and protect environmentally sensitive areas and natural resources from development, encroachment, and pollution. Additionally, it is used to provide natural areas for leisure and recreational purposes.

Associated Zoning Districts

County: CD*

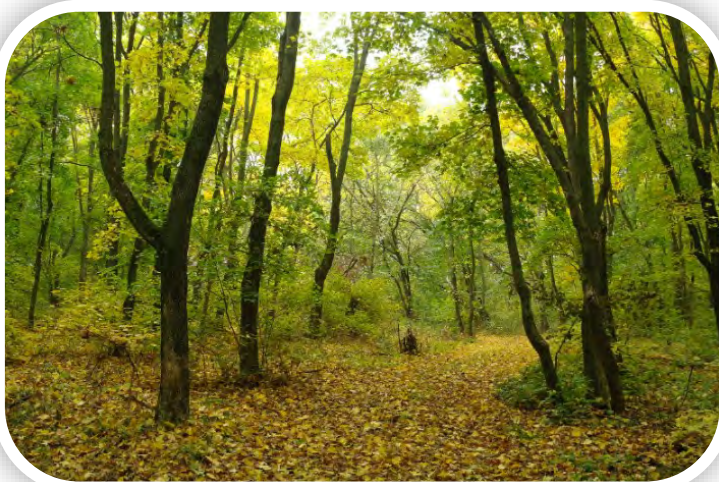
Town of Linden: CD

Development Guidelines

- Any landscaping and managed open space shall emphasize the natural landscape of the area.
- Trails and paths should traverse the property to adjoining compatible properties.
- Natural waterways and drainage areas shall have an established maintenance plan.
- Protected areas should be buffered from surrounding right-of-ways and non-recreational development.



- Permanently conserved lands.
- Bodies of water.
- Waterways between parcel lines.
- Environmentally sensitive areas.
- Along proposed greenways and blueways.
- In critically important areas identified by the 2018 JLUS.
- If developed as part of a permitted use, it should have direct access to a public or private street.
- Lands between the two Carver's Creek State Park locations.
- Located within the 100-Year Flood Area, wetlands, and/or historically flood prone areas.



**See Note 5 Page 49*

Land Use Classifications

Rural/Agricultural

Rural/Agricultural

The northeastern segment of the North Central Area has a distinctly rural character. Residents have overwhelmingly expressed their preference for maintaining the area's rural fundamental nature, focusing on supporting the continued growth of farms and farm-related businesses as well as preserving the overall rural ambiance.

To accomplish these goals, this land use classification emphasizes traditional agricultural activities, pastureland, forestry, rural large-lot residential subdivisions, and sporadic residences situated on expansive land tracts.

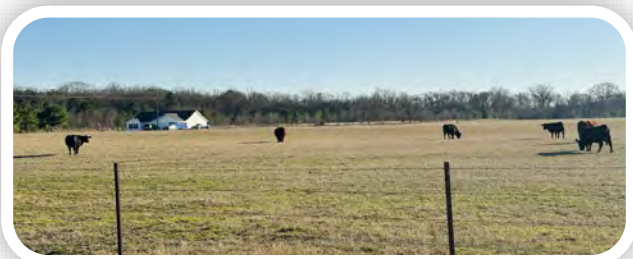
Associated Zoning Districts

County: A1, A1A, R40, R40A, & Density Development

Town of Linden: R40

Development Guidelines

- Large open spaces and/or wide natural buffers between uses and along roadways.
- Curving or twisting roads.
- Infrequent entrances or driveways.
- Open stormwater drainage allowed.
- Rural serving businesses should be located at public road intersections.
- Use open spaces and vegetative buffers to limit the visibility of development from the roadway.
- Primarily 2+ acre lots with 40,000 sqft residential development if harmonious with rural character and surrounding area.



Suggested Policy/Ordinance Updates

County Zoning/Subdivision Ordinance

- Sign Ordinance update to allow for agricultural businesses (A1 Zoning) to have a ground sign where no current roadside sign is permissible.
- Update the zoning ordinance to simplify and encourage the use of A1A zoning and Density Development in rural areas.

Location

- Likely to be outside thesewer/water service area.
- Likely within the 1,500-foot buffer of a Voluntary Agricultural District.
- Areas with designated prime farmland and/or state/locally important farmland.
- Bona-Fide Farms.
- Sporadic large residential lots.
- Timber and agritourism operations.
- Low impact rural businesses servicing area residents and farming needs.
- Northeastern plan area.

Land Use Classifications

Rural Density Residential

Rural Density Residential

Rural Density Residential is to be utilized as a buffer between rural/agricultural land use and denser residential or commercial zoning closer to Linden.

This helps maintain the distinctly rural character of the northeastern segment of the North Central Area as it allows for traditional agricultural activities, as well as to smaller rural lot sizes up to 20,000 sqft.

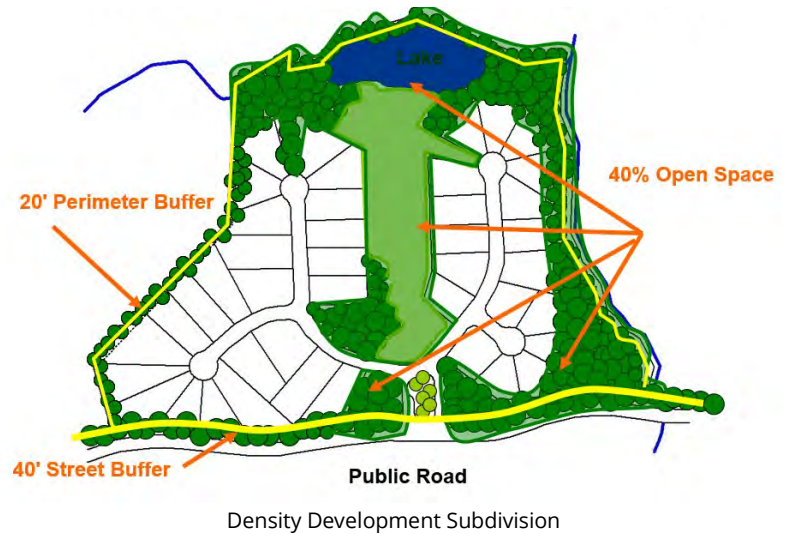
Associated Zoning Districts

County: A1, A1A, R40, R40A, RR*, & Density Development

Town of Linden: R40

Development Guidelines

- Large open spaces and/or wide natural buffers between uses and along roadways.
- Curving or twisting roads.
- Infrequent entrances or driveways.
- Open stormwater drainage.
- Small rural neighborhoods.
- Limited visibility of development from the roadway.



Suggested Policy/Ordinance Updates

County Zoning/Subdivision Ordinance

- Update the zoning ordinance to simplify and encourage the use of Density Development in rural areas.

Location

- Likely to be outside the sewer service area.
- Bona-Fide Farms.
- Rural lot size neighborhoods.
- Individual large residential lots.
- Low impact rural businesses servicing area residents and farming needs.
- Central and northeastern plan area.
- Town of Linden Municipal Influence Area (MIA) and along Durant Nixon Road.

*See Note 4 Page 49

Land Use Classifications

Suburban Density Residential

Suburban Density Residential

Suburban Density calls for land to be used for residential purposes of a denser nature than Rural Density Residential.

The intent is to allow for denser residential neighborhoods with no more than one unit per 20,000 sqft in the county jurisdiction and 15,000 sqft in the Town of Linden.

Associated Zoning Districts

County: R30, R30A, RR, R20, & R20A

Town of Linden: R15

Development Guidelines

- Roadside trees and native vegetation.
- Sidewalks within neighborhoods.
- Green spaces, playgrounds, parks, and community centers.
- Walkways and bike paths.
- Community gardens.
- 20,000-30,000+sqft. residential lot neighborhoods.
- Underground utility infrastructure.
- Planned through road access to future or joint neighborhoods.



Suggested Policy/Ordinance Updates

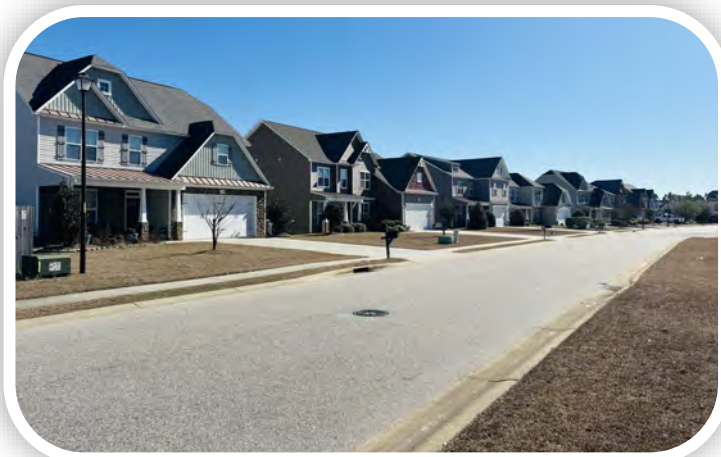
County and Town of Linden Zoning Ordinance

- Consider raising the minimum lot width in the Town of Linden and/or Cumberland County Zoning Ordinances.

Location

- Septic system allowed based on soil type, lot size, and distance from public sewer.
- Must have direct access to a public street.
- Public water should be required.
- Along northern portions of Ramsey Street where this type of development already exists.
- Centrally located in the plan area.
- Where there are more neighborhood-type developments than sparse single-family homes on large lots.

Note: Certain areas of Suburban Density Residential are located in the plan area of Carvers Creek State Park, see page 73 for additional recommendations.



Land Use Classifications

Low Density Residential

Low Density Residential

Low Density Residential calls for a density of 2.2 to 5 units per acre. The intent is to allow for dense residential neighborhood development of no more than one unit per 7,500 square feet.

Associated Zoning Districts

County: R15 & R7.5

Town of Linden: R7.5

Development Guidelines

- Roadside trees.
- Community and neighborhood sidewalks.
- Walkways and bike paths.
- Playgrounds, parks, and community centers.
- Planned through road access to future or joint neighborhoods.
- Underground utility infrastructure.



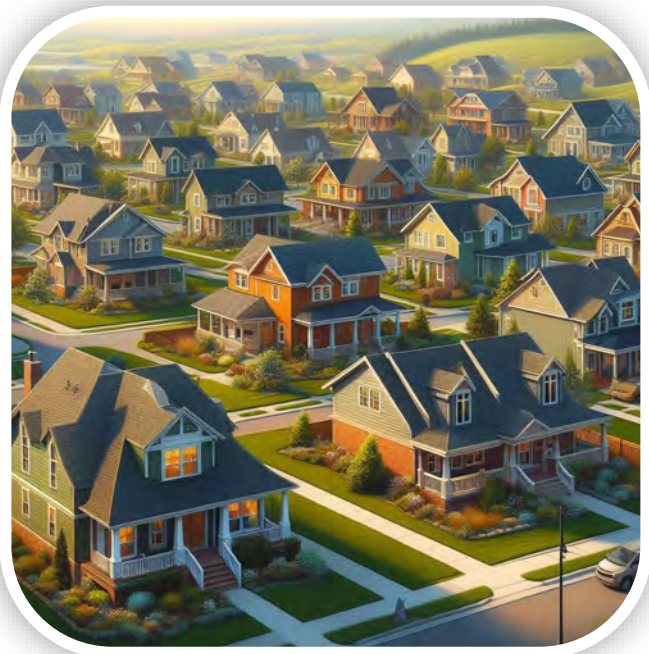
Suggested Policy/Ordinance Updates

County Zoning Ordinance

- Examine and propose ordinance amendments aimed at encouraging mixed-use development within the designated zoning districts of Low/Medium/High Density Residential Classifications. This may involve revising the land use matrix to permit selected residential-supporting commercial activities within residential zones subject to conditional zoning regulations.

Location

- Areas with access to public/community water and public sewer.
- Direct access to a public street.
- Within three miles of a recreation area or facility.
- Not located in the Special Flood Hazard Area (100-Year Flood Area).
- Mixed-use development.



Land Use Classifications

Medium Density Residential

Medium Density Residential

Medium Density Residential calls for a density of greater than 6 units per acre and less than 15 units per acre. The intent is to allow for dense residential neighborhood development and multifamily housing development.

Associated Zoning Districts

County: R6, R6A, & R5A

Town of Linden: N/A

Development Guidelines

- Vertical and horizontal mixed-use.
- Multi-family housing development.
- Sidewalks and bike paths.
- Underground utility infrastructure.
- Planned through road access to future or joint neighborhoods.



Suggested Policy/Ordinance Updates

County Zoning Ordinance

- Examine and propose ordinance amendments aimed at encouraging mixed-use development within the designated zoning districts of Low/Medium/High Density Residential Classifications. This may involve revising the land use matrix to permit selected residential-supporting commercial activities within residential zones subject to conditional zoning regulations.

Location

- Public/community water and public sewer required.
- Must have direct access to a collector street.
- Desirable to be within two miles of a recreation area or facility.
- Desirable to be a transition between non-residential, higher density, and lower density residential areas.
- Desirable to be located in vertical mixed use development.
- Development in areas with hydric soils is discouraged.

Land Use Classifications

High Density Residential

High Density Residential

High Density Residential is defined as having a density of 15 or more units per acre. The intent of this classification is to allow for dense multifamily housing development.

Associated Zoning Districts

County: R5

Town of Linden: N/A

Development Guidelines

- Vertical and horizontal mixed-use.
- Sidewalks and bike paths.
- Playgrounds, parks, and community centers.
- Underground utility infrastructure.
- Planned through road access to future or joint neighborhoods.

Suggested Policy/Ordinance Updates

County Zoning Ordinance

- Examine and propose ordinance amendments aimed at encouraging mixed-use development within the designated zoning districts of Low/Medium/High Density Residential Classifications. This may involve revising the land use matrix to permit selected residential-supporting commercial activities within residential zones, subject to conditional zoning regulations.



Location

- Public/community water and public sewer required.
- Desirable to be within one-half mile of a neighborhood, community, or regional shopping center.
- Desirable to be adjacent to existing or zoned medium or high-density development, office and institutional, or light commercial use.
- Desirable to be within one-quarter mile of an existing major or minor thoroughfare.
- Must have direct access to a collector street.
- Desirable to be within two miles of a public recreation area.
- Desirable to be located in vertical mixed-use development.
- Desirable to be a transition between non-residential and lower density residential areas.
- Development in areas with hydric soils is discouraged.

Land Use Classifications

Commercial

Commercial

The Commercial land use classification calls for quality, attractive commercial development that meets market demand, is harmonious with its surrounding area, has supporting infrastructure, preserves the natural environment, and does not negatively impact neighboring properties.

Associated Zoning Districts

County: O&I(P), C1(P), C2(P), & C(P)

Town of Linden: O&I & C

Development Guidelines

- The building's primary façade should be facing the main road and should have a prominent entrance feature.
- Site utilities, storage areas, trash, and loading/service areas should be situated behind the building and screened from view from public right of ways and adjoining properties of different land use classifications to preserve visual quality.
- Green spaces and landscaping should be featured around public roadways, entrances, and walkways.
- Parking lots should include landscape islands.
- Buildings and parking should be clustered on a site to preserve open space.
- Landscape buffers abutting residential areas should create a visual separation sufficient enough to block the view of the development.
- Driveways and access lanes shall be shared and consolidated with neighboring developments with a similar land use classification.



Suggested Policy/Ordinance Updates

County Zoning Ordinance

- Update screening and buffering requirements to ensure residential areas are adequately screened from commercial and industrial uses.

Location

- Public water and sewer are required unless a rural serving business type.
- The intersection of a collector (or higher) street and any other public right-of-way may be a desirable location for public-serving commercial businesses if compatible with the surrounding area.
- Should have direct access to a collector street.
- Should be located on a sufficient site that provides adequate area for buffering, screening, and landscaping.
- Rural serving light commercial operations may be located in rural areas at an intersection of two collector streets.
- Light commercial should provide convenient goods and services to the immediate surrounding neighborhood.
- Heavy commercial should not be in a predominately residential, office & institutional, or light commercial area.

Land Use Classifications

Industrial

Industrial

The Industrial land use classification should provide areas for clean high-tech industries and manufacturing where infrastructure is adequate, that does not impact the environment or natural areas, utilizes existing vacant structures when feasible, complements existing industrial development, and is in harmony with surrounding development.

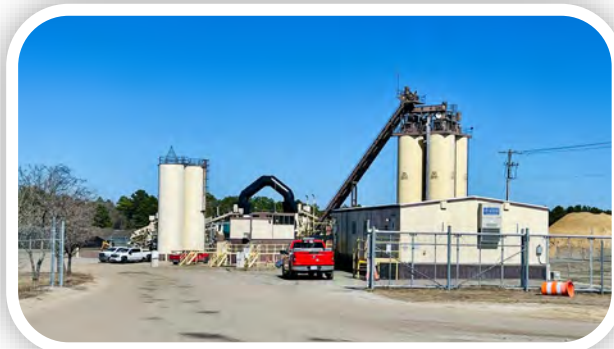
Associated Zoning Districts

County: M1(P) & M(P)

Town of Linden: M

Development Guidelines

- The building's primary façade should be facing the main road and should have a prominent entrance feature.
- Parking and loading should be situated behind the building and screened from view from the public right of way and adjoining properties of a different land use classification to preserve visual quality.
- Green spaces and landscaping should be featured around public roadways, entrances, and walkways.
- Driveways and access lanes should be shared and consolidated with neighboring developments with similar land use classification.
- Landscape buffers abutting residential areas should create a visual separation sufficient enough to block the view of the development.



Suggested Policy/Ordinance Updates

County Zoning Ordinance

- Update screening and buffering requirements to ensure residential areas are adequately screened from commercial and industrial uses.

Location

- Public water and sewer required for heavy industrial operations, desirable for light industrial.
- Heavy industrial should have minimum direct access to an arterial street, light industrial should have direct access to a public street.
- Should be located outside the Special Flood Hazard Area (100-Year Flood Area).
- Should be located on a tract that provides adequate area for buffering, screening, and landscaping unless located in an existing or proposed heavy industrial/manufacturing area.
- Heavy industrial should not be in predominately residential, office & institutional, or light commercial areas.

Land Use Classifications

Flex Area

Ramsey Street Flex Area

Flex Areas are called for in areas that are considered compatible with a wider variety of zoning districts than the other established land use classifications. As development occurs and the Flex Area fills in, the appropriateness of what's allowed in the rest of the area may change. When new development occurs in the Flex Area, it must be considered that the new development may set precedent for the rest of the Flex Area.

The North Central Area has one Flex Area encompassing multiple properties along the east side of Ramsey Street, north of Slocomb Road and is roughly 700 acres in size and is mostly undeveloped. This Flex Area is predominately zoned Planned Neighborhood District (PND a dormant residential zoning district which allows for a density of up to 7,500 sqft lot sizes).

Development Priorities

1. Economic development opportunities
2. Mixed-use development
3. Residential

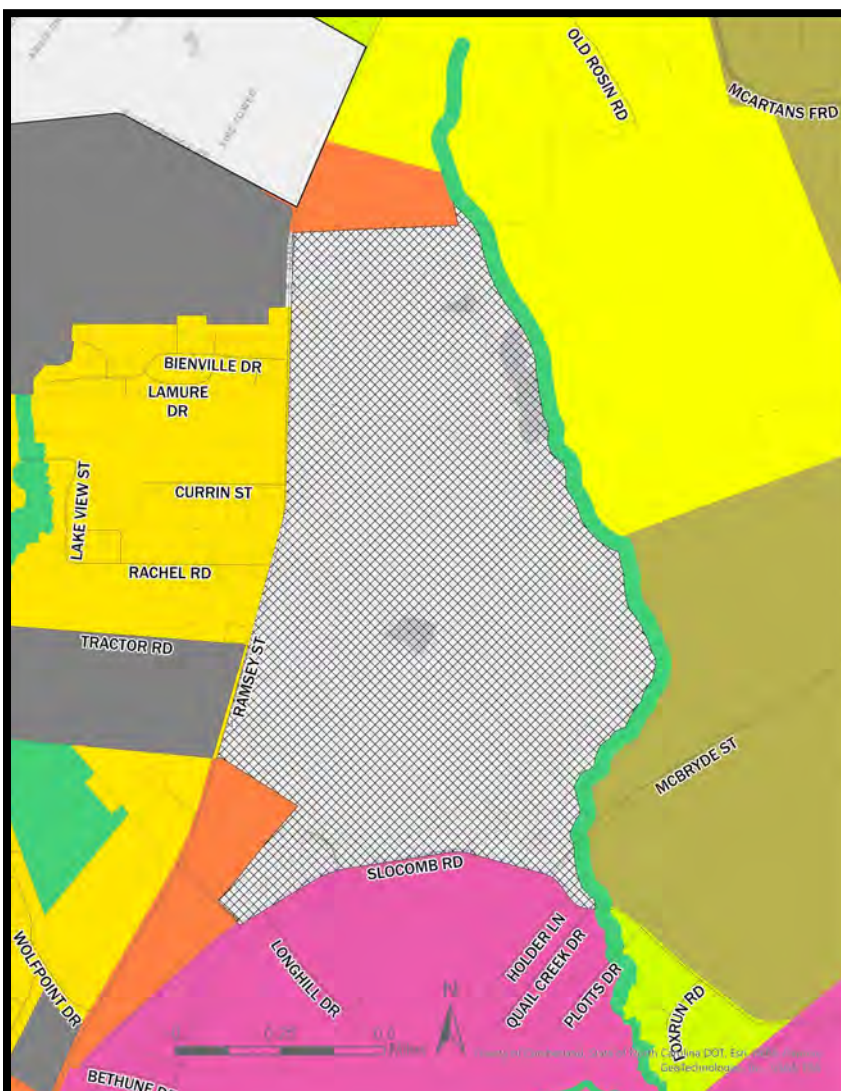
Associated Zoning Districts:

M1(P), M(P), O&I(P), C1(P), C2(P) & C(P)

Flex Area Details

- PWC Sewer is less than a mile to the west of the flex area.
- Kelly Hills Sewer is along the southern border of the flex area.
- PWC Water runs along the southern border of the flex area and along Ramsey Street.
- Currently located in the Duke/Progress Electrical Service Area.
- Within the watershed of the Cape Fear River.
- The southern portion of the flex area and areas along Ramsey Street are located in Fayetteville's Municipal Influence Area (MIA).

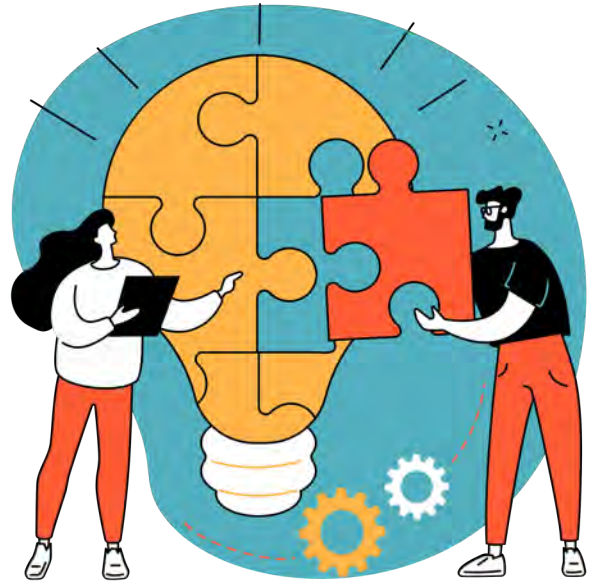
When rezoning, conditional zoning should be utilized to ensure the use is in harmony with existing and potential future uses.



Land Use Classifications

Additional Notes & Clarifications

1. The residential density guidelines provided in the classifications section are the maximum density that should be allowed. Less dense zoning districts may be appropriate if compatible with the surrounding area. This does not apply to non-residential zoning such as agricultural due to the potential of incompatible land uses allowed.
2. When properties with differing land use classification abut, it may be appropriate to use the neighboring classification if it meets most of the requirements of the classification, buffering requirements can be met, and doesn't change the character of the surrounding area.
3. When the plan does not address a specific issue or have a policy regarding land use and development of a property, it is appropriate to refer to the current land use policies plan for guidance and determination of consistency with the plan.
4. The Rural Residential (RR) zoning district may be considered plan compliant in the Rural Density Residential land use classification in the following circumstances:
 - a. When bringing non-conforming existing uses and lots into conformity with County zoning and subdivision ordinances.
 - b. Rezoning requests less than 6 acres of land not historically utilized for agricultural purposes.
 - c. Rezoning requests 6 acres or larger if conditional zoning is utilized to ensure the preservation of the rural character of the area.
5. Property located within Open Space whether wholly or partially may use the most adjacent land use classification when considering a rezoning request. The Open Space classification is intended to reflect existing protected lands and areas within proximity to the 100-Year Flood Hazard Area as well as wetlands. It should be used for reference only when making future land use decisions to ensure that adequate buffering is in place to protect existing natural resources, especially to protect riparian areas, wetlands, and potential future parks, trails, and other public land. Any type of land use that does not negatively impact properties located within the Open Space classification and is compatible with the surrounding area is considered consistent with this plan and map amendments are not required.
6. When making land use decisions for the Shaw Heights area, any actions deemed consistent with the NRSA adopted in 2020 are considered consistent with this plan regardless of future land use classification on the plan map.





Goals & Objectives

Vision Statement

“Future development in the North Central Area should be harmonious with existing agricultural operations, preserve rural character, take advantage of connectivity to further economic opportunity in the Shaw Heights and North Fayetteville areas, and preserve the sense of community established in the Linden area.”

Land Use Goals & Objectives

Open Space

Open Space Goal

Provide a comprehensive open space network that protects, conserves, sustains, and enhances natural resources and environmentally sensitive areas. Assist in protecting endangered species, wildlife habitats, agricultural areas, air/water quality, and the character of the area while introducing new amenities such as greenways, parks, and similar facilities that enhance the quality of life for North Central Area residents.

Objectives

- Promote the preservation of existing trees, the planting of native trees, and discourage clear cutting.
- Improve signage/wayfinding for parks and open space.
- Improve access for handicapped and elderly citizens to open space and park facilities.
- Encourage techniques of development which preserve the natural contours and natural amenities of a site.
- Provide measures that address the protection of known endangered species and wildlife habitats.
- Encourage private recreation initiatives to supplement public facilities.
- Pursue opportunities to coordinate and cooperate with the Fayetteville/Cumberland Parks & Recreation Department and the Board of Education for the acquisition, development, and use of public property.



Objectives (continued)

- Support collaborations between organizations to make connections between trails, parks, and other useable open space within the area; Support private recreation initiatives that supplement public facilities.
- Encourage useable open space in residential developments.
- Develop parks and recreation facilities in the area that would allow for indoor activities for residents of all ages and/or ballfields for family sports.
- Support efforts to remove overgrown vegetation, decayed trees, and beaver habitats from canals, streams & drainage areas.
- 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.

County Wide Objectives

- Protect and preserve environmentally sensitive areas and natural resources.
- Protect wetlands, watercourses, and watersheds from pollution.
- Provide open space and recreation facilities near the population.
- Protect and preserve wildlife habitat areas.

Land Use Goals & Objectives

Rural and Agricultural

Rural and Agricultural Goal

Protect and preserve the rural character of the area to include green spaces, agricultural land, low population density, scenic views, natural features, tranquility, and outdoor opportunities. Such characteristics enhance the quality of life for residents and the surrounding community while maintaining a sustainable environment for agricultural operations.

Objectives

- Preserve rural character and lifestyle.
- Promote and expand the Cumberland County Voluntary Agricultural District Program.
- Protect designated prime farmland/state and locally important farmland soils.
- Promote incentives that encourage farming and farmland protection.
- Encourage the use of existing and/or native vegetation as well as open spaces as buffers between uses, road frontage, and along all waterways.



Objectives (continued)

- Promote public education initiatives on the need to maintain and preserve farmland for continued and future use.
- Promote measures that protect farmland and rural spaces from urban development and encroachment.
- Support incentives for retired farmers and absentee landowners to rent their land to active farmers or reforest their land for tree farming.
- Support the use and creation of conservation easements as a method to ensure the long-term viability of farming and farmland protection.
- Support programs that attract new farmers and rural/agricultural related businesses.
- Encourage the use of density development subdivisions to reduce the effect of residential development in predominately rural areas.



County Wide Objectives

- Promote the preservation of farmland areas.
- Preserve the rural character of the county.
- Protect farming and farming operations from urban encroachment.

Land Use Goals & Objectives

Residential

Residential Goal

In the southwest part of the plan area, provide a full range of housing types and sites with adequate infrastructure in new and revitalized neighborhoods to accommodate the present and future needs of residents. In the northeast part of the plan area, maintain the rural features that define the area, and promote responsible growth for current and future generations to enjoy the distinct rural characteristics of the community.

Objectives

- Promote the creation of diverse housing options encompassing various structures, types, and locations to meet the current and future needs, preferences, and capacities of a varied community.
- New driveway connections on existing state-maintained roads should be limited and designed in a way to utilize shared access roads.
- Promote the removal or improvement of dilapidated or substandard housing.
- Enhance and uphold minimum housing standards that specifically address issues such as clutter, abandoned vehicles, litter, and similar concerns.
- Require a minimum vegetative buffer requirement between any high-density, multi-story residential development and adjacent one-story, single-family homes.



Objectives (continued)

- Preserve the stability, character, and density of established neighborhoods.
- Preserve established residential areas by preventing the encroachment of non-residential uses or require substantial vegetative or other types of buffering if unavoidable.
- In residential areas where new streets are constructed, pedestrian amenities should be required to provide access to community facilities and services.
- New residential development should allow for future road connections to adjacent developable lots and provide more than one option of ingress and egress while designed to mitigate traffic congestion and promote safety.
- Provide safe and sanitary housing for low- and moderate-income families and individuals.



County Wide Objectives

- Promote the removal/improvement of dilapidated/substandard housing.
- Promote measures to stabilize and maintain existing residential neighborhoods.
- Promote efforts that encourage the development of new housing stock that is environmentally and people-friendly.
- Improve the quality of life in residential areas.
- Promote the highest density in areas with all the urban services.
- Promote infill development.
- Provide an assortment of housing types and neighborhoods to meet the needs of all residents in the County.

Land Use Goals & Objectives

Commercial

Commercial Goal

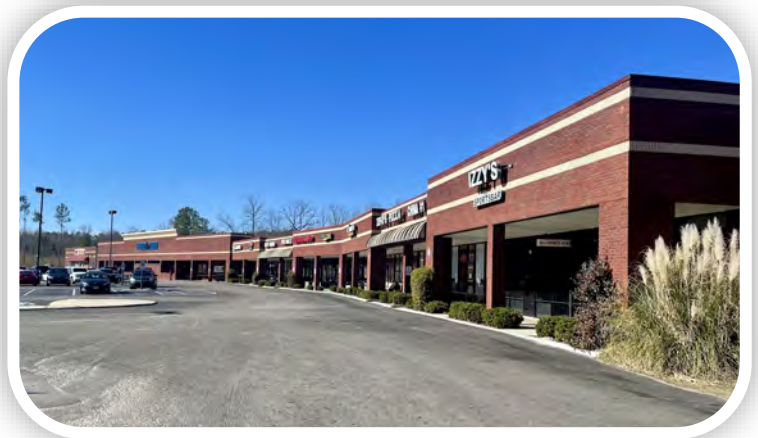
Establish an environment that sustains current and future commercial activities while complementing nearby existing residential areas. Encourage and foster economic development that aligns with the area's character, respects environmentally sensitive areas, boasts attractive and well-designed features, and is situated in locations with ample infrastructure to support proposed commercial activities. Ensure a variety of commercial locations that accommodate market demands and address the specific needs of area residents to encourage strategic economic development.

Objectives

- Rural or neighborhood-based commercial activities should not include uses that generate large volumes of traffic, produce noise, odor, intense activity, or negative visual appearance.
- Provide a substantial natural buffer between different uses and along roadways.
- Commercial development should be clustered in centers or districts that are appropriate for the location and scale with respect to adjacent land uses and available infrastructure.
- Restrict the intrusion of new commercial activities into established residential areas.
- Traffic/parking generated by commercial activities should be oriented away from residential areas.
- Encourage mixed-use development where the various uses complement each other, ensuring that site design, landscaping, parking, service areas, access, and flow are thoughtfully interconnected to create a functional and aesthetically pleasing environment.

Objectives (continued)

- New and revitalized commercial development located in rural regions should utilize community appearance strategies to maintain the rural character of the area.
- Promote policies that address enhancing the appearance of existing and new commercial development.



County Wide Objectives

- Promote the re-development of deteriorating Commercial and Office & Institutional areas.
- Promote efforts that encourage new Commercial and Office & Institutional development.
- Promote pedestrian-friendly Commercial and Office & Institutional development.
- Promote the highest concentration of Commercial and Office & Institutional development at major interchanges and intersections.
- Locate commercial development so that it has the least impact on residential and other non-compatible uses.
- Reduce regulatory measures that hinder Commercial and Office & Institutional development.
- Use office & institutional uses as a transition from commercial to residential development.

Land Use Goals & Objectives

Industrial

Industrial Goal

Promote a diverse range of clean and high-tech industrial/manufacturing enterprises near sites with existing or readily accessible infrastructure. Ensure compatibility with surrounding land uses so that development will have a positive impact on the community, economic future, and environmental conditions in the area.

Objectives

- Locate industries and manufacturing enterprises in areas that have adequate infrastructure (rail, water, sewer, natural gas, roads, mass transit, etc.) and land area for buffering, vehicular and pedestrian circulation, landscaping, and is compatible with the character of the area.
- Provide incentives that will attract clean, high-tech industries to the area.
- Promote economic cooperation and coordination between all levels of public and private agencies in recruiting and retaining industrial and manufacturing enterprises.
- Encourage and provide incentives for industrial/manufacturing enterprises to use existing vacant land (which is zoned for industrial land use) or reuse current vacant structures that are suitable and have the necessary infrastructure.
- Utilize planning techniques that attempt to reduce the negative effects of industrial uses on surrounding properties.



Objectives (continued)

- Support efforts to retain and expand existing industry.
- Sites that are unique in size and location which provide special opportunities for industrial development within the study area should be prioritized when making zoning decisions.
- Industrial sites should be substantially buffered between different land uses, environmentally sensitive areas, and public roadways where the rural character of an area may be disrupted by development.



County Wide Objectives

- Promote the re-development of deteriorating industrial areas.
- Promote efforts that encourage new industrial development.
- Discourage residential development in prime industrial areas.
- Provide sufficient zoned industrial areas to accommodate the needs of present and future County residents.
- Promote the highest concentration of industrial development in areas that have existing, programmed, or planned infrastructure.
- Locate industrial development so that it has the least impact on residential and other non-compatible uses.

Community Goals & Objectives

Transportation

Transportation Goal

Provide and maintain a full range of transportation choices to include all modes of travel, decrease travel times and improves mobility, safety, and accessibility for all residents that connect the North Central Area to Fort Liberty, Fayetteville, and surrounding areas. Accommodate the movement of goods and services without congestion while respecting air and water quality as well as environmentally, historically, and socially vulnerable areas.

Objectives

- Promote pedestrian and bicycle infrastructure for access to community facilities (schools, parks, community building, and centers) where the density and character of the development are compatible.
- Provide an interconnected network of recreational multi-use trails in environmentally sensitive areas throughout the area.
- Plan and program railroad spurs to major future or existing industrial/manufacturing sites.
- Preserve and protect the existing railroad corridor to connect Linden and the surrounding area to the Fayetteville metro area via light rail as a future transportation alternative.
- Support transportation decisions that will improve air quality in the region.



Objectives (continued)

- Promote intersection improvements on major streets and intersections to increase capacity and safety.
- Promote ways to reduce travel delay and increase safety for all modes of travel by promoting smart land use decisions and using access management tools.
- Promote shared driveways in commercial areas that access major thoroughfares.
- Minimize the number of access points on all arterial and higher streets.
- Require any upgrade to any existing and new major thoroughfares to be developed with a median, landscaping, controlled left turns, and a limited number of driveways.
- Reserve adequate right-of-way for existing and future road widening.
- Maintain the existing transportation network while awaiting area improvements.
- Plan and program public/rural transit routes to better serve communities that depend on services for mobility, shopping, work, and general life. Ensure transportation choices are available to senior citizens and people with disabilities.
- Develop a coordinated vanpooling/carpooling system to major employers and points of interest.
- Make intelligent transportation decisions through enhanced communication between land use planners, transportation officials, developers, and others.

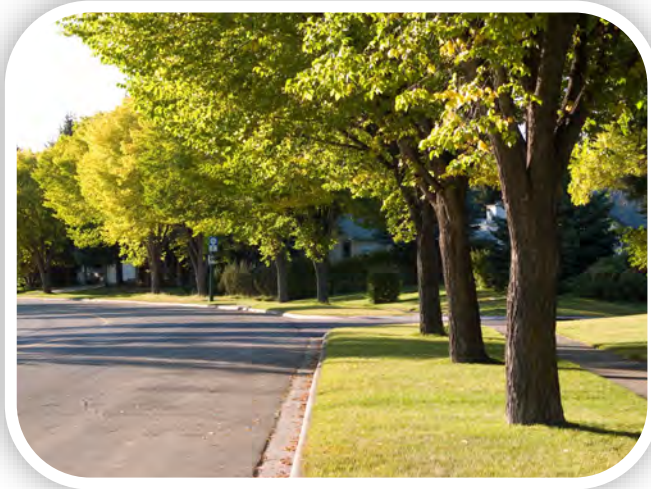


Community Goals & Objectives

Community Appearance

Community Appearance Goal

Provide an attractive living environment that maintains the character of the area by protecting the existing natural features. Require new development to have aesthetically pleasing buffering, landscaping, and site design requirements to complement the area's atmosphere. Enhance the travel corridors and entrances throughout the plan area and Linden.



Objectives

- Utilize open spaces, urban spaces, and landscaping to soften, beautify, and enhance the image of the North Central Area.
- Require the planting of street trees along all roads.
- Promote the preservation of the existing trees, discourage clear cutting, and promote planting of native species for landscaping and buffering requirements.
- Provide programs and enforce existing ordinances which promote the demolition or revitalization of deteriorated/vacant structures and the removal of junk vehicles.
- Recommend all utilities to be placed underground.
- Strengthen and enforce litter laws. Organize and facilitate community cleanup initiatives.

Objectives (continued)

- Develop an urban forest program and a program to encourage residents and businesses to plant trees.
- Erect aesthetically pleasing entrance signs with landscaping on all roads serving as entrance corridors to Cumberland County and the Town of Linden.
- Rural communities and uses should be buffered by more strict landscaping and green/open space requirements to maintain the rural character of the area.
- Promote or establish programs that help low-income citizens facilitate repairs to their homes.



Community Goals & Objectives

Community Facilities & Services

Community Facilities & Services Goal

Provide a range of accessible community facilities and services in a cost-effective and equitable manner that enhances the quality of life of all area residents.



FAYETTEVILLE
PARKS & RECREATION
CUMBERLAND CO.



Objectives

- Develop and maintain a county-wide or area-wide stormwater and drainage plan.
- Provide and develop a network of parks and open spaces along existing watercourses, protected areas, recreation facilities, and various sources of development.
- Provide more/expand existing park activities.
- Promote county/regional services and resources at local community centers.
- Provide an array of recreation and needed facilities for all age groups and special needs persons.
- Utilize school facilities for community activities after school hours.
- Facilitate another County run container site.
- Promote connectivity from new and existing development to schools and facilities.

Objectives (continued)

- Develop a comprehensive utility plan for the area and adopt specific policies governing the extension of water and sewer services in the area based on the adopted land use plan as a positive method of encouraging appropriate growth.
- Increase law enforcement presence; maintain and properly utilize existing sheriff's office annexes.
- Utilize parks, unique natural areas, scenic sites, and other amenities to attract economic development and tourism.



Carvers Creek State Park

History and Context



Introduction

Carvers Creek State Park is a cross-jurisdictional state park located in Cumberland and Harnett Counties. Within Cumberland County, Carvers Creek State Park spans through the Spring Lake and North Central Plan Areas. The park is in multiple sections with planned connectivity between certain areas with roughly 4,897 acres of current park area and a planned area of 8,277 acres.

History And Context

Approved by the General Assembly in 2005, Carvers Creek State Park in Cumberland County is undergoing initial development stages to cater to public use. A comprehensive master plan was devised for what constitutes North Carolina's 36th state park, covering an expansive area of over 4,347 acres.

The primary acquisition for the state park commenced with the procurement of 1,371 acres of Longleaf Pine forest near U.S. 401, located north of Fayetteville, facilitated in collaboration with The Nature Conservancy. This ecosystem is vital for several endangered and protected plant and animal species, notably including the red-cockaded woodpecker. Ongoing land acquisition endeavors in this vicinity are poised to extend this section of the park to the eastern periphery of Fort Liberty. Subsequently, in the summer of 2010, the N.C. Division of Parks and Recreation received the generous donation of Long Valley Farm, spanning 1,420 acres, from The Nature Conservancy. This historic estate once belonged to James Stillman Rockefeller.

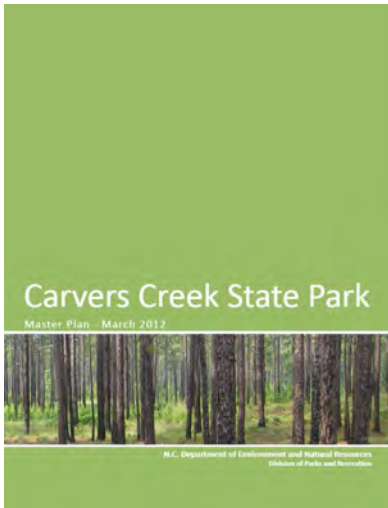
In late 2010, the inaugural park superintendent commenced operations, coinciding with the completion of the master plan in 2012. Presently, interim development facilities are operational and accessible to the public.

Currently, the sole facilities realized as per the master plan are the multi-use trails and their corresponding parking lot at the Sandhills section. On September 9, 2013, the interim development facilities of the park were inaugurated for public use. Positioned in Spring Lake off East Manchester Road, this access area presently offers opportunities for hiking, picnicking, nature and historic structure viewing, as well as fishing.

Carvers Creek State Park

Current Plans

Current Plans



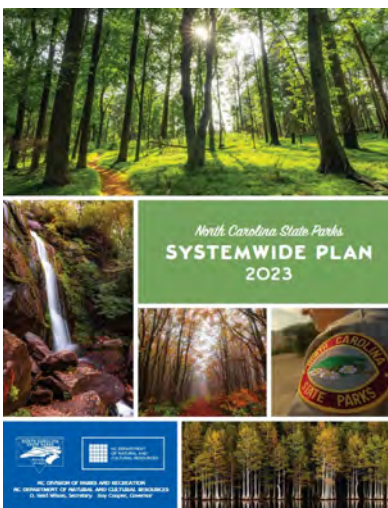
Carvers Creek State Park Master Plan (2012)

The Carvers Creek State Park Master Plan represents a comprehensive, long-term strategy for the protection of natural resources, development of recreational opportunities, and enhancement of park facilities. Based on the analysis of existing natural, cultural, and historic assets, as well as a thorough assessment of recreational needs, site conditions, and development constraints, the plan integrates input and guidance from both the public and the N.C. Division of Parks and Recreation. This collaborative approach worked to identify appropriate facilities to meet the park's evolving needs. The plan is intended to evolve over time as new land is acquired and additional information is gathered about natural and made resources in the region.



Carvers Creek State Park General Management Plan (2020)

The purpose of the Carvers Creek State Park General Management Plan is to define the unique role of the park within the broader park system and conduct an assessment of its key resources and facilities. The plan acts as a short-term action strategy aiming to identify both current and future needs of the park and prioritize proposed projects to address these needs effectively.



North Carolina State Parks Systemwide Plan (2023)

The North Carolina State Parks Systemwide Plan represents a comprehensive, long-term strategy for the protection of natural resources, development of recreational opportunities, and enhancement of all state park facilities. The plan notes accomplishments, current state, resource evaluation, trends, and goals of the entire park system.

Carvers Creek State Park

Current Plans

Goals & Objectives

Goals and objectives were established by the North Carolina Division of Parks and Recreation for Carvers Creek State Park and are listed below as pulled from the Carvers Creek State Park Master Plan.

Protect Natural Resources

- With this ecologically diverse ecosystem, significant natural resources are still being discovered and a long-term plan is needed. Continue to map habitats and species as they are located.
- Pursue the creation of a long-term fire management plan and restoration plan.
- Prevent erosion, secure, and protect special places, and create an interim plan.

Enhance Revenue Opportunities

- Encourage opportunities for revenue such as classes, rentals, reunions, weddings, community garden plots, and artists in residence where local artists can rent structures to use as studios.
- Many people will come to visit historic resources: the gift shop could sell books, art handmade crafts, and other items that relate to the history of Long Valley Farm
- Books and photographs relating to the Sandhills could also be offered.

Provide Nature-Based Recreation

- Survey results confirm that additional trails are needed in the area.
- Serve many types of park users— those from Fort Liberty, daily users, seniors, travelers, equestrians and school children who all have different needs.
- Attract visitors from a wide regional area.



Protect Cultural/Historical Resources

- Nationally significant historic buildings and views should be protected.
- Tell the story of how Long Valley Farm came to be, from Ardnave to the Rockefellers, to the creation of a state park.
- Create an interpretive plan and program for visitors.
- Prepare an interim plan that maintains buildings until funding is available for renovation.

Investigate Partnerships

- Pursuing partnerships with national, state, and local stakeholders will be important.

Sustainability

- Sustainable design/green design with reference to the Leadership in Energy and Environmental Design (LEED) and Sustainable Sites Initiative design criteria will be pursued.

Acquire Land To Provide A Contiguous Park Property.

- Allow for a pedestrian connector trail to span the length of the master plan study area.
- A contiguous park property will offer additional recreation opportunities and a larger area for natural resources protection.

Carvers Creek State Park

Plan Considerations

Plan Considerations

Development within the study area outlined in the Carvers Creek State Park Master Plan should prioritize thoughtful site planning and anticipate potential future expansion of the park towards the east of the Sandhills section, extending towards the Cape Fear River.

When designing potential developments within this area, it's essential to allocate space for walking trails and open areas in alignment with the potential expansion of the park.

The most recent Carvers Creek State Park Master Plan and General Management Plan should be reviewed for any development located within their study boundaries.

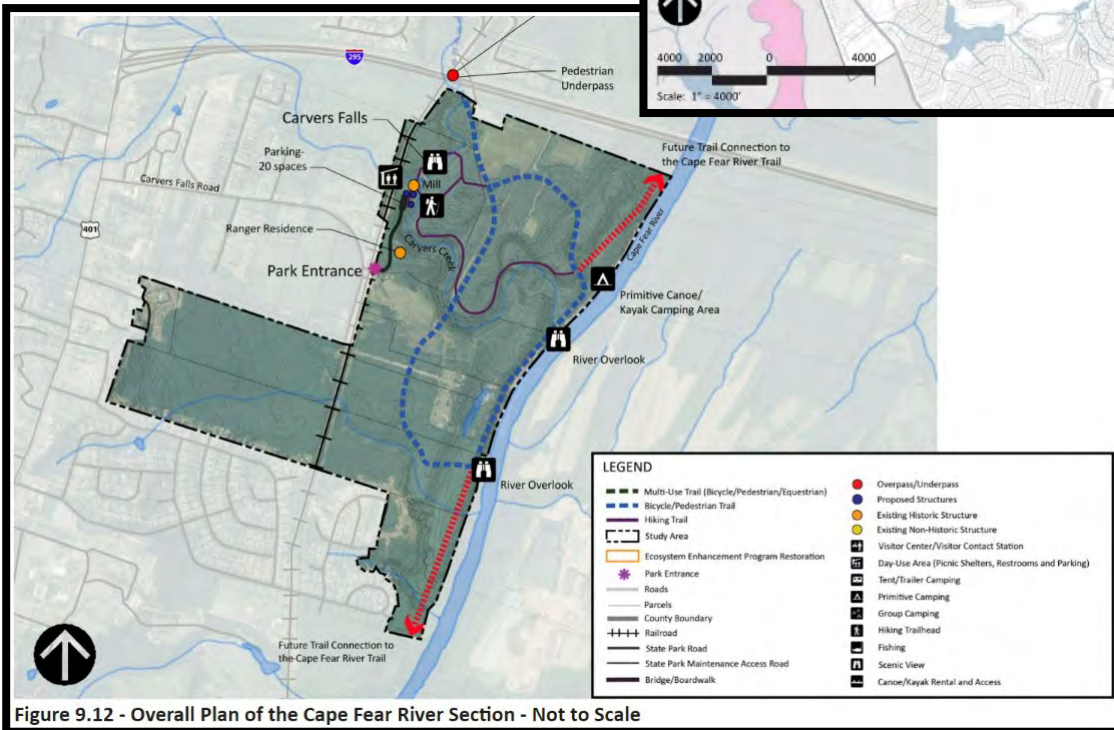
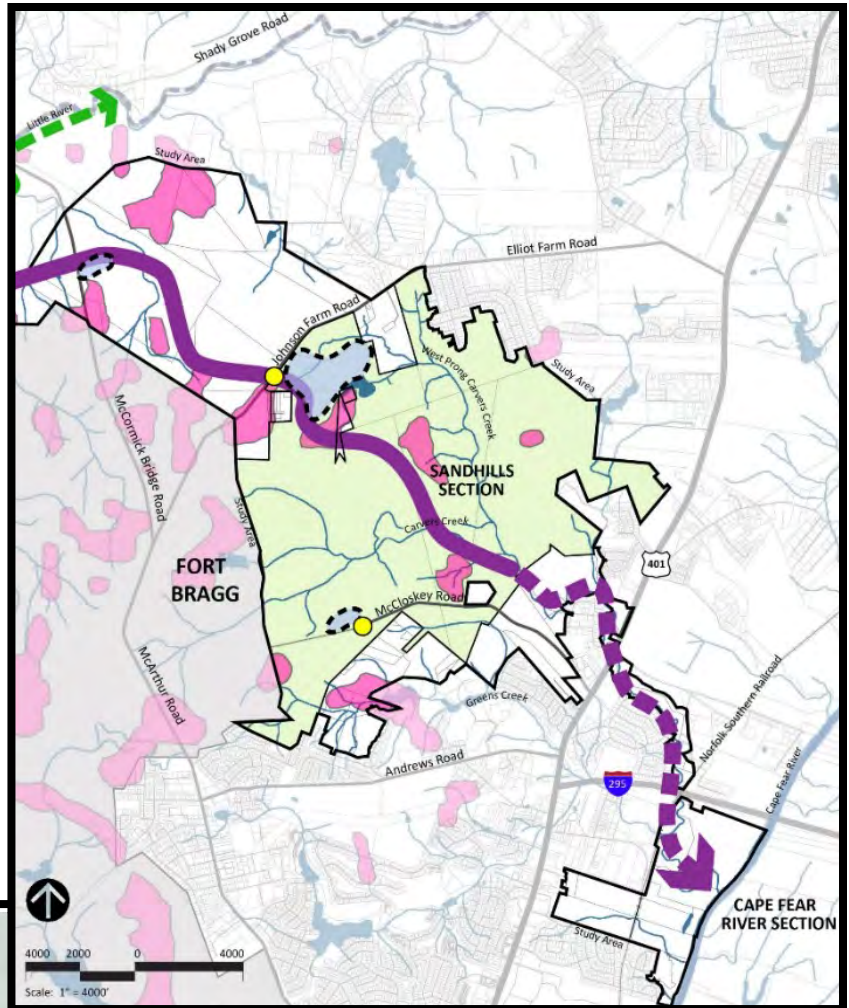


Figure 9.12 - Overall Plan of the Cape Fear River Section - Not to Scale

Envisioned park amenities may include campsites, river overlooks, canoe/kayak launches, and trails, aligning with park design concepts outlined in the Carvers Creek State Park Master Plan.

Town of Linden

Introduction

Linden is a small town in northeastern Cumberland County located near the border of Harnett County, Cape Fear River, and Little River with access to Highway 217 and is near Interstate 95 Highway 401. The town offers its residents a combination of small town ambiance and rural living with proximity to urban businesses in the Fayetteville region. The town primarily consists of single family housing but does support a small amount of active commercial and industrial operations. The Town of Linden operates its own water district with water supply through Harnett Regional Water, but lacks access to sewer service.



Town of Linden

History and Context

History and Context

The history of the Town of Linden goes back to 1744 when the original land for the Town was granted to Gilbert Patterson by King George II. On May 3, 1953, Martin Grantham of Bladen County sold the tract of land on the northwestern branch of the Cape Fear River to William Hodges, the first to come to the area known as Linden today. According to Cumberland County deeds, Hodges added thousands of acres to the original land contract.

As the town grew, the initial community, Choeffington, was founded approximately one mile east of what is now Linden. This community housed the first courthouse, constructed in 1754. Later, the courthouse was relocated to the Campbellton-Cross Creek area (later named Fayetteville) due to the challenging nature of traveling up the Cape Fear River beyond Carver Falls. This relocation led to the dissolution of the original community.



In 1800, people began to settle in the region that is now Linden. Around the same period, the railroad was constructed. The railroad enabled D. L. McBryde, the renowned "Founder of Linden," to oversee the development of the area's residential and commercial sectors. He sold lots and divided property because of his vision. The first Presbyterian house of worship opened its doors in 1816. The Hodges family owned the Hodges Meeting House, where the service was placed. The Sardis Presbyterian Church was constructed in 1835. The pastor was D. L. McBryde's father, Reverend D. D. McBryde.

Town of Linden

History and Context

Area History and Context (continued)

The first post office in the settlement around Sardis Presbyterian Church was established in 1896. The name “Linden” was given to the post office. The name Linden came from a grove of nearby trees and was later acquired by the town. The Linden tree was not native to the area. Historical accounts claim that seeds for the tree were brought in from New Orleans during the 1790s by a member of the Hodges family. Although the last sighting of the tree was during the 1960s, there are no Linden trees that exist in the area to date.

The area experienced considerable growth during the early 1900s. A year later a public school was built in 1901 and the town was incorporated in 1913. The school was located less than a mile north of what is now Linden on the south banks of the Little River, most of the land south of the school belonged to the McBryde family.

The town functioned as a processing and marketing hub for the neighboring agricultural area in the 1920s and 1930s. With the good soil in the area, agriculture was a major economic activity. Main Street boasted a minimum of 10 business establishments including many cotton gins, a bustling train depot, and a hotel to cater to the freight and passenger rail traffic.



In 1920, the population was 191 according to the results of the first census. 126 people were living in the Town of Linden, as of the 2000 Census. The number of inhabitants has never risen above 224, recorded in 1940. As of 2021, the population of Linden was 136. The town government is made up of the mayor and a five-member Board of Commissioners.

Town of Linden

Previous Plans

Plans Overview

Previously adopted plans involving or influencing Linden include:

- 1971 Cumberland County Land Use Plan
- Sketch Development of the Town of Linden (1983)
- Cumberland County 2010 Land Use Plan
- 2030 Growth Vision Plan (2009)
- Cumberland County Land Use Policies Plan (2009)
- North Central Land Use Plan (2011)

The 1971 Cumberland County Land Use Plan recognized three existing public/semi-public buildings as institutional uses in the city: fire stations, community buildings, and post offices, but did not recommend any further institutional uses in the Town of Linden. The plan had Town specific recommendations for industrial and commercial development, which included a shopping center and a town park.

The Linden Sketch Development Plan was created in 1983 at the Linden Town Board of Commissioners' request as an update to the 1971 Cumberland County Land Use Plan. Three forms of residential development were envisioned in the plan: one housing unit per two acres or less in a rural area, one half an acre or more in a suburban area with moderate density (two to seven and a half units per acre), and high density (up to two dwelling units per acre). It was suggested the rural density be placed outside the town's boundaries in order to protect the agricultural land and to promote more residential density within the center of town.

The intent of the Cumberland County 2010 Land Use Plan was to serve as a guide for the revitalization of existing development as well as work as a framework for future development. The plan worked to ensure that the county is addressing all of the needs and aspirations of the County residents in a coordinated and effective to obtain the 2010 vision. The plan included a number of goals and objectives for the progression of the towns in Cumberland County.



Town of Linden

Previous Plans

2030 Growth Vision Plan (2009)

The purpose of the 2030 Growth Vision Plan is to serve as a long-range policy guide for how a town plans to manage growth and development while considering the natural environment and available resources.

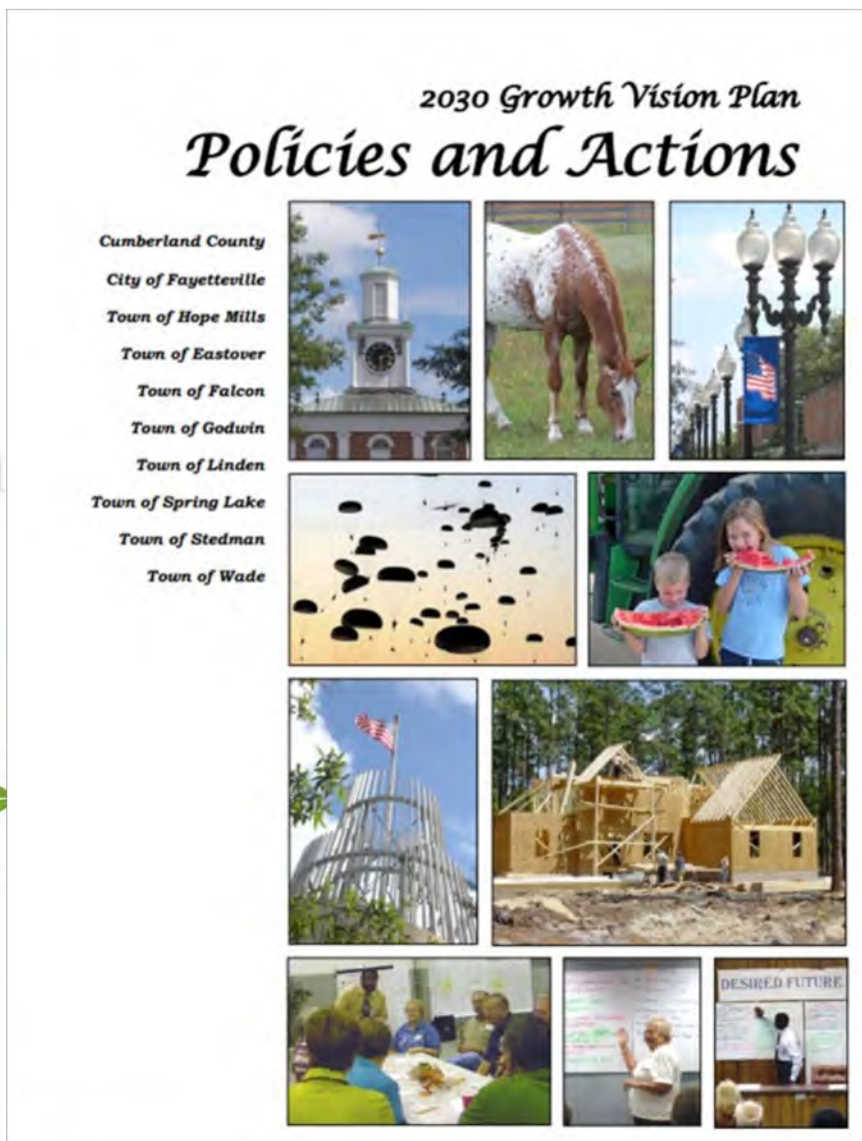
The 2030 Growth Vision Plan focuses on the future advancement of towns in Cumberland County and identifies the Town of Linden as a "Community Growth Area." Included in the plan are actions that plan for the development of the parks and greenways for Fayetteville and Cumberland County as well as to develop Cape Fear River tributaries including Little River to protect and preserve the environment for future use and enjoyment.

Land Use Policies Plan (2009)

The Cumberland County Land Use Policies Plan serves as an addendum to the 2030 Plan. The purpose of the plan is to provide guidance for local governing bodies in determining parcel land use decisions.



Cumberland County, Hope Mills, Spring Lake, Eastover, Stedman, Wade, Falcon, Linden, and Godwin



Town of Linden

Previous Plans

North Central Land Use Plan (2011)

The North Central Land Use Plan 2011 is the most recent land use plan for the North Central Area and provided detailed land use plans throughout the County. The plan provided a detailed map for the Town of Linden noting specific areas for specific land use classification (Farmland, Suburban Density Residential, Low Density Residential, Office & Institutional, Commercial, and Open Space). The plan also recommended a municipal influence area for the Town of Linden one mile beyond its corporate limits.



Town of Linden

Looking Forward

Looking Forward

The Town of Linden plays a strong role in defining the future of the North Central Area. Throughout the years, residents have vocalized their vision for the area which have defined the goals and objectives for the area. In turn, the Town of Linden has been able to invest in further development such as the Little River Community Park. Opened in 2016, the park consists of a walking trail, green space, multi-purpose/basketball court, playground, picnic spaces, and more. The establishment of the park has been an accomplishment for the Town of Linden. Its ongoing use and development shows what the town can accomplish in the future.



Town of Linden

Goals & Objectives

Town of Linden Goal

To promote a variety of new development and revitalization opportunities that provide adequate services while preserving the rural character and small town charm. To expand the town to encompass new development and include existing neighborhoods who seek a voice in the community.



Objectives

- Research funding opportunities to provide and encourage amenities that will enhance the small-town character which may include attractive lighting, landscaping, street furniture, public art, and multi-use trails.
- Develop design guidelines to guide and enhance the developments within Linden.
- Promote the removal or revitalization of existing deteriorating/vacant businesses/homes.
- Expand and utilize the Linden Little River Community Park as a hub of community activity.
- Research and leverage grant funding to rehabilitate historic structures for public use.
- Place attractive Town of Linden entrance signs on the East and West ends of Linden Road.



Objectives (continued)

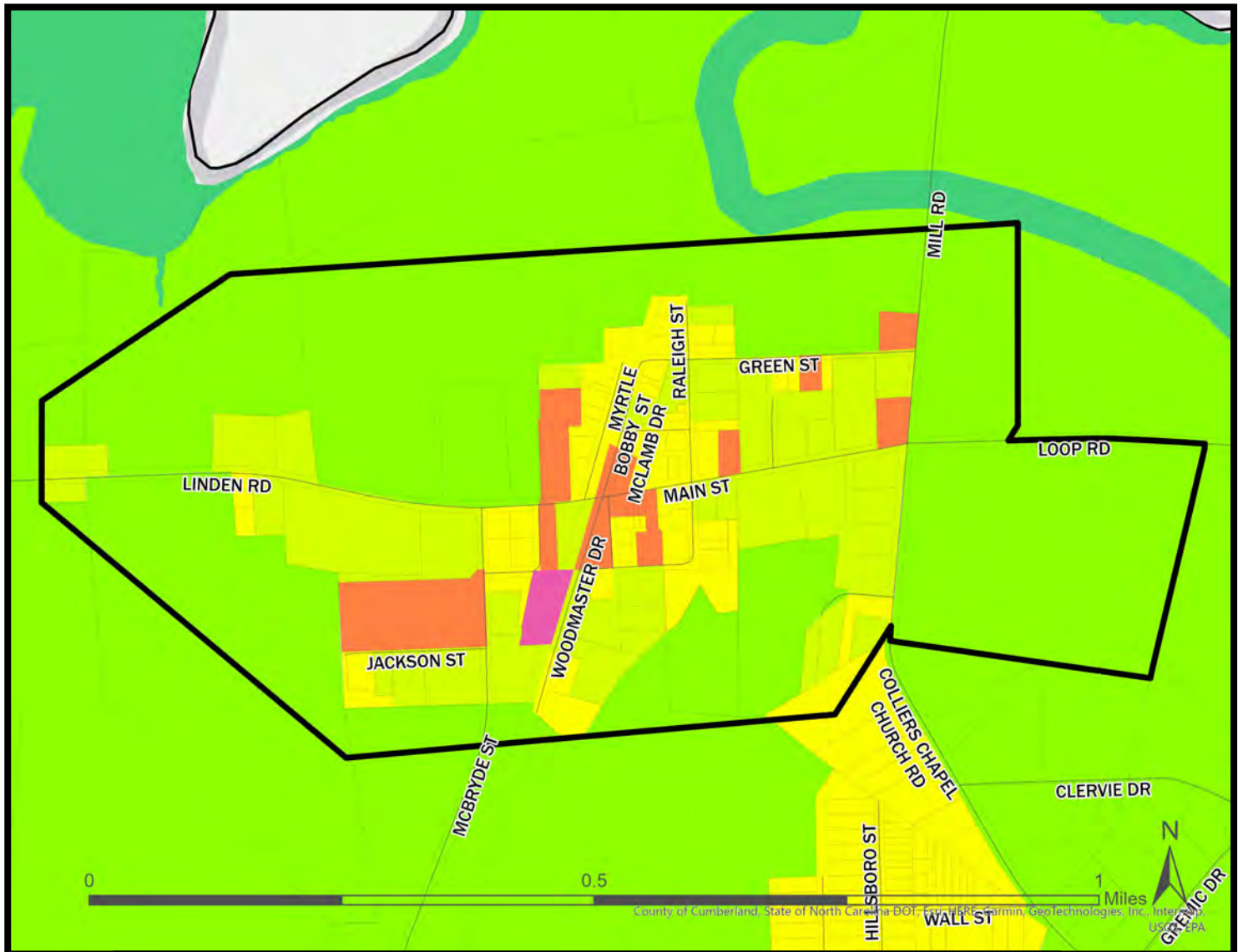
- Promote a stable economic environment for small locally owned and operated businesses.
- Research grants and opportunities to expand/improve utilities and services to the Town of Linden and the surrounding area.
- Establish a cohesive community between the Town of Linden and Linden area residents/businesses.
- Promote the expansion of town limits to nearby new development as well as existing communities that desire to be annexed.
- Promote available resources and services at town facilities and functions.
- Promote the enhancement, revitalization, and creation of small local businesses in the Town of Linden area.



Town of Linden

Future Land Use Map

Town of Linden Area Future Land Use Map



Land Use Category	Open Space	Rural Density Residential	Suburban Density Residential	Low Density Residential	Commercial	Industrial

Town of Linden Associated Zoning Districts

(See Land Use Classifications for additional information)

- Open Space: CD
- Rural Density Residential: R40
- Suburban Density Residential: R15
- Low Density Residential: R7.5
- Commercial: O&I & C
- Industrial: M

Shaw Heights

Introduction

Shaw Heights is a small, unincorporated enclave within the City of Fayetteville boundary, but administered by Cumberland County. Shaw Heights is known for its unusual political status and uneven development across the plan area, mainly consisting of residential, commercial, and institutional land uses with a large number of vacant lots. The plan area primarily contains single family housing with a significant number of manufactured homes. A high percentage of the residents are seniors who live alone.



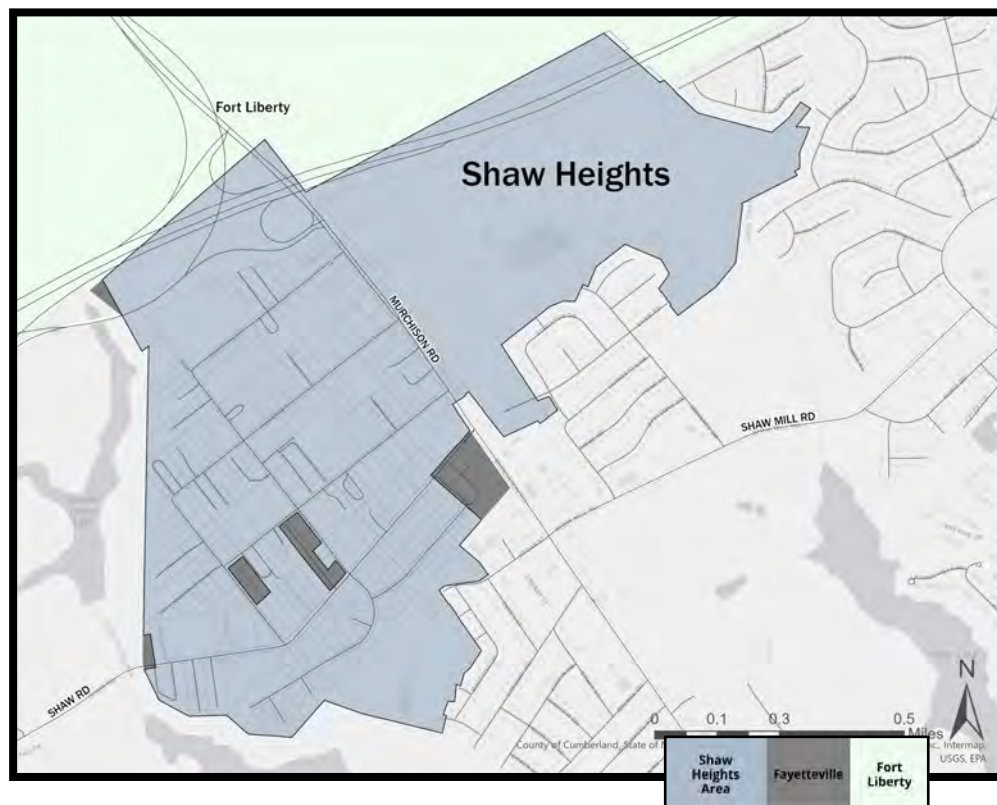
Shaw Heights

History and Context

History and Context

The Shaw Heights Neighborhood is strongly characterized by its connection to Murchison Road and relationship to Fort Liberty (formerly Fort Bragg) and is considered a unique neighborhood due its island like feature, residing within the City of Fayetteville boundary but is Cumberland County jurisdiction.

The plan area is located at the intersection of Murchison Road (N.C. Highway 87 and 210) and Shaw Road made up of approximately 341 acres. Northwest of the plan area, 42 acres is utilized for Interstate 295 (I-295; outer loop). North of the plan area is the intersection of I-295 and Murchison Road. East is the right-of-way line of Murchison Road traveling south to the right-of-way line of Gardenia Avenue which travels southward of the boundary between the city limits of the City of Fayetteville and Cumberland County, establishing the southern. In addition, the boundary extends with Hibiscus Road and borders Kornbow Lake with a connection to Bonnie Doone Lake. This connection leads to the western boundary of the plan area and concludes with the link to I-295.



Before the September 11, 2001 (9/11) terrorist attacks occurred, Bragg Boulevard served as a key access point to the military base. However, after the attacks, the only entrance point to Fort Liberty was via Murchison Road located at the eastern border of the neighborhood. The area was expected to experience an increase in travel and development, but the investment in the area has not increased as initially expected.

Shaw Heights

Previous Plans

Shaw Heights Land Use Study (2008)

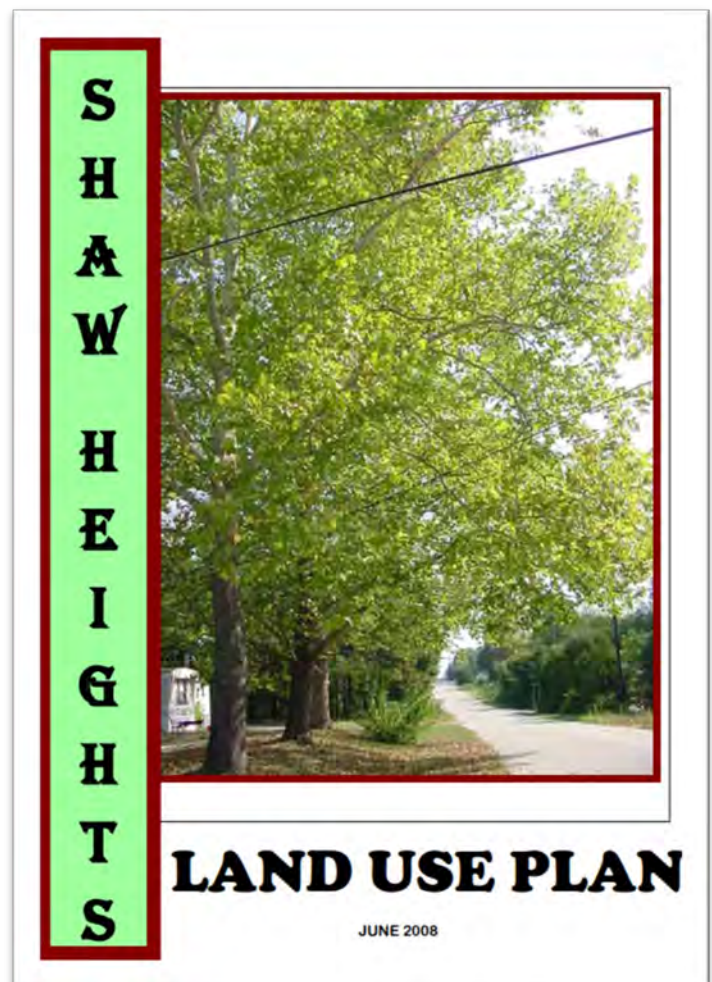
The Shaw Heights Land Use Study adopted in June 2008 analyzed natural features, physical and man-made features, and demographic data compared to the Murchison Road Corridor Study and the City of Fayetteville along with citizen participation.

The analysis found the following key points:

- The plan area can support most construction via natural features.
- Vegetation is mostly on large tracts of land and should be used to support water and air quality.
- Bus service is available to most of the area, creating a viable plan area for industrial, commercial, and/or high-density residential development.
- Commercial opportunities are along Murchison Road.
- A majority of the plan area is manufactured home parks but Shaw Road is primarily zoned as residential.
- Based on 2000 Census data, a significant number of residents are between the ages of 20 and 60, Black, a high school graduate or equivalent, at or above the poverty level, and are renters.
- 32% of residents are children between infancy and age 19 with 25% are school age between age 5 and 19.

The following recommendations were made:

- Provide primary sewer trunk lines to the area.
- Preserve and protect the Julia Heights neighborhood.
- Provide park and recreation facilities to the area.
- Provide pedestrian-friendly transportation and development.
- Provide area for new residential development.
- Provide commercial areas to serve the immediate neighborhood and the region.
- Locate Shaw Road to have the least impact on the existing neighborhood.
- Design a street system that prevents cut through traffic.
- Provide natural buffers between incompatible uses.
- Allow a transition from manufactured homes to a more permanent housing type.
- Promote visual enhancements for new development in the area.
- Create an entity to be a catalyst for the aggregation of land parcels for new redevelopment.



Shaw Heights

Current Plans

Neighborhood Revitalization Strategy Area Plan (2020)

A Neighborhood Revitalization Strategy Area Plan (NRSA) was submitted as part of Cumberland County's Five Year Consolidated Plan for FY 2020-2024 with the goal to revitalize targeted neighborhoods, empower residents, and stimulate investments within the plan area. This plan identifies Shaw Heights as the target neighborhood for revitalization. The adoption of the NRSA contains multiple benefits such as flexibility in carrying out certain economic development, housing, and public service initiatives with the use of CDBG funds.

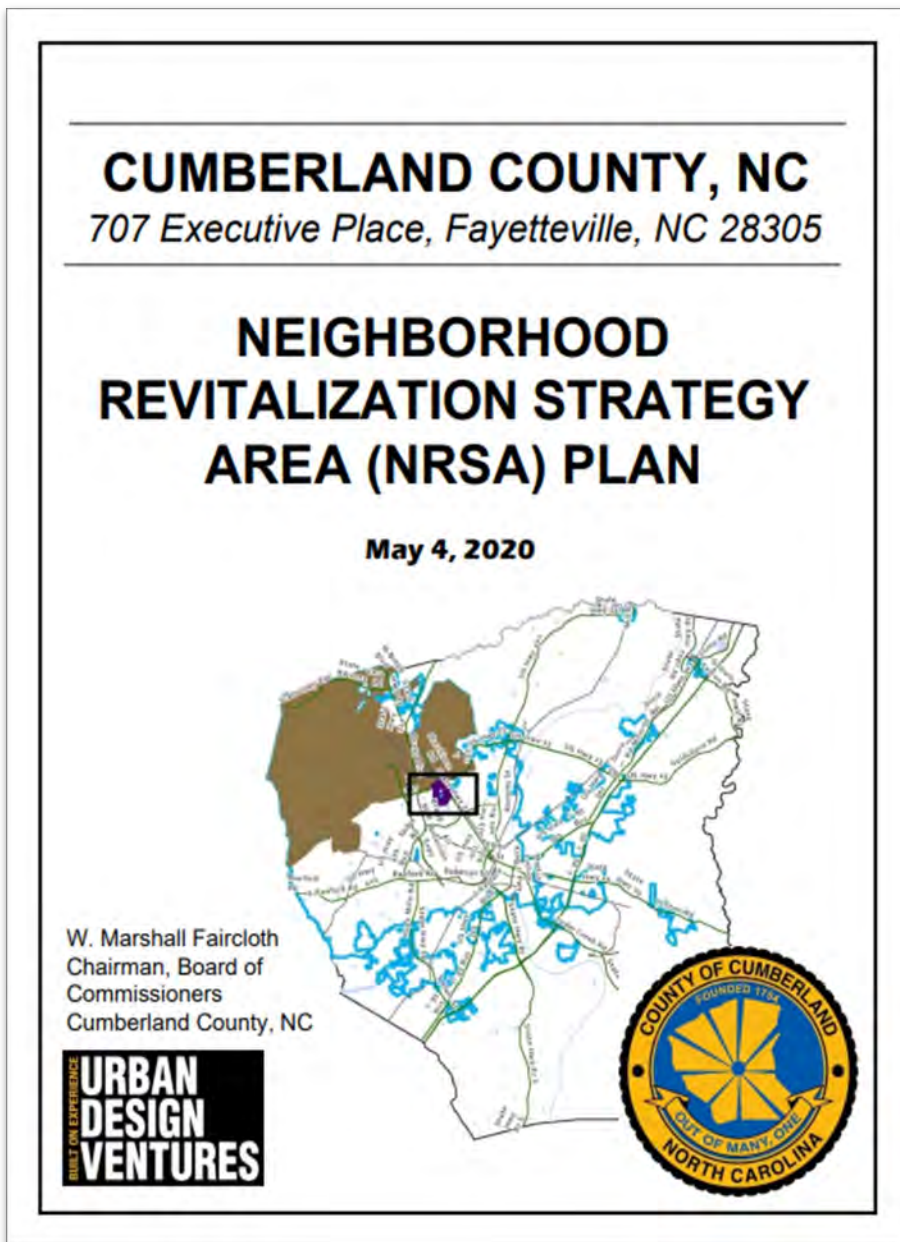
To utilize the CDBG funds, the target neighborhood must meet one of the following criteria:

- Benefit to low- and moderate-income persons.
- Prevention or elimination of slums or blight.
- Address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community of which other funding is not available.

The criteria can lead to incentives such as:

- Job creation or retention as low/mod area benefit.
- Aggregation of housing units.
- Aggregate public benefit standard exemption.
- Public service cap exemption.

Additionally, NRSA can assist uplift any pressure businesses experience and create incentives for participating in the community's job creation/workforce development programs. The major benefit of a NRSA is that it enables the County to create tangible, measurable goals with the assistance of the County, residents, and stakeholders.

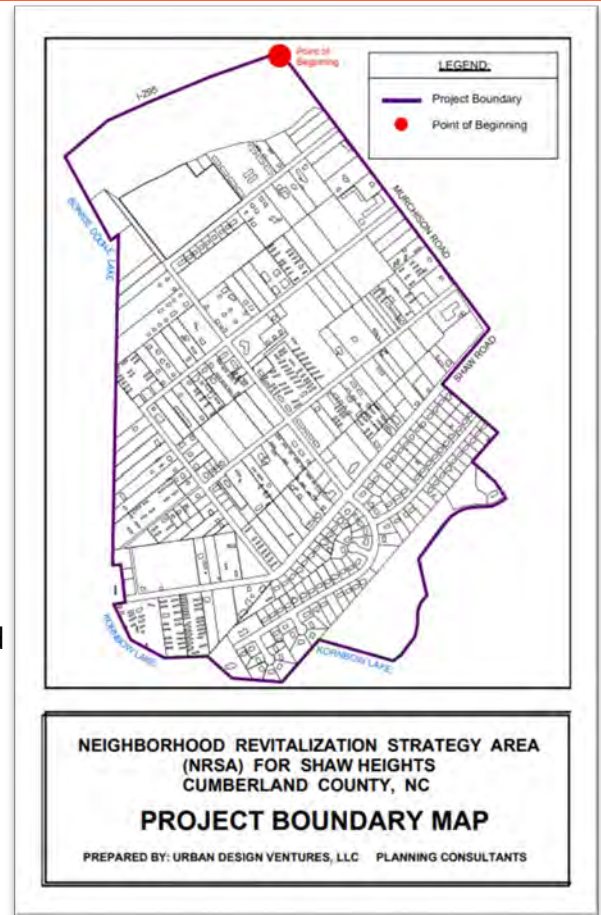


Shaw Heights

Current Plans

Cumberland County proposed the following strategy to approach the Shaw Heights Neighborhood

- Make the neighborhood attractive for new investments.
- Improve the infrastructure in the neighborhood to encourage further development of decent, safe, sound affordable housing.
- Generate neighborhood participation to ensure that the benefits of economic activity are reinvested in the neighborhood for long-term community development.
- Address physical, social, and economic issues in the community that deter private investment.
- Develop consensus and collaboration on comprehensive strategies to deal with vacant residential, commercial, and industrial properties.



2008 Shaw Heights Land Use Study Boundary Map

The NRSA plan was created based on the information and data collected below.

Neighborhood Description	Demographic Criteria	Community Consultation	Assessment	Housing & Economic Opportunities
<ul style="list-style-type: none"> • Boundary Description • Existing Land Use • Structural Conditions 	<ul style="list-style-type: none"> • Population • Socio-economic Data • Housing 	<ul style="list-style-type: none"> • Citizens Meetings • Economic Development Organizations • Faith-Based Organizations • Housing Provider Agencies • Non-Profit Organizations • Educational Organizations • Fair Housing Organizations • Cumberland County Departments • Other Stakeholders 	<ul style="list-style-type: none"> • Economic Conditions • Employment Conditions • Businesses • Access to Capital and Availability of Economic Programs • Housing Needs • Income Characteristics • Opportunity for Economic Development • Problems Likely to be Encountered 	<ul style="list-style-type: none"> • Increase Economic Opportunities • Creation of Jobs • Promote Revitalization • Housing Development • Estimate of Costs

Table A: Information and Data Collected for NRSA Plan

Shaw Heights

Current Plans

Neighborhood Description

The Shaw Heights area is heavily characterized by its boundaries to Murchison Road, Fort Liberty, and I-295 as well as its island-like feature within the City of Fayetteville. Within the neighborhood, there are 313 total land parcels utilized.

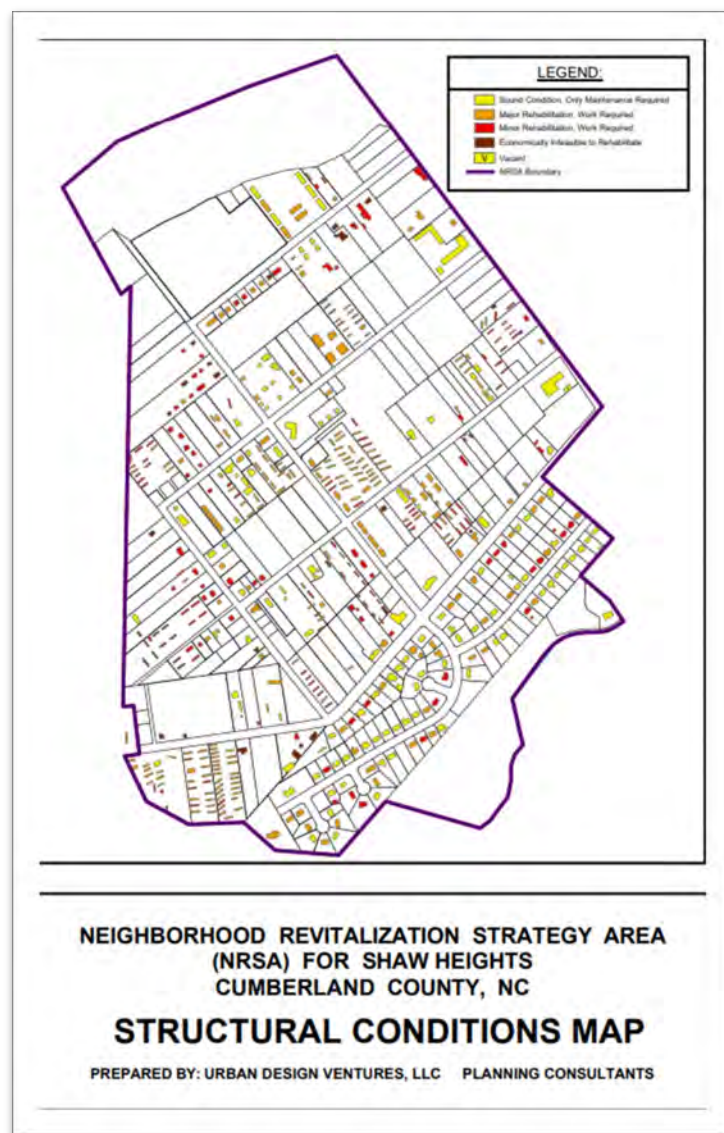
An analysis was completed regarding the exterior structural conditions of the buildings with the plan and are categorized as sound condition, minor rehabilitation, major rehabilitation, or economically infeasible.

Land Use Category	Number of Parcels	Percentage of Total Parcels
Residential	217	69.33%
Commercial	12	3.83%
Industrial	1	0.32%
Semi-Public	3	0.96%
Auxiliary Structure	1	0.32%
Other Undeveloped/ Vacant Land	79	25.24%
Total	313	100.00%

Table B: Land Use Utilization

Structural Condition	Number of Structures	Percentage of Total Structures
Sound Condition	133	24.10%
Minor Rehabilitation	231	41.80%
Major Rehabilitation	151	27.90%
Economic Infeasible	38	6.90%
Total	553	100.00%

Table C: Structural Conditions



2008 Shaw Heights Land Use Study
Structural Conditions Map

Shaw Heights

Current Plans

Demographic Criteria

The NRSA plan reported the total population within the Shaw Heights neighborhood was 884 in 2020 compared to a county total of 332,766. The median age was reported as 36.4 years compared to the county median at 31.0 years and State of North Carolina at 38.4 years (Source: ACS 2013-2017 Five Year Estimates, www.factfinder.gov). Racial composition within the plan area compared to Cumberland County is listed in the table below.

		White only	Black or African American only	American Indian and Alaska Native only	Asian only	Native Hawaiian and other Pacific Islander only	Some Other Race only	Two or More Races	Hispanic or Latino	Total
Total Shaw Heights NRSA	Number	163	606	8	0	0	26	81	99	884
	Percent	18.44%	68.55%	0.90%	0.00%	0.00%	2.94%	9.16%	11.20%	100%
Total Cumberland County	Number	148,550	117,984	4,107	8,018	755	755	15,246	37,331	332,766
	Percent	44.64%	35.46%	1.23%	2.41%	0.23%	0.23%	4.58%	11.22%	100%

Table D: Land Use Utilization

The NRSA has a higher low- and moderate income population of 56.48% compared to Cumberland County (35.6%) and the State of North Carolina (42.6%). The median household income is lower in Shaw Heights (\$21,647) compared to Cumberland County (\$44,737) and the State of North Carolina (\$50,320).

362 individuals (47.79%) of the civilian population 16 years and older are employed within the NRSA compared to 123,968 individuals (48.37%) of the civilian population 16 years and older are employed within Cumberland County. It is worth noting the military is the largest employer in Cumberland County and recent research demonstrated 11.5% (29,698) of Cumberland County residents were part of the military labor force (Source: ACS 2013-2017 Five Year Estimates, www.factfinder.gov). The unemployment rate for the State of North Carolina was 3.8% in November 2019 and the national unemployment rate was 3.6% (Source: <http://www.bls.gov>).

Overall, 29.6% of individuals over age 25 within the Shaw Heights neighborhood did not receive a high school diploma or an equivalent diploma. It is reported that 72.1% of males and 69.0% of females received at least a high school diploma or equivalent. Numbers are much lower compared to Cumberland County (90.7% male; 90.2% female). In the State of North Carolina, the drop-out for males is 9.2% and 7.3% of females.

73.8% of the units located in the NRSA are occupied compared to the 85.8% of all units occupied in Cumberland County. Vacancy rates are higher (26.2% NRSA; 14.3% Cumberland County). Most residents rent the units (82.64%) compared to those who own their homes (17.36%). 41.88% of the housing units are mobile homes compared to the 0.9% mobile homes in Cumberland County. The median gross rent for the NRSA is \$604 and the median cost of a mortgage is \$993. Median gross rent for Cumberland County is \$887 and the median cost of a mortgage is \$1,198.

Shaw Heights

Current Plans

Assessment

In partnership with Urban Design Ventures, Cumberland County's Department of Community Development staff held citizen meetings and interviews with various stakeholders. Two citizen meetings were held in early 2020 while individual meetings were held with stakeholders. The following are comments received from area stakeholders. Citizens and stakeholders expressed the need to improve economic, employment, and housing conditions.

The Shaw Heights NRSA was assessed based on physical, human, and economic conditions.

Economic Conditions

- Urban area with primarily residential and a mix of other existing land uses such as commercial and industrial.
- Few businesses for economic opportunities.
- Murchison Road Corridor offers most opportunities but has experienced business closing and reductions.
- Jobs are higher skilled at the cost of lower skilled jobs.
- Vacant commercial sites needing significant investment.

Access to Capital and Availability of Economic Programs

Potential programs include but are not limited to:

- Section 108 Loan
- Low-Income Housing Tax Credits (LIHTC)
- Choice Neighborhoods Initiatives
- Job Development Investment Grant (JDIG)
- One North Carolina Fund (One NC)
- NC Department of Public Safety-NC State High Patrol Statewide BikeSafe Coordinator
- NCDOT Bicycle and Pedestrian Planning Grant
- Golden LEAF Foundation Economic Catalyst Program
- Golden LEAF Foundation Disaster Recovery Program
- NCHFA Tax Exempt Bonds
- NCHFA Workforce Housing Loan Program
- NCHFA Rental Production Program Loans
- Cumberland Community Foundation, Inc.
- NCDOT Rail Industrial Access Program
- State Rural Demolition Grants
- Federal Home Loan Bank – Affordable Housing Program (FHLB AHP)
- Economic Development Initiative (EDI) Special Projects Grants – United States Department of Housing and Urban Development Congressional Grants Division
- Economic Development Administration (EDA) – Investments for Public Works and Economic Development Facilities
- Small Business Administration (SBA) Section 504 Loan Program.



Shaw Heights

Current Plans

Assessment (continued)

Employment Conditions

- No direct findings on the NRSA.
- In 2010, 55.5% of individuals 16 years of age and older were part of the civilian labor force.
- In 2010, Cumberland County had a 4.6% unemployment rate.
- In 2017, 33% of employed individuals worked within management, professional, and related occupations.

Businesses

- Majority of businesses are located on Murchison Road with a few in the NRSA, on Shaw Road, Pamalee Drive, and Country Club Drive.
- NRSA is considered a food desert.
- There are 11 commercial properties and 1 is vacant.

Housing Needs

- Market is depressed, lacks infrastructure of development, and is not considered a desirable place to live.
- Mainly mobile home housing units.
- 43 of 553 structures are vacant, 40 being residential.
- Perception of high crime.
- Large number of elderly residents on fixed income.

Income Characteristics

- High poverty rate.
- Median income is \$21,657.
- 39.7% of people live below poverty level.
- Low and moderate income percentage is 37.53%.



Opportunities for Economic Development

- Number of churches in and near the NRSA that could potentially area residents.
- Need for a food/grocery store.
- Area could develop a small business district.
- Need for retail and services.
- Need for larger housing development in the area.
- Need for more police protection and "community policing."
- Need for active code enforcement involvement.
- Need for infrastructure development.

Problems Likely to be Encountered

- Some areas are not suitable for development due to lack of infrastructure.
- Some of the population is elderly and is on a fixed income.
- Lots suitable for development are occupied by trailer parks that may need to be demolished.
- Need to promote NRSA as a livable area.



Shaw Heights

Current Plans

Housing & Economic Opportunities

This section outlines the areas of opportunities to support a realistic development strategy and implementation plan to promote the NRSA's economic revitalization: increase economic opportunities, create jobs, promote revitalization, housing development, and estimate costs.

Increase Economic Opportunities

- Increase the number of businesses.
- Increase the number of job opportunities.
- Increase the number of residents in job training and education.
- Develop a program to assist previous residents who are criminal offenders to find employment.
- Develop infrastructure in the neighborhood to attract businesses.

Creation of Jobs

- Partner with local stakeholders to promote entrepreneurship.
- Continue working relationships and collaboration with employment agencies, businesses, and local trade unions.
- Assist 18-35 year olds to obtain their high school equivalency diploma or GED.
- Provide transportation and/or childcare services for residents so they will be able to attend education and job training programs.



Promote Revitalization

- Continue to demolish vacant structures.
- Target abandoned trailer parks for demolition, acquisition, and infrastructure development.
- Fix infrastructure of streets, sidewalks, curbs, and bus shelters.
- Increase public safety initiatives.

Housing Development

- Assemble small lots into developable parcels.
- Work with builders and developers to construct new housing.
- Provide housing counseling to prospective buyers.
- Develop mixed-income housing for renters and homeownership.

Estimate Costs

- Clearance and demolition
- Infrastructure redevelopment
- Constructure of new single-family homes



Shaw Heights

Current Plans

Performance Measures

Information and data collected were used to develop and pursue short and long-term goals against measurable outcomes. The Neighborhood Revitalization Strategy Plan processes included the gathering of information and data used to develop and pursue short and long-term goals against measurable outcomes.

Short Term Goals

- Remove substandard structures and properties which impede economic growth and residential stability.
- Utilize homeownership programs to expand homeownership opportunities in the Shaw Heights NRSA through construction of new affordable housing for qualified low and moderate income buyers.
- Promote mixed income housing developments in the NRSA to help stabilize the area.
- Assemble sites for additional housing development.
- Select sites for the development of infrastructure for new affordable housing development, including paved roads, sewers, and septic tanks.
- Promote homeownership in the Shaw Heights NRSA through housing counseling programs and partnerships with Kingdom CDC.
- Continue to rehabilitate owner occupied housing in the Shaw Heights Neighborhood.
- Rehabilitate renter occupied housing in the NRSA.
- Increase the presence of the County's code enforcement program in the Shaw Heights NRSA.
- Increase the police patrols and community policing in the Shaw Heights NRSA.
- Apply for a Section 108 Loan Guarantee to develop the Shaw Heights NRSA.
- Partner with the Housing Authority to encourage the development of public housing and increase participation in the Section 8 Housing Choice Voucher Program in Shaw Heights.
- Develop partnerships for financial literacy programs in the neighborhood.



Shaw Heights

Current Plans

Performance Measures (continued)

Long Term Goals

- Continue acquisition/relocation/clearance activities in the Shaw Heights NRSA to develop attractive and marketable development sites.
- Revitalize vacant and underutilized land in a manner that provides tax base stabilization, including potential commercial or industrial development.
- Ensure the continued preservation of the existing housing stock in the Shaw Heights NRSA through a comprehensive rehabilitation program including incentives for homeowners to improve their property.
- Reconstruct streets, sidewalks, curbs, and infrastructure in the Shaw Heights NRSA.
- Provide information and refer Shaw Heights NRSA residents to employment training programs such as NCWorks for job placement opportunities through the trades or other skills.
- Market Shaw Heights to members of the military and civilians who work at Fort Liberty based on its proximity and affordability to the base.
- Decrease the school drop-out rate for men and women in the Shaw Heights NRSA.
- Assist 18-35 year olds to obtain their high school equivalency diploma or GED.
- Develop infrastructure to create dense, multi-family affordable housing using a Section 108 Loan.
- Recruit banks, pharmacies, and a grocery store to the Shaw Heights NRSA.
- Continue to promote and market the County's housing rehabilitation programs in the Shaw Heights NRSA.
- Create a revolving loan program targeted toward the Shaw Heights NRSA.
- Promote home occupations and develop small business enterprises in the Shaw Heights NRSA.
- Develop a "loan pool" with the local banks with bank funds to match Federal and State funds.
- Continue to work with Kingdom CDC and other CHDOs to undertake larger development projects.

Measurable Outcomes

- Neighborhood Improvement
- New Housing Development
- Public Safety Improvement
- Citizen Involvement
- Inter-Agency Cooperation
- Economic Development Initiatives



Shaw Heights

Looking Forward

Looking Forward

According to the Neighborhood Revitalization Strategy Area (NRSA) Plan (Adopted May 2020), the City of Fayetteville was in the process of planning for major investments for the Murchison Road corridor. Since the adoption of the NRSA Plan, the following events have occurred:

December 2020 - City of Fayetteville received a federal grant of \$450,000 to establish a "choice neighborhood" project within the Murchison Road Corridor.

Six businesses received business development funding upwards of \$50,000 for development or commercial corridor improvement from the American Rescue Plan Act of 2021.

September 2023 - City of Fayetteville is in the process of applying for a \$50 million Choice Neighborhood Implementation Grant. If awarded the grant, the City would rebuild affordable housing, improve neighborhood amenities, and add resources for residents (childcare facilities, community centers, etc.)

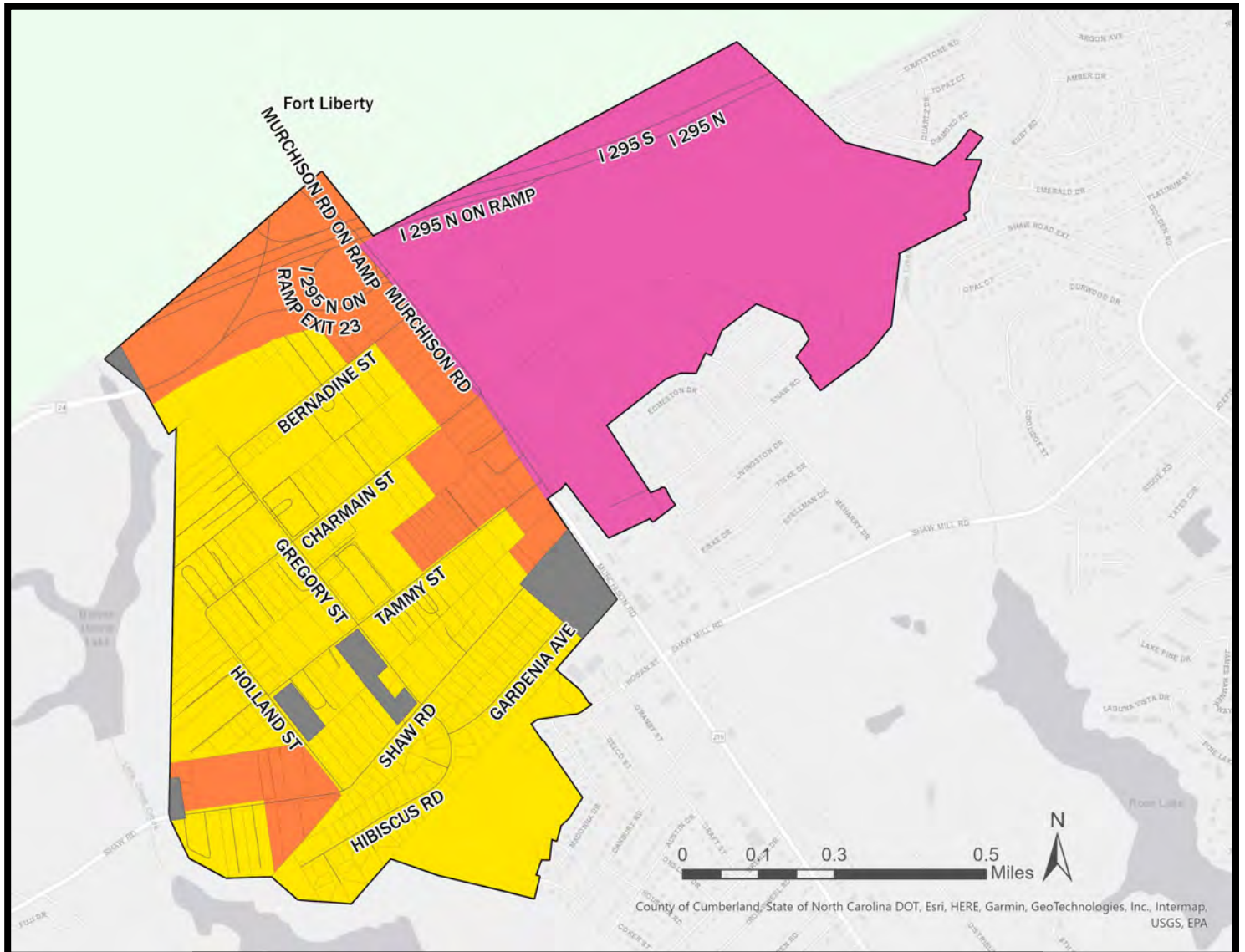
Correspondingly, Cumberland County received \$172 million via state budget for Murchison Road projects in November 2021; Fayetteville-Cumberland Parks & Recreation plans to build a new community center (Senior Center East) and expand Martin Luther King Jr. Park; Fayetteville State University plans more than \$130 million in investment via the college of education, residence hall, a parking deck, health and wellness center, and the renovation of Bronco Square.

The Neighborhood Revitalization Strategy Area Plan will be used to work towards achieving shared visions and goals of the community and stakeholders.

Shaw Heights

Future Land Use Map

Shaw Heights Area Future Land Use Map



Land Use Category	Medium Density Residential	Commercial	Industrial	Fayetteville	Fort Liberty
-------------------	----------------------------	------------	------------	--------------	--------------

Shaw Heights Associated Zoning Districts:

(See Land Use Classifications for additional information)

- Medium Density Residential: R6, R6, & R5A
- Commercial: O&I(P), C1(P), C2(P), & C(P)
- Industrial: M1(P) & M(P)

THIS PAGE LEFT INTENTIONALLY BLANK

PHASE 4

Recommendations & Resources

Next Steps Overview	88
Recommendations	89
Resources	92
Plan Implementation	99

Next Steps Overview

79 plan recommendations were formulated based on input from public engagement as well as internal reviews of existing governing documents such as the Zoning and Subdivision Ordinances for the Town and the County. Recommendations within the plan were ranked with high, medium, or low priorities based on how directly they relate to land use. Although other issues are addressed, this is primarily a land use plan and is not comprehensive in nature. There are also resources listed that may help the plan area work towards achieving their desired outcomes.

Recommendations are sorted by topics to assist plan users with identifying actions for future projects. This will allow users to see common goals across area plans.

Priority identifies primary issues for the plan area and the recommended order at which they should be addressed.

General Recommendations		
Topic	Action	Priority

While this list is not comprehensive of every available resource in existence, it highlights private and public resources from a variety of sources.

The source identifies which plan the action comes from. This is especially useful for documenting history of desired recommendations.

Resources				
Resource Name	Description	Resource Type	Potential Users	Source

Resources are not just limited to monetary means. This section identifies what the product of the resources are, whether it be a loan, grant, technical assistance, etc.

There are multiple stakeholders invested in the community, and these resources have a range of potential users including government agencies, nonprofits, private businesses and public citizens.

Recommendations

General Recommendations		
Topic	Action	Priority
Commercial	Encourage new development and/or redeveloped properties to incorporate aesthetically pleasing	Low
Commercial	Amend ordinances to encourage road side exposure for small businesses while continuing to keep signage aesthetically pleasing.	High
Community Appearance	Protect the plan area's rural character through the encouragement of farming, utilization of the Voluntary Agricultural District Program, low-density development, and community.	High
Development	Increase green spaces and buffering requirements between industrial and residential areas to balance development and rural character.	High
Development	Encourage Cumberland County Schools to redistrict school assignment areas in the plan area as schools are becoming overpopulated and students are being affected by high student to teacher ratios.	High
Development	Weigh options of sewer system versus community septic.	High
Development	Consider collaborating with Harnett County to create like policies for utility management.	High
Development	Apply for funds and programs to expand needed services (water, sewer/septic, internet, etc.) through local/state/regional partners.	High
Development	Collaborate with developers and/or utility providers to cost-share to expand needed services (water, sewer/septic, internet, etc.).	High
Economic Development	Create a centralized community with convenient access to grocery stores, pharmacies, fast food restaurants, retail stores, employment options, and recreational activities via sidewalks, bicycle trails, and street lights with pedestrian crosswalks.	Medium
Economic Development	Work with the City of Fayetteville, local townships, and surrounding counties to make future plans cohesive and reflect successful initiatives (e.g. LNG Plant Projects in Robeson County, planned development in Apex/Holly Springs/Lillington, economic development in Wake County, etc.)	Medium

Recommendations

General Recommendations		
Topic	Action	Priority
Economic Development	Encourage development along Ramsey Street (between the City of Fayetteville and Elliot Bridge Rd).	Low
Economic Development	Assess the plan area for run-down homes and businesses that need to be removed or revitalized.	High
Economic Development	Update ordinance to encourage road-side exposure for small businesses.	High
Health & Emergency Services	Evaluate the dispatch and response procedure of Cumberland County Sheriff's Office for potential decrease in response time.	Medium
Health & Emergency Services	Hire full-time and paid staff for the fire department to continue efficient services and prevent burnout.	Low
Health & Emergency Services	Create a beaver management program to alleviate drainage issues that are routinely caused by beavers blocking the canal.	Medium
Industrial	Anticipate and utilize expected passenger rail to be installed within the plan area to link key North Carolina cities along with other key regional cities.	Medium
Open Space	Provide support for the expansion of Carvers Creek State Park to include the Cape Fear River section as shown in the 2012 Carvers Creek State Park Master Plan as well as efforts to connect Carvers Creek to the Lower Little River through trails, greenways, etc.	Low
Open Space	Provide public boat access points along the Cape Fear and Little River for emergency agencies and public access.	Medium
Public Services & Infrastructure	Co-locate community facilities and services whenever feasible within the area.	Medium
Public Services & Infrastructure	Expand landfill and recyclable site options within the plan area.	Low
Public Services & Infrastructure	Encourage medical facilities to become established within the plan area.	Low
Public Services & Infrastructure	Collaborate with utility providers to extend high quality, efficient, and affordable water and/or sewer services to the plan area.	High
Public Services & Infrastructure	Add a community recreation center for activities to include, but not limited to: senior citizen gatherings, after school/summer programs for children, and physical activities.	Medium

Recommendations

General Recommendations		
Topic	Action	Priority
Residential	Collaborate with local, state, and regional partners to build and establish affordable housing.	Medium
Shaw Heights	Provide pedestrian friendly transportation and development.	Medium
Shaw Heights	Provide area for new residential development.	Low
Shaw Heights	Provide commercial areas to serve the immediate neighborhood and the region.	High
Shaw Heights	Allow a transition from manufactured homes to a more permanent housing type.	High
Shaw Heights	Create an entity to be a catalyst for the aggregation of land parcels for new and redevelopment.	Low
Town of Linden	Provide attractive entrance signs for the County and the Town of Linden.	Low
Town of Linden	Provide recreation facilities more centralized to the area and near the Town of Linden.	High
Town of Linden	Encourage unique dining options, short-term lodging, and small scale industrial to promote tourism in Linden.	Medium
Transportation	Encourage N.C. Department of Transportation to evaluate widening roads, shoulders, and adding more lanes to roads such as Elliott Bridge Road, Elliott Farm Road, and Ramsey Street for emergency purposes and to decrease traffic congestion.	Medium
Transportation	Provide deceleration lanes, intersection improvements, and crosswalks, along with the upgrade of the 401 Corridor.	Medium
Transportation	Provide a limited number of access points on the proposed US 401 Widening Project.	Medium
Transportation	Collaborate with the N.C. Department of Transportation to evaluate speed limits in the plan area.	Medium

Resources

Resources					
Resource Name	Description	Resource Type	Potential Users	Source	
Action Opportunity Fund	Loans for small businesses, especially women/minorities/veterans. Requires collateral and 12-month business plan, no match required.	Business Loan	Private Business Owners	https://aofund.org/	
AARP Community Challenge	The AARP Community Challenge provides small grants to fund quick-action projects that can help communities become more livable for people of all ages. This year, applications will be accepted for projects to improve public spaces, housing, transportation, and civic engagement; support diversity, equity, and inclusion; build engagement for programs under new federal laws; and pursue innovative ideas that support people age 50 or older.	Grant	Public Citizens	https://www.aarp.org/	
APA Community Planning Assistance Teams (CPATs)	The Community Planning Assistance Teams (CPAT) program organizes multidisciplinary teams of planning professionals who volunteer their time to work with local stakeholders to create a vision plan and implementation strategy. CPAT offers expertise in a diverse range of issues facing communities. CPAT brings planning resources and opportunities to communities and strengthens the ability of residents and other stakeholders to influence and determine decisions that affect their quality of life.	Technical Assistance	Town / County Government	https://www.planning.org/cpat/	
Duke Energy Foundation	The Duke Energy Foundation is focused on strengthening and uplifting communities throughout North Carolina with grant funding. Focus areas of the grant include: Vibrant Economies, Climate Resiliency, and Justice Equity & Inclusion	Grant	Local and Regional Nonprofits	https://www.dukeenergy.com/community/dukeenergy-foundation/north-carolina	

Resources

Resources					
Resource Name	Description	Resource Type	Potential Users	Source	
Foundation	<p>Foundation partners with banks and other institutions to provide capital to the small business community. It makes loans for working capital, business expansion, debt refinancing, equipment purchases, inventory purchases, and capital improvements. Collateral is not required. Interest rates depend on</p>	Business Loan	Private Business Owners	https://foundation.com/	
Fiskars® Project Orange Thumb Garden Grants	<p>Provides community groups with tools and resources to reach their goals for collaboration, neighborhood beautification, and healthy, sustainable food sources. Non-profit organizations are eligible to apply. The application period typically opens in the later part of a year and grant recipients are typically announced in the spring of the following year.</p>	up to \$3,500 in cash/gift cards and Fiskars® garden tools	Local and Regional Nonprofits	https://www.fiskars.com/en-us/special-feature/project-orange-thumb	
KABOOM!	<p>KABOOM! is a national non-profit that brings people together to create great, safe places to play for all kids, especially those living in poverty. Offers several grant programs for buildings and improving playgrounds and other play spaces. See website for current offerings. Match varies.</p>	Grants	Public Citizens and Local and Regional Nonprofits	https://kaboom.org	
Lendio	<p>Helps small businesses quickly explore loan options from 75+ potential lenders with a single online application. Lendio also helps businesses understand the options and choose a loan.</p>	Business Loan	Private Business Owners	http://www.lendio.com/	

Resources

Resources					
Resource Name	Description	Resource Type	Potential Users	Source	
Low Income Housing Tax Credit Program (LIHTC)	A federal program administered by the NC Housing Finance Agency, the Low Income Housing Tax Credit Program (LIHTC) was authorized by Congress in 1986 to encourage the construction and rehabilitation of quality rental housing that is affordable for low-income families and elderly persons. Owners of LIHTC properties agree to maintain the units as affordable housing for 15 to 30 years, in return for federal tax credits that offset part of the cost of developing the housing.	Tax Credit	Private Property Owners	https://www.nchfa.com/rental-housing-partners/supportive-housing-developers/supportive-housing-development-program	
National Association of Realtors Placemaking Grant	NAR's Placemaking program provides technical and financial assistance to help REALTOR® Associations, and their members, become engaged in placemaking in their communities. The Placemaking Grant funds the creation of new, outdoor public spaces and destinations in a community. Note that the grant does not fund upgrading or enhancing existing public spaces or adding amenities, like benches, signage, bike racks, etc. to existing public spaces, like parks or trails. Will need to partner with the local Realtors Association.	Grant	Private, partner with local Realtor Association	https://realtorparty.realtor/community-outreach/placemaking	
NC Parks & Recreation Trust Fund (PARTF)	The North Carolina Parks and Recreation Trust Fund (PARTF) provides matching grants to local governments to assist with public park and recreation projects. Examples include assisting with land acquisition, facility building facility renovation, protect natural lands. Must be a single-site project. One-to-one match required	Grant	Town / County Government	https://www.ncparks.gov/about-us/grants/parks-and-recreation-trust-fund	

Resources

Resources				
Resource Name	Description	Resource Type	Potential Users	Source
NC Department of Commerce, Rural Economic Development Division, Federal Community Development Block Grant (CDBG) Economic Development Grants - Building Reuse	The program provides CDBG funds to local governments that propose projects in conjunction with new and/or expanding private for-profit businesses and industries planning to restore vacant buildings for their use resulting in the creation of permanent, full-time jobs. At least 60% of the jobs must be made available to persons qualifying as low and moderate income. Match required.	Grant	Town / County Government	https://www.nccommerce.com/grants-incentives/building-or-site-funds/building-reuse/federal-cdbg-economic
NC Department of Commerce, Rural Economic Development Division, Federal Community Development Block Grant (CDBG) Economic Development Grants - Demolition	The program provides CDBG funds to local governments for demolition projects that result in the creation of industrial or commercial sites. The funding is intended to be used to demolish vacant dilapidated industrial buildings and properties under the elimination of slums and blight national CDBG objective. It is reasonably expected that the demolition activity will create a site which attracts private investment by a business or industry and create new jobs. However, such new job creation with a private employer does not require a legally binding contract.	Grant	Town / County Government	https://www.commerce.nc.gov/grants-incentives/building-or-site-funds/demolition

Resources

Resources				
Resource Name	Description	Resource Type	Potential Users	Source
NC Department of Commerce, Rural Economic Development Division, Federal Community Development Block Grant (CDBG) Economic Development Grants - Infrastructure	The program provides CDBG funds to local governments to use for various types of public infrastructure improvements to attract new and support existing private for-profit businesses that create and/or retain jobs. Funding for projects is based on the number of jobs to be created and the level of distress in the community applying for the funds. At least 60% of the jobs created or retained by a project must be for persons qualifying as low and moderate income. Match required.	Grant	Town / County Government	https://www.commerce.nc.gov/grants-incentives/public-infrastructure-funds/infrastructure-federal-cdbg-economic-development
NC Department of Transportation (NCDOT), Division of Bicycle and Pedestrian Transportation - Bicycle and Pedestrian Planning Grant Initiative	The Bicycle and Pedestrian Planning Grant Initiative is an annual matching grant program intended to encourage municipalities of all sizes and counties with populations under 50,000 to develop comprehensive bicycle and pedestrian plans. Such plans largely focus on enhancing mobility, improving safety, and promoting economic and health benefits. Plans are developed by consultants that are prequalified by NCDOT. Match required.	Grant	Town / County Government	https://connect.ncdot.gov/municipalities/PlanningGrants/Pages/default.aspx

Resources

Resources					
Resource Name	Description	Resource Type	Potential Users	Source	SCORE
NC Rural Center Loan Participation Program (LPP)	The LPP is a small-business lending program that works with local lenders in all 100 North Carolina counties to make more loans in their communities and regions. The program helps reduce the risk exposure of partner lenders, so more businesses have access to capital that might otherwise be out of reach. The Rural Center purchases up to 15% of a term loan made to a small business, defined as a business with 500 or fewer employees. The maximum participation is \$250,000 and the loan terms are market-based, negotiated between the	Business Loans	Private Business Owners	http://www.ncruralcenter.org/	
NC Rural Center Thread Capital	A subsidiary non-profit of the NC Rural Center serving all 100 NC counties, Thread Capital provides small business owners and entrepreneurs with access to capital to start or expand their businesses. It also provides them with coaching and business planning services, as well as a support network.	Business Loans	Private Business Owners	https://www.threadcap.org/	
SCORE	Low/no-cost business advising services, connections to loans, and local mentors. SCORE for All has specific resources for minority/veteran/woman-owned businesses. Startup Roadmap-great webinars.	Technical Assistance and Training	Private Business Owners	https://www.score.org/	

Resources

Resources				
Resource Name	Description	Resource Type	Potential Users	Source
State Farm Good Neighbor Citizenship® Company Grants	Company Grants focus on safety, community development, and education to help build safer, stronger, and better educated communities. Community development grants assist organizations that support affordable housing, first time homeowners, neighborhood revitalization, financial literacy, job training, and small business development. Non-profits, chambers of commerce, government agencies, educational institutions, and volunteer fire departments are eligible to apply.	Grant	Town / County Government Local and Regional Nonprofits	https://www.statefarm.com/about-us/communityinvolvement
Walmart Local Giving Program	Local Walmart stores, Sam's Clubs, and logistics facilities award grants to eligible nonprofit organizations, government agencies, schools, and others operating within the service area of the facility from which they are requesting funding. The grants are designed to address the unique local needs of the communities served.	Grant	Town / County Government Local and Regional Nonprofits	https://walmart.org/what-we-do/strengthening-community/local-community-support

Next Steps Overview

Plan Implementation

Plan Implementation

After the formal adoption of the land use plan by the governing boards, the plan will be used regularly to make formal and informal decisions. Implementation means taking advantage of the analysis that was performed and the strategic thinking of those who combined data with the community's desires and values. Of course, no plan is perfect, and every plan should be supplemented and updated with more recent information when available and adjusted to suit changing circumstances. Overall, consistent efforts to bring forward the recommendations in the plan as well as the future land use map should pay off in helping to achieve the area's vision for its future.



THIS PAGE LEFT INTENTIONALLY BLANK

Appendix

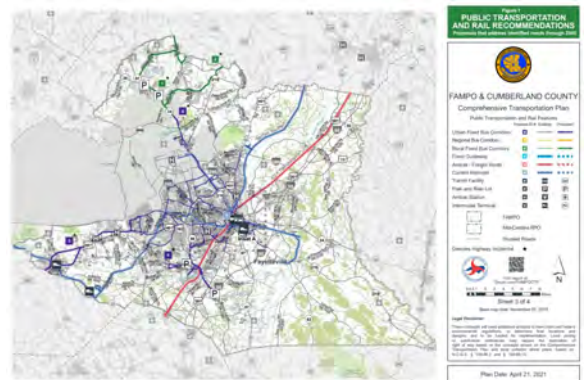
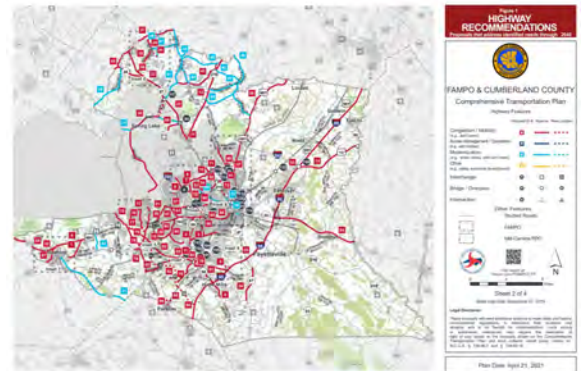
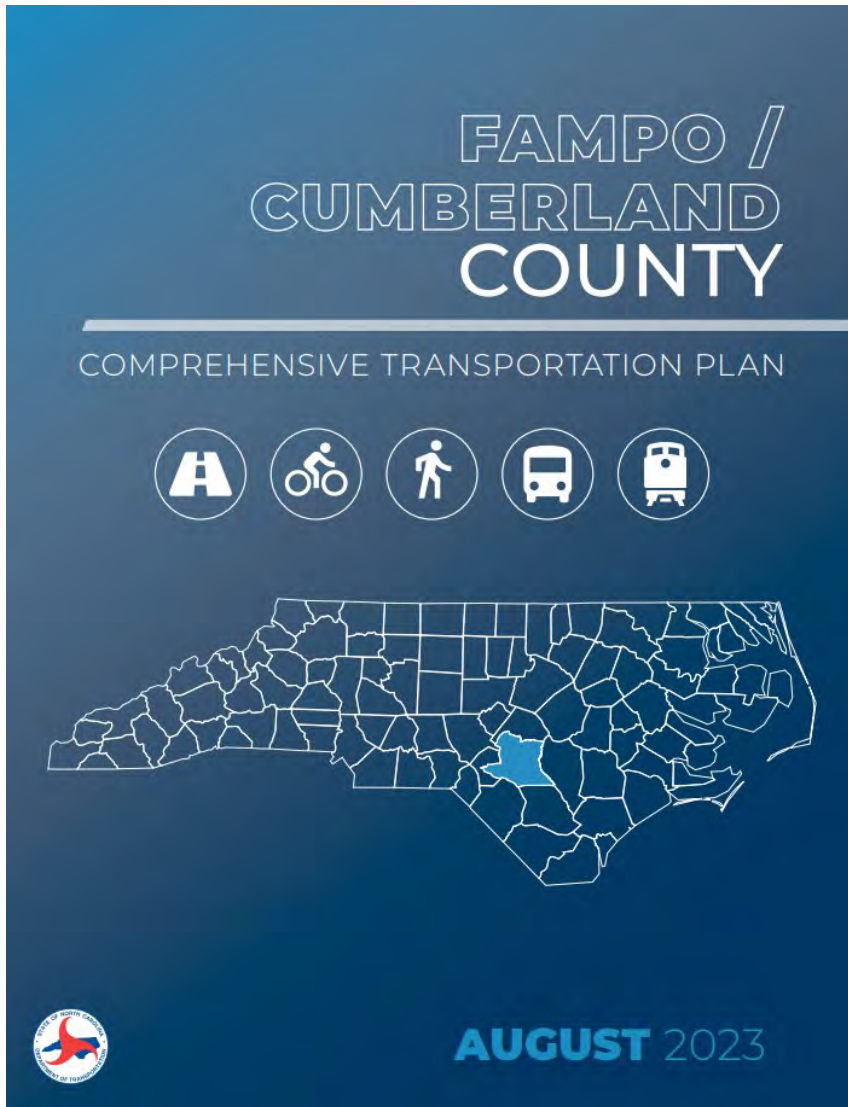
Relevant Projects	
Transportation Planning	102
Green Growth Toolbox	103
Previous Plan Recommendations	104
Community Engagement	109
Kickoff Meeting	110
Stations	
Plan Area Reference Map	111
SWOT & Visioning the Future	112
Population & Housing	114
Employment Trends & Sectors	118
Public Services & Quality of Life	121
Rural Character Preservation	124
Values Survey	125
Stakeholder Engagement	137
Draft Plan Review	151
Legislative Language	152
North Carolina General Statutes	
Legislative Language for	153
Comprehensive Planning	
Zoning Descriptions	154
Resolution of Adoption	158

Relevant Projects & Plans

Transportation Planning

In August of 2023, the North Carolina Department of Transportation (NCDOT) created the FAMPO/ Cumberland County Comprehensive Transportation Plan in conjunction with the Fayetteville Area Metropolitan Planning Organization (FAMPO), Mid-Carolina Rural Transportation Planning Organization, Cumberland County, City of Fayetteville, along with other regional organizations and local officials. This comprehensive plan showed proposed new construction and improvements to the area's transportation needs. Roadway improvements for the plan area of the Comprehensive Transportation Plan (CTP) include features related to congestion/mobility, access management/operations, modernization, and other transportation issues. The CTP also has proposed Public Transportation/Rail plans along with

bicycle and pedestrian features which show existing and proposed features for bus corridors, guideways, railways, bicycles, pedestrians, and multiuse paths and bridges. Multiple features of the CTP are located within and/or have the potential to affect the plan area.

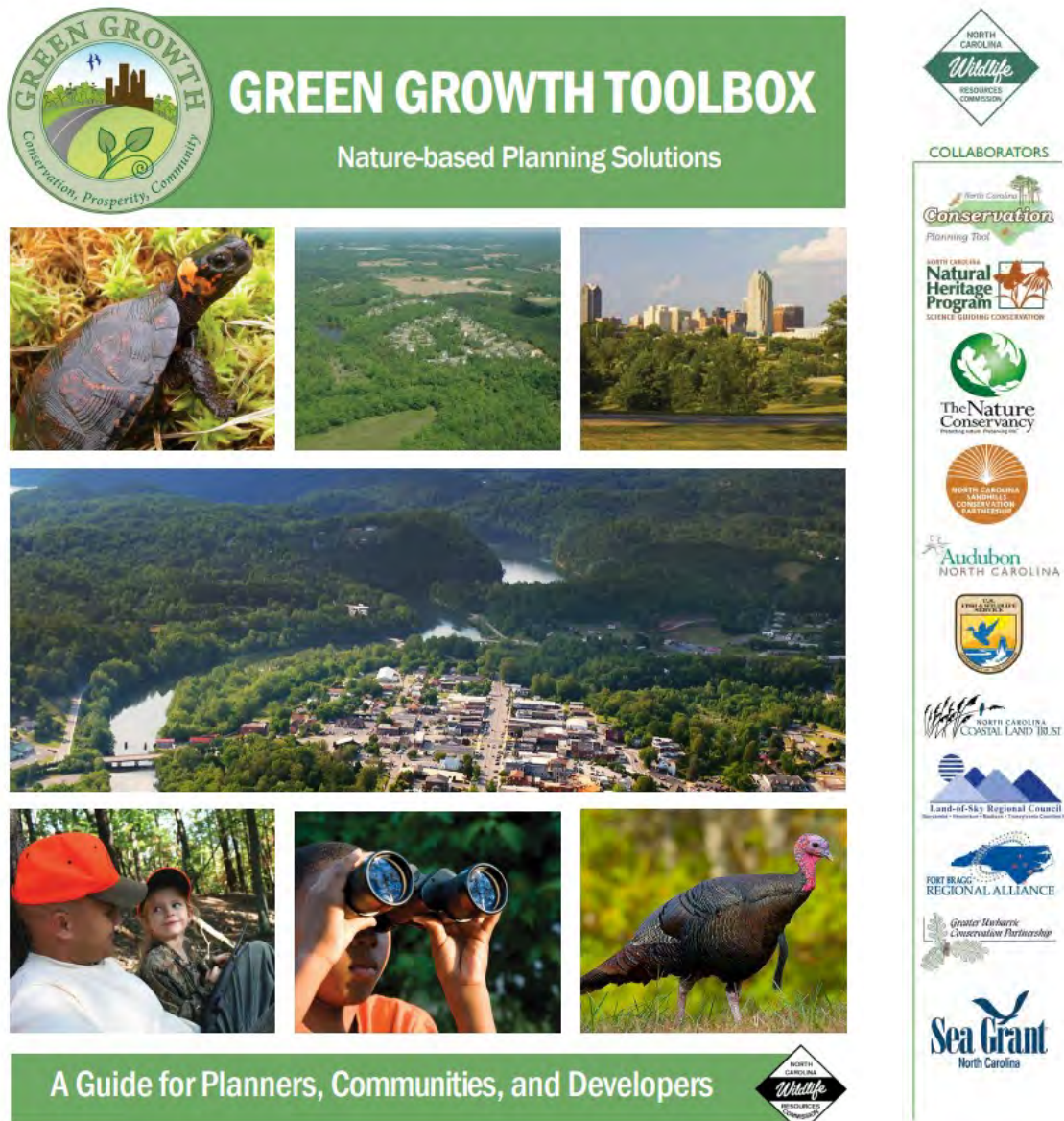


The Cumberland County and FAMPO CTP and related maps can be viewed at: [connect.ncdot.gov/projects/planning/Pages/CTP-Details.aspx?study_id=Cumberland County and FAMPO CTP](https://connect.ncdot.gov/projects/planning/Pages/CTP-Details.aspx?study_id=Cumberland%20County%20and%20FAMPO%20CTP)

Relevant Projects & Plans

Green Growth Toolbox

The third edition of the Green Growth Toolbox, released in 2023 by the North Carolina Wildlife Resources Commission, was collaboratively developed by the department along with various partners, including The Nature Conservancy, U.S. Fish & Wildlife Service, and the North Carolina Natural Heritage Program, among others in the conservation and planning sectors. This comprehensive resource comprises technical assistance, a guidance handbook, GIS datasets, and a website, all aimed at assisting North Carolina's counties, towns, and cities in conserving wildlife, habitats, and other valuable natural resources while accommodating growth and development. Consultation of the Green Growth Toolbox is recommended during the creation or revision of plans, ordinances, and developments to facilitate environmental conservation without impeding growth.



The North Carolina Wildlife Resources Commission Green Growth Toolbox and related material can be found at: <https://www.ncwildlife.org/Conserving/Programs/Green-Growth-Toolbox>

Relevant Projects & Plans

Previous Plan Recommendations

Action	Source
Tie the proposed trail network along the Cape Fear and Lower Little Rivers to the future State Park.	North Central Land Use Plan, 2011, p. 67
Provide public boat access points along the Cape Fear and Little Rivers for emergency agencies and public access.	North Central Land Use Plan, 2011, p. 67
Provide deceleration lanes, intersection improvements, and crosswalks, along with the upgrade of the 401 Corridor.	North Central Land Use Plan, 2011, p. 67
Provide recreation facilities more centralized to the area and near the town of Linden.	North Central Land Use Plan, 2011, p. 67
Install railroad crossing facilities at key roadway intersections and the Norfolk and Southern Railroad.	North Central Land Use Plan, 2011, p. 68
Develop a zoning district strictly for Single Family Residential Development.	North Central Land Use Plan, 2011, p. 68
All Low Density Residential Development denoted on the Plan must have public or community sewer in order to be developed	North Central Land Use Plan, 2011, p. 68
Post rezoning requests online on the County website with the recommended Land Use Plan Map.	North Central Land Use Plan, 2011, p. 68
Encourage farmers to participate in the Voluntary Agricultural District Program.	North Central Land Use Plan, 2011, p. 68
Protect Prime Farmland and the overall agricultural industry.	North Central Land Use Plan, 2011, p. 69
Encourage the use of cluster development to maintain the rural character of the Area.	North Central Land Use Plan, 2011, p. 69
Utilize the existing utility providers to extend water and or sewer in the Area.	North Central Land Use Plan, 2011, p. 70
Adopt the Proposed North Central Cumberland Land Use Plan.	North Central Land Use Plan, 2011, p. 70
Encourage and promote intensive commercial development in areas already zoned and planned for such activities.	North Central Land Use Plan, 2011, p. 70
Protect all natural, historic, and scenic sites in the Area and utilize them for their economic potential.	North Central Land Use Plan, 2011, p. 70
Develop stronger ties and greater cooperation between the Town of Linden Board of Commissioners and the Board of County Commissioners.	North Central Land Use Plan, 2011, p. 70

Relevant Projects & Plans

Previous Plan Recommendations

Action	Source
Co-locate community facilities and services whenever feasible within the Area.	North Central Land Use Plan, 2011, p. 71
Provide a limited number of access points on the proposed US 401 Widening Project.	North Central Land Use Plan, 2011, p. 71
Provide attractive entrance signs for the County and the Town of Linden at all entrances into the Town and County.	North Central Land Use Plan, 2011, p. 71
Plan the location and scope of clean industrial and manufacturing enterprises.	North Central Land Use Plan, 2011, p. 71
Encourage new development and/or redeveloped properties to incorporate aesthetically pleasing measures in their design.	North Central Land Use Plan, 2011, p. 71
Continue to support the Cumberland County Public School Master Plan; offer input on future school locations relative to area growth and development objectives.	Cumberland County 2030 Growth Vision Plan, 2008, p. 18
Continue to support the Joint Cumberland County Transportation Plan; lobby for implementation of key transportation projects.	Cumberland County 2030 Growth Vision Plan, 2008, p. 18
Continue to support area plans for the provision of Water Services throughout the county.	Cumberland County 2030 Growth Vision Plan, 2008, p. 18
Continue to support the Cumberland County Parks Master Plan.	Cumberland County 2030 Growth Vision Plan, 2008, p. 18
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.	Cumberland County 2030 Growth Vision Plan, 2008, p. 18
Continue to support the currently adopted area-wide Bicycle and Pedestrian Plan.	Cumberland County 2030 Growth Vision Plan, 2008, p. 19
Reexamine area development standards to evaluate the need for improved pedestrian systems (sidewalks, greenways, etc.) in new residential developments.	Cumberland County 2030 Growth Vision Plan, 2008, p. 20
Prepare a study of alternatives for paying for new school construction based on the demand for school space created by new development.	Cumberland County 2030 Growth Vision Plan, 2008, p. 22

Relevant Projects & Plans

Previous Plan Recommendations

Action	Source
Develop new neighborhood parks in the Towns of Godwin, and Linden, and Eastover. These parks include playground units, swings, benches/trash receptacles, walking trails, and picnic shelters.	Cumberland County 2030 Growth Vision Plan, 2008, p. 25
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.	Cumberland County 2030 Growth Vision Plan, 2008, p. 27
Implement and promote the Voluntary Agricultural District Program, pointing out benefits such as limits on eminent domain and protection against nuisance lawsuits, among others.	Cumberland County 2030 Growth Vision Plan, 2008, p. 27
Prepare an open space and greenway master plan for all of Cumberland County.	Cumberland County 2030 Growth Vision Plan, 2008, p. 27
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.	Cumberland County 2030 Growth Vision Plan, 2008, p. 28
Provide for low density zoning for areas outside the urban services area.	Cumberland County 2030 Growth Vision Plan, 2008, p. 28
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.	Cumberland County 2030 Growth Vision Plan, 2008, p. 30
Establish that new developments requiring the expansion of schools, fire stations, utilities, roads, and parks should contribute to the cost of building such facilities.	Cumberland County 2030 Growth Vision Plan, 2008, p. 30
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.	Cumberland County 2030 Growth Vision Plan, 2008, p. 33
Identify possible incentives to encourage the revitalization and reuse of existing commercial properties.	Cumberland County 2030 Growth Vision Plan, 2008, p. 33
Designate roadways into the County and municipalities that serve as gateway corridors into each jurisdiction. Map them. Rank them by priority.	Cumberland County 2030 Growth Vision Plan, 2008, p. 36
Amend the zoning ordinance to require street trees or other appropriate vegetation, in association with new development along designated gateway corridors.	Cumberland County 2030 Growth Vision Plan, 2008, p. 36

Relevant Projects & Plans

Previous Plan Recommendations

Action	Source
Expand the use of the environmental court for littering and other appearance-related code violations.	Cumberland County 2030 Growth Vision Plan, 2008, p. 37
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.	Cumberland County 2030 Growth Vision Plan, 2008, p. 37
Prepare and apply design standards for pedestrian friendly circulation within commercial and residential areas.	Cumberland County 2030 Growth Vision Plan, 2008, p. 38
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.	Cumberland County 2030 Growth Vision Plan, 2008, p. 39
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.	Cumberland County 2030 Growth Vision Plan, 2008, p. 39
Develop a more intense education program locally on the importance of recycling and the cessation of littering and dumping.	Cumberland County 2030 Growth Vision Plan, 2008, p. 40
Explore the technical feasibility and cost of enabling emergency vehicles to pre-empt traffic signal systems for faster response times.	Cumberland County 2030 Growth Vision Plan, 2008, p. 48
Commission a senior center(s) space needs study with cost estimates and funding opportunities.	Cumberland County 2030 Growth Vision Plan, 2008, p. 50
Include consideration of senior citizen needs when preparing special area plans, corridor studies, park plans, etc.	Cumberland County 2030 Growth Vision Plan, 2008, p. 50

Relevant Projects & Plans

Previous Plan Recommendations

Action	Source
Provide primary sewer trunk lines to the Area.	Shaw Heights Land Use Plan, 2008, p. 40
Preserve and protect the Julie Heights Neighborhood.	Shaw Heights Land Use Plan, 2008, p. 40
Provide Park and Recreation Facilities in the Area.	Shaw Heights Land Use Plan, 2008, p. 40
Provide pedestrian friendly transportation and development.	Shaw Heights Land Use Plan, 2008, p. 40
Provide area for new residential development.	Shaw Heights Land Use Plan, 2008, p. 40
Provide commercial areas to serve the immediate neighborhood and the region.	Shaw Heights Land Use Plan, 2008, p. 40
Locate Shaw Road to have the least impact on the existing neighborhood.	Shaw Heights Land Use Plan, 2008, p. 40
Design a street system that prevents cut through traffic.	Shaw Heights Land Use Plan, 2008, p. 40
Provide natural buffers between incompatible uses.	Shaw Heights Land Use Plan, 2008, p. 40
Allow a transition from manufactured homes to a more permanent housing type.	Shaw Heights Land Use Plan, 2008, p. 40
Promote visual enhancements for new development in the Area.	Shaw Heights Land Use Plan, 2008, p. 40
Create an entity to be a catalyst for the aggregation of land parcels for new and redevelopment.	Shaw Heights Land Use Plan, 2008, p. 40

Community Engagement

Community engagement is a vital aspect of creating a future land use plan. Throughout the planning process, Planning Staff worked diligently to provide opportunities for input which was collected through public forums, in-person meetings, phone calls, and online surveys.

This section provides insight regarding the community engagement efforts and input results. The section is not exhaustive of all materials used for the collection of community ideas and desired outcomes.

Planning Staff strived to connect with residents during the planning process on multiple levels. To begin the planning process, a kick-off meeting was held, and residents were invited to participate via postcard notification prior to the meeting. A website focused on the plan area was created, published, and promoted on the County website as well as through local news outlets advertising the event.

Planning Staff also worked closely with the plan area's stakeholders. Nearly sixty stakeholders were identified and twenty-three were interviewed either in person, via email, or via phone call. Most interviews had a duration of forty-five minutes as each stakeholder provided valuable feedback regarding infrastructure, services, economic development, and housing.

North Central Area
Land Use Plan

About Land Use Planning

CUMBERLAND COUNTY
PLANNING & INSPECTIONS DEPARTMENT

Planning Process

1

Existing Conditions
Information is gathered from existing plans and public data sources to understand the starting point and constraints of an area.

2

Public Input
Stakeholder goals and insights are collected through surveys and discussion to deepen knowledge of the plan area and to guide the plan's intent.

3

Draft & Review
A draft plan is created using public input and staff analysis. The plan is then circulated for public feedback and edited accordingly.

4

Adoption
Once a final version of the plan has been created, it is presented to the Joint Planning Board, the Town, and County Commissioners for adoption.

A plan is:

- ✓ A vision of what your community can be
- ✓ A guide to promote health, safety, convenience, efficiency of movement and use of resources
- ✓ A tool to assist elected officials when making future land use decisions
- ✓ A reference when applying for grants or updating local policies

A plan does not:

- ✗ Change the current use of a property
- ✗ Change the current zoning of a property
- ✗ Change the amount of property tax owed on a property
- ✗ Guarantee that development will occur

Rezoning process

1. A rezoning request is received by the planning department. Staff reviews the request and makes a recommendation to the Joint Planning Board.
2. The Joint Planning Board uses the information provided by the applicant and planning staff to make a recommendation of approval or denial to the County Commissioners and/or the Town of Linden Board of Commissioners.
3. Finally, the County Commissioners and/or the Town Board vote to approve or deny the rezoning request.

North Central Area Current Zoning Map

North Central Area Future Land Use Map

Land Use Category	Open Space	Agricultural	Suburban Density Residential	Low Density Residential	Medium Density Residential	High Density Residential	Commercial	Neighborhood	Industrial	Office/Professional	Recreational	Fort Bragg
Associated Zoning Districts	OS	A1, A1A, R40, R40A	R20, R20A, R25, R25A, R25B, R25C, R25D, R25E, R25F, R25G, R25H, R25I, R25J, R25K, R25L, R25M, R25N, R25O, R25P, R25Q, R25R, R25S, R25T, R25U, R25V, R25W, R25X, R25Y, R25Z	R15, R15A, R15B, R15C, R15D, R15E, R15F, R15G, R15H, R15I, R15J, R15K, R15L, R15M, R15N, R15O, R15P, R15Q, R15R, R15S, R15T, R15U, R15V, R15W, R15X, R15Y, R15Z	R5, R5A, R5B, R5C, R5D, R5E, R5F, R5G, R5H, R5I, R5J, R5K, R5L, R5M, R5N, R5O, R5P, R5Q, R5R, R5S, R5T, R5U, R5V, R5W, R5X, R5Y, R5Z	CS, CP1, CP1A, CP1B, CP1C, CP1D, CP1E, CP1F, CP1G, CP1H, CP1I, CP1J, CP1K, CP1L, CP1M, CP1N, CP1O, CP1P, CP1Q, CP1R, CP1S, CP1T, CP1U, CP1V, CP1W, CP1X, CP1Y, CP1Z	MP1, MP1A, MP1B, MP1C, MP1D, MP1E, MP1F, MP1G, MP1H, MP1I, MP1J, MP1K, MP1L, MP1M, MP1N, MP1O, MP1P, MP1Q, MP1R, MP1S, MP1T, MP1U, MP1V, MP1W, MP1X, MP1Y, MP1Z	OK1, OK1A, OK1B, OK1C, OK1D, OK1E, OK1F, OK1G, OK1H, OK1I, OK1J, OK1K, OK1L, OK1M, OK1N, OK1O, OK1P, OK1Q, OK1R, OK1S, OK1T, OK1U, OK1V, OK1W, OK1X, OK1Y, OK1Z				

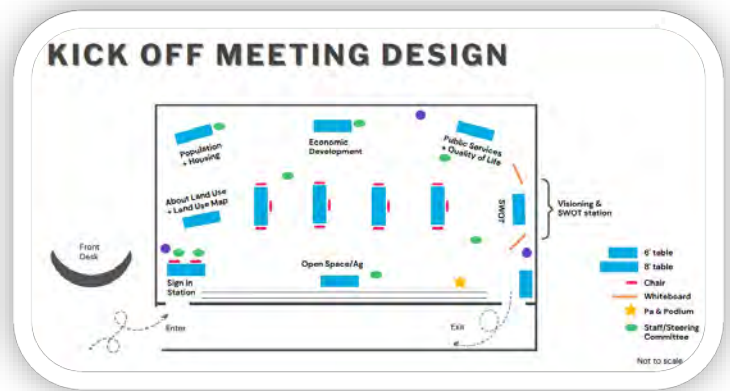
Community Engagement Kickoff Meeting

The North Central Area Land Use Plan kickoff meeting took place on Tuesday, November 1, 2022. The four-hour open house was designed to share and gather information with area stakeholders. The event was attended by approximately 100 people who interacted with posters and activities on topics including land use, housing, economic development, public services, quality of life, and rural character preservation. Attendees had an opportunity to fill out a values survey, giving Planning Staff key insight on what stakeholders consider to be the most important topics for the North Central Area.

The following pages include details regarding the posters that were utilized at the meeting along with responses per activity station and through the values survey available online.

Kickoff Meeting Stations

- Plan Area Reference Map
- SWOT & Visioning the Future
- Population & Housing
- Employment Trends & Sectors
- Public Services & Quality of Life
- Rural Character Preservation



North Central Area Land Use Plan Community Kick Off Meeting

Share your vision for
the future of the North
Central Area!



DROP-IN MEETING

Tuesday, November 1, 2022

3:00pm - 7:00pm

Pine Forest
Recreation Center

6901 Ramsey Street
Fayetteville, NC 28311



Community Engagement Stations

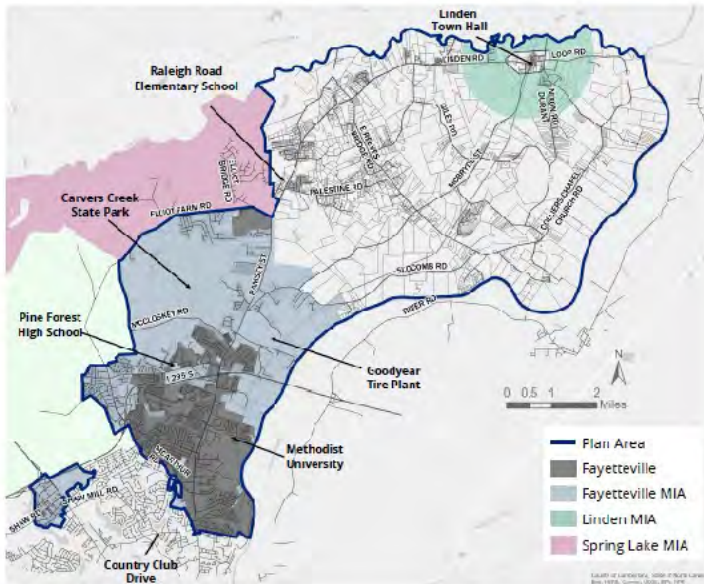
Plan Area Reference Map



North Central Plan Area Map

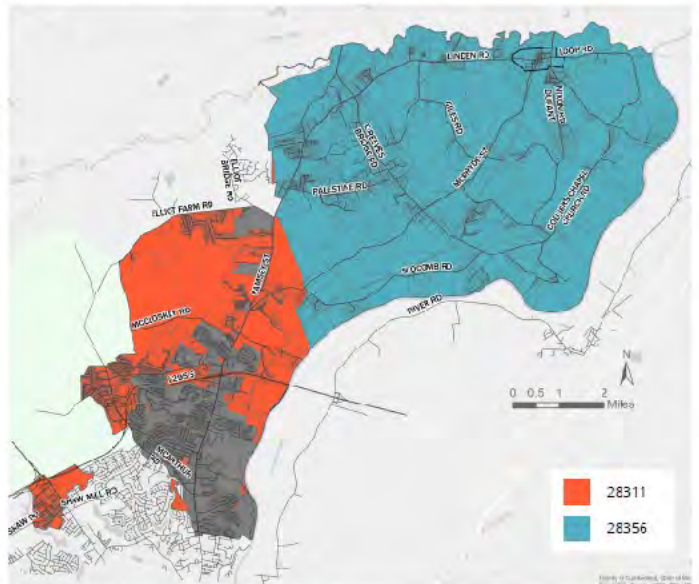


Below are reference maps of the North Central area land use plan boundary. The North Fayetteville Area (2003), the Shaw Heights Area (2008), and the North Central Plan Area (2011) plan areas have been combined to create the new North Central Plan Area boundary.



Reference Map

The North Central Land Use Plan area is located in the north central part of Cumberland County and is generally described as follows: "Rounded to the north by Harnett County, to the south by the City of Fayetteville, to the east by the Cape Fear River and to the west by Fort Bragg, Johnson Farm Road, Elliot Farm Road, and the Town of Spring Lake Municipal Influence Area (MIA).



ZIP Codes in North Central

The North Central area is comprised of 2 zip codes. The North Fayetteville area zip code (orange) is 28311 and the Linden area zip code (blue) is 28356. These zip codes represent a natural divide in the urban and rural portions of the plan area. Throughout the activities, you may be asked to vote in accordance with your zip code. As the needs and desires of residents in urban areas are often different than residents in rural areas, this method will help planning staff accurately capture the sentiments of residents in both areas.

This was the first station at the kickoff meeting, with a reference map of the plan area boundary and zip codes in the plan area. The first map shows the plan area, notable landmarks (such as schools, Linden Town Hall, etc.), and municipal areas of influence (MIA). MIAs are regulated by Cumberland County Planning & Inspections, however, parcels within a MIA boundary may have to adhere to certain provisions out of a municipality's provision ordinance. For example, if someone wanted to subdivide their property in the Linden MIA, they would be subject to certain provisions of the Town of Linden subdivision ordinance. Being in the MIA does not mean a property owner will be forced to annex into the municipality. Annexation may only occur if the property owner voluntarily agrees to annexation.

The southern portion of the plan area falls within the 28311 zip code and the northern portion of the plan falls within the 28356 zip code. Due to the size of the plan area, participants were asked to give feedback based on their zip code.

Community Engagement Stations

SWOT Analysis & Visioning the Future

This station was an open-ended activity where meeting participants were asked to fill out the SWOT analysis table, annotating strengths, weaknesses, opportunities, and threats in the plan area. Participants were also able to write down their vision for the future of the plan area. See responses to these two activities in the provided photographs and on the following pages. Some responses received multiple votes, and those with multiple votes will have the total count noted next to the response in parentheses.

North Central Area Land Use Plan

SWOT Analysis

CUMBERLAND COUNTY NORTH CAROLINA
Planning & Inspections Department

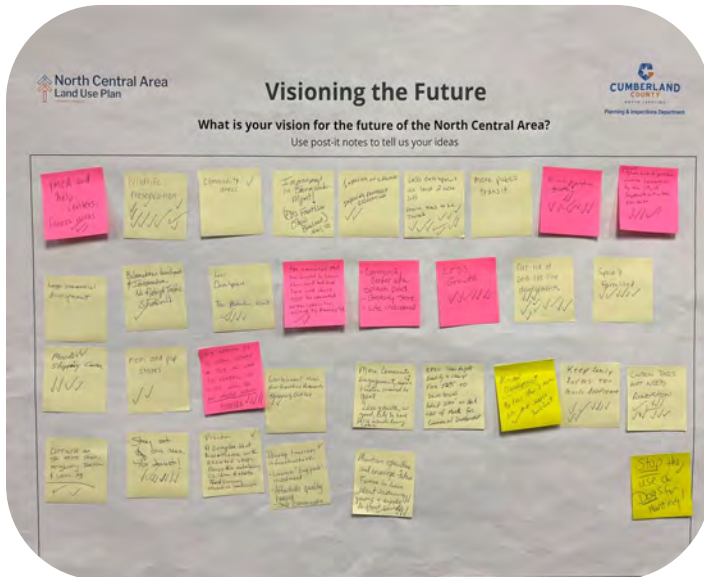
Use post-it notes to tell us what you think the Strengths, Weaknesses, Opportunities, and Threats are in the North Central Area

S Strength What does the North Central Area do well? What are some of its natural assets?	W Weakness What does the North Central Area struggle with? What are some of the area's constraints?	O Opportunity What can the North Central Area do to improve? What is unique about the area that can be leveraged?	T Threat What could undermine the North Central Area's strengths or limit its opportunities?
<ul style="list-style-type: none"> OPEN SPACE - SECURITY - FOREST ✓✓✓✓ Watershed Potential ✓✓✓✓ Wildlife Wooded area until everyone else moves to our area ✓✓✓✓ rural character ✓✓✓✓ Space Farm/Ag ✓✓✓✓ less developed areas more rural ✓✓✓✓ Open space land ✓✓✓✓ Sense of community ✓✓✓✓ OUT DOOR Activities ✓✓✓✓ Wildlife ✓✓✓✓ Water Peaceful Living compared to fast paced city life ✓✓✓✓ 	<ul style="list-style-type: none"> Stormwater runoff ✓✓✓✓ Beaver dams ✓✓✓✓ Lack of services Parks garbage/recycling etc ✓✓✓✓ Public transit opportunities ✓✓✓✓ INTERNET ✓✓✓✓ Post OFFICE ✓✓✓✓ Infrastructure for Internet from AT&T ✓✓✓✓ Senior Living Facility ✓✓✓✓ Lack of lot size ✓✓✓✓ TRAFFIC ✓✓✓✓ INTERNET ✓✓✓✓ Crime (shootings) ✓✓✓✓ No Internet ✓✓✓✓ 	<ul style="list-style-type: none"> RAIL Access Rantsey Street ✓✓✓✓ Need more water + sewer lines ✓✓✓✓ location close to Ft Bragg easy access to 285 ✓✓✓✓ Road/Hiking Trails ✓✓✓✓ School capacity ✓✓✓✓ Wildlife Preserve ✓✓✓✓ Annexation!!! ✓✓✓✓ We Need Change! ✓✓✓✓ more Growth - Quality Growth ✓✓✓✓ Widen the roadways ✓✓✓✓ BI-PASS ROAD FROM DOWNTOWN TO EAST GOODPASTER ✓✓✓✓ Need a sewer line in other Subdiv ✓✓✓✓ GREEN way - to connect STATE PARK TO DIVER TRAIL ✓✓✓✓ 	<ul style="list-style-type: none"> DEVELOPERS AND COUNTY SLEEP ASLEEP AT THE WHEEL ✓✓✓✓ lack of balance from tax base and services being delivered ✓✓✓✓ Simmons AAF Flight Pathways ✓✓✓✓ water lands ✓✓✓✓ Stormwater Run off uncontrolled ✓✓✓✓ Forgettable ✓✓✓✓ loss of tree coverage and natural character ✓✓✓✓ More population growth ✓✓✓✓ Multifamily Apartments/townhomes ✓✓✓✓ High 285 and development ✓✓✓✓ Loss of forest ✓✓✓✓ More wooded and wetlands ✓✓✓✓ We will never tolerate being annexed by the city of Fayetteville ✓✓✓✓ DO-GOODERS TRAVEL TO WASHINGTON ✓✓✓✓ HUNTERS + DOGS RUNNING ON OTHERS ✓✓✓✓

SWOT Analysis Poster: Participants were asked to leave post-it notes in the Strength, Weakness, Opportunity, and Threat categories describing current conditions in the North Central Area summarized on page 30.

Community Engagement Stations

SWOT Analysis & Visioning the Future



Visioning the Future Poster: Participants were asked to leave post-it notes and acknowledge shared desires for vision for the North Central Area future.

- The communities that are accessed by Johnson Farm Road and Eliot Farm Road should never be connected to the communities accessed by Ramsey Street (2 in support)
- Community center with a splash pad, Grocery Store, Light Industrial Less growth (7 in support)
- Get rid of zero-lot line developments (11 in support)
- Space and farmland (6 in support), Movies (2 in support), and shopping center (4 in support)
- Mom and Pop stores (2 in support)
- “My vision is to win the lottery and buy all the land in Linden so there will be no more new houses” (5 in support)
- Entertainment music, non-franchise restaurants, shopping outlet (2 in support)
- More community engagement, a movie theater would be great. Less growth is good, like to have lots of outside living space.
- 28311/Shaw Heights – Beautify and clean up from I-295 to downtown. Protect 2000 feet on each side of Murchison Road for commercial development
- Minimal development – no less than 2 acre lots and 200 feet road frontage (1 in support)
- Keep family farms, too much development (8 in support)
- Linden does not need annexation (11 in support)
- Capitalize on the state park, neighboring forest and local agriculture (2 in support)
- Stay out of our area. No interest! (8 in support)
- A complex that has a theme with assorted shops, places for entertaining children and adults, food services, attractive landscaping (1 in support)
- Develop tourism infrastructure, launch “Big Push” investment, affordable quality housing, safe community (1 in support)
- Maintain agriculture and encourage future farmers to learn about sustaining, growing, and supply for food sources (6 in support)
- YMCA, help centers, and fitness areas (3 in support)
- Wildlife preservation (10 in support)
- Community areas (1 in support)
- Improvement in Stormwater Management (PBS Frontline Show Broadcast; November 1, 2022)
- Improvement on sidewalks, Improvement on parks/area recreation (2 in support)
- Less development, 2 acre lots, require trees to be planted (10 in support)
- More public transit
- No more population growth! (9 in support)
- Prevent, slow, and if possible reverse annexation by the City of Fayetteville within the plan area (5 in support)
- Large commercial development
- Balance between development and infrastructure. No Raleigh traffic situation! (1 in support)
- Less development, tree protection areas (5 in support)
- Stop the use of dogs for hunting! (1 in support)

Community Engagement Stations

Population & Housing

The population & housing station provided area statistics on the residents, housing, and residential land use in the North Central Plan Area.

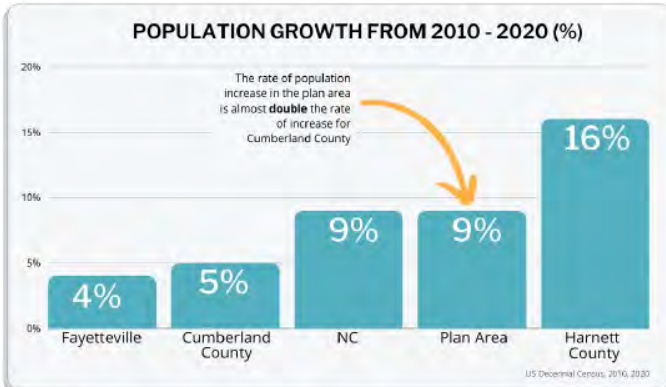


North Central Area Population

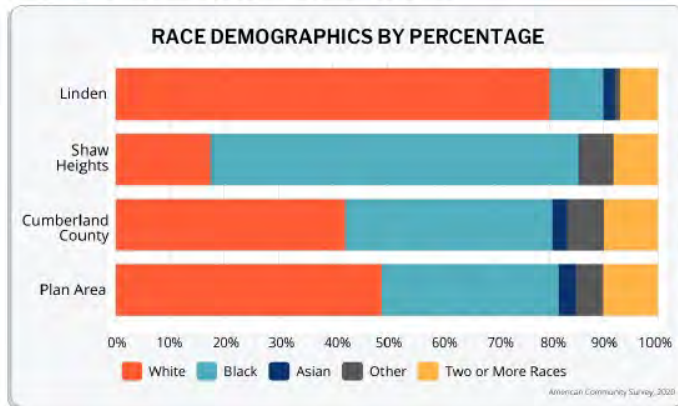


How many people live in the North Central Area?

There are approximately **17,094** residents in the North Central Plan Area. This is a **9% increase** in population since 2010, where the population was approximately 15,697 residents. This rate of growth is higher than Cumberland County (5%) and the City of Fayetteville (4%). North Carolina grew at a similar rate of 9% over the decade, and neighboring Harnett County saw a population increase of 16% due to development pressures and opportunities surrounding the Triangle. The North Central Plan Area serves as a transitional region between Fayetteville and Harnett County and is likely prime to see continued population increase as Harnett County continues to grow.

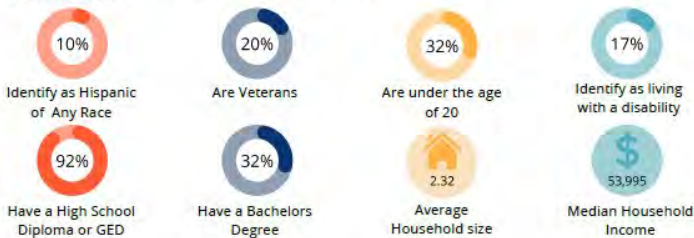


Who lives in the North Central Area?



The plan area is 49% White, 33% Black, 3% Asian, 10% two or more races, and 4% identify as other. Comparatively, Cumberland County is 42% White, 38% Black, 3% Asian, 10% two or more races, and 5% identify as other. The Town of Linden is not as diverse, as it is 80% White, 10% Black, 2% Asian, 7% two or more races, and 1% identify as other. Shaw Heights is much more diverse as it is 68% Black, 17% white, 8% two or more races, and 5% identify as other.

North Central Area Population Quick Facts



Small Areas

- Linden:** The Town of Linden has approximately 136 residents as of 2020, which is a **5% increase** from 2010 where they had 130 residents. Linden is growing at about the same rate as Cumberland County.
- Shaw Heights:** The Shaw Heights community has approximately 842 residents as of 2020, which is a **27% decrease** from 2010 where there were 1149 residents in the neighborhood.

North Central Area Population Display featured at Population & Housing Station.

Community Engagement Stations

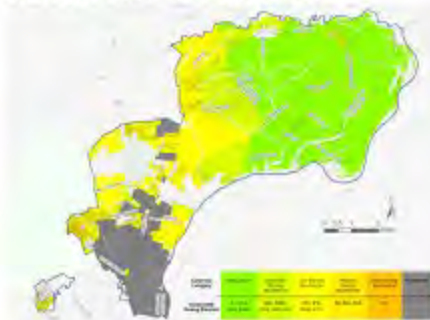
Population & Housing



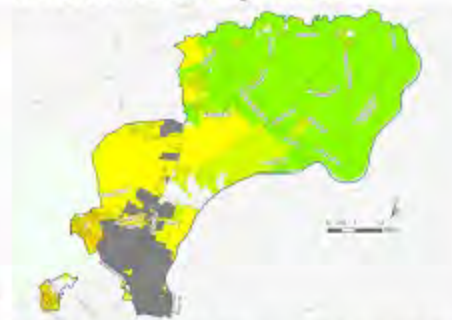
North Central Area Housing



Existing Future Land Use Map of Residential Classifications



Current Zoning Map of Residential Zoning Districts



Residential Development Trends Map 2011 to Present



COST BURDENED HOUSEHOLDS IN THE PLAN AREA

Approximately 30% of the North Central area households are considered housing cost burdened, meaning these households spend 30% or more of their income on housing. In general, renters are more likely to be cost burdened than homeowners. Of all homeowners in the area, 22% are considered cost burdened, while 51% of all area renters are considered cost burdened. Due to recent economic inflation, there may be an uptick in cost burdened households in all communities.

HOMEOWNERS



The Plan Area has less cost burdened homeowners than the County overall (25%).

RENTERS



Renters are twice as likely to be cost burdened than homeowners.

Residential Trends in North Central Area

The North Central area is predominately residential in nature with the 28311 North Fayetteville zip code serving as a more urban area, while the 28356 Linden zip code is mostly rural. In the plan area, there are approximately 7,227 residential units. Of those units, 91% are occupied, resulting in an 9% vacancy rate. Comparatively, Cumberland County has a vacancy rate of 9.3%, and NC has a vacancy rate of 11.6%.

The plan area is home to a mix of homeowners (54%) and renters (46%). There is a higher renter market in the plan area and in Cumberland County than in the State (34.3%) but that is likely attributed to the proximity of Fort Bragg and the transient lifestyle the armed forces often requires.

In the 28311 zip code, the median home value listing price is approximately \$240,000. In the 28356 zip code, the median home value listing price is approximately \$330,000. Comparatively, Cumberland County has a median home value listing price of \$219,900. Housing values have increased notably since 2020.

North Central Area Housing Quick Facts



North Central Area Housing Display featured at Population & Housing Station.

Community Engagement Stations

Population & Housing

Population & Housing Activity

What residential density do you want to see more of? Put a sticker under your favorite images. Use post-its to add comments. Place your sticker vote under your zip code for this activity.

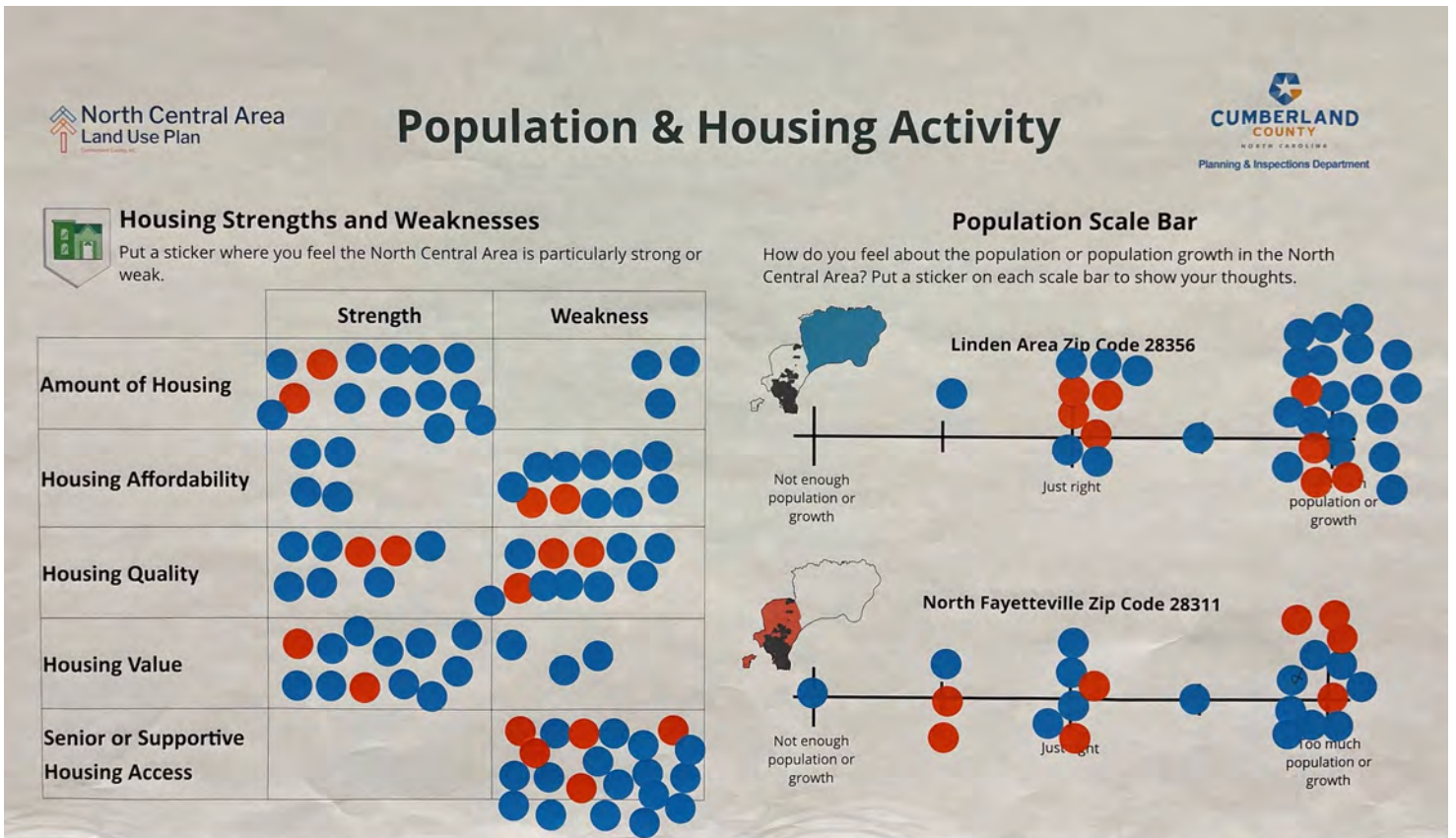
Agricultural Large Lots	Rural Residential	Suburban Residential	Denser Single Family
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>28356</p> </div> <div style="text-align: center;"> <p>28311</p> </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>28356</p> </div> <div style="text-align: center;"> <p>28311</p> </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>28356</p> </div> <div style="text-align: center;"> <p>28311</p> </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>28356</p> </div> <div style="text-align: center;"> <p>28311</p> </div> </div>
Townhomes	Apartment Complex	Mixed Use Housing	
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>28356</p> </div> <div style="text-align: center;"> <p>28311</p> </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>28356</p> </div> <div style="text-align: center;"> <p>28311</p> </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>28356</p> </div> <div style="text-align: center;"> <p>28311</p> </div> </div>	

North Central Area Population & Housing Activity featured at Population & Housing Station.

At this station attendees voted on what residential density they preferred within the plan area. Both the 28311 and 28356 zip codes selected agricultural large lots and rural residential lots as their preferred density in the area. Suburban residential lots received a few votes for both zip codes. In the 28311 zip code, denser single family lots, townhomes, apartment complexes, and mixed use housing also received votes.

Community Engagement Stations

Population & Housing



North Central Area Population & Housing Activity featured at Population & Housing Station.

At this station, attendees noted that the amount of housing and housing value were strengths in the plan area, while housing affordability was mostly perceived as a weakness. Attendees had split responses on whether housing quality was a strength or weakness. Senior supportive housing access was perceived as a weakness in the plan area.

Attendees also voted on how they felt about the population growth in the plan area by zip code. 28356 residents' responses about population growth were mostly skewed towards too much population growth, while some felt that the population was just right. In the 28311 zip code, residents had mixed opinions on the population growth, with half of the responses noting too much population growth.

Community Engagement Stations

Employment Trends & Sectors

The Employment Trends & Sectors station provided statistics on the labor force in the North Central Plan Area, how many people are working, and what capacity/industry they are employed with. This station also provided information on existing commercial and industrial land use in the plan area as well as information about development within the watershed.



Employment Trends & Sectors

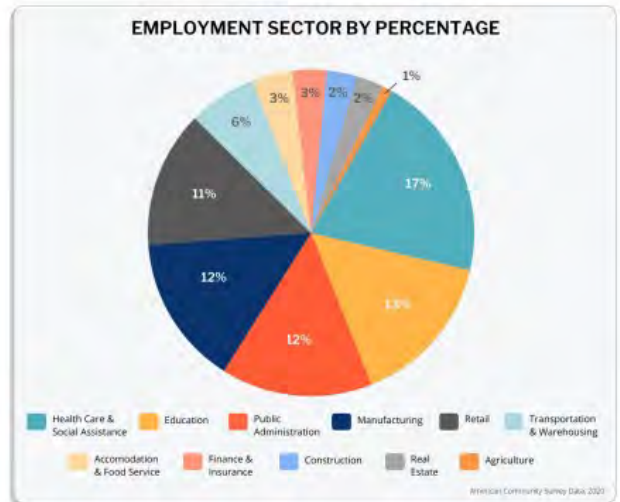
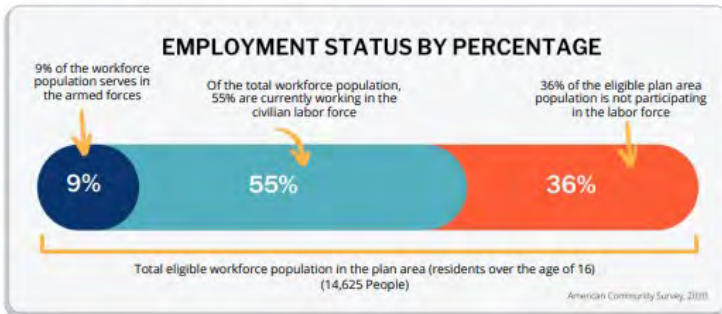


Where do people work in the North Central Area?

Of the eligible working population in the plan area, 64% is in the active labor force. Within the active labor force, **55% of the Plan Area population is employed in the civilian labor force**, and **9% are employed through the armed forces**. The plan area has a smaller armed forces population than Cumberland County overall (12%), but it is still much higher than North Carolina's population of people serving in the armed forces (1%). In Linden, 60% of the population is in the civilian labor force, and in Shaw Heights 59% of the population is in the civilian labor force.

The most common employment industry in the plan area is **healthcare & social assistance (17%)**. **Educational services is second-highest (13%)**, then **public administration (12%)**, and **manufacturing (12%)**. The most common industry residents of Linden are employed by is **retail (21%)**, followed by **educational services (15%)**, then **manufacturing (12%)** and **construction (12%)**. In Shaw Heights, the most common industry that residents are employed by is **accommodation and food services (20%)**, followed by **retail (17%)**, then **health care and social services (16%)**.

As of September 2022, the **unemployment rate is 5.8% in Cumberland County**, which is higher than North Carolina which has an unemployment rate of 4.8%. The Town of Linden has an unemployment rate of 2%.



North Central Area Employee Trends & Quick Facts



North Central Area Employment Trends & Sectors display.

Community Engagement Stations

Employment Trends & Sectors



Industry Trends and Land Use



Existing Land Use Map

Commercial/Industrial Classifications



Current Zoning Map

Commercial/Industrial Districts



Developmental Considerations Map

Hydrology Features



Comparing the Existing Future Land Use Map to Current Zoning

Although this plan area is predominantly residential, there are pockets of commercial and industrial activity. Approximately 1% of North Central's developable land area is currently zoned commercial and 2% is zoned industrial. The combined Future Land Use Map for North Central (2011), North Fayetteville (2003), and Shaw Heights (2008) calls for up to 2% of developable area to be commercial & 3% to be industrial. If residential development continues to rise in the plan area, there may be a need for more commercial land use in the area to support the individuals living in the community.

The largest industrial node in the plan area is home of the **Goodyear Tire Plant**, which is the 6th largest employer in the County with approximately 2,500 employees. Other large county employers are present in the North Central Area including **Cape Fear Valley Health System, Cumberland County Schools, Wal-Mart, and Food Lion**. As this area grows, it may become desirable for future economic development opportunities both commercially and industrially.

WATERSHED DEVELOPMENT

The map above shows hydrology elements located in the plan area including the floodway, 100 year flood, and 500 year flood, along with watersheds. In the plan area there are 3 watersheds present. The largest is the Cape Fear River, followed by Cross Creek, and Little Cross Creek.

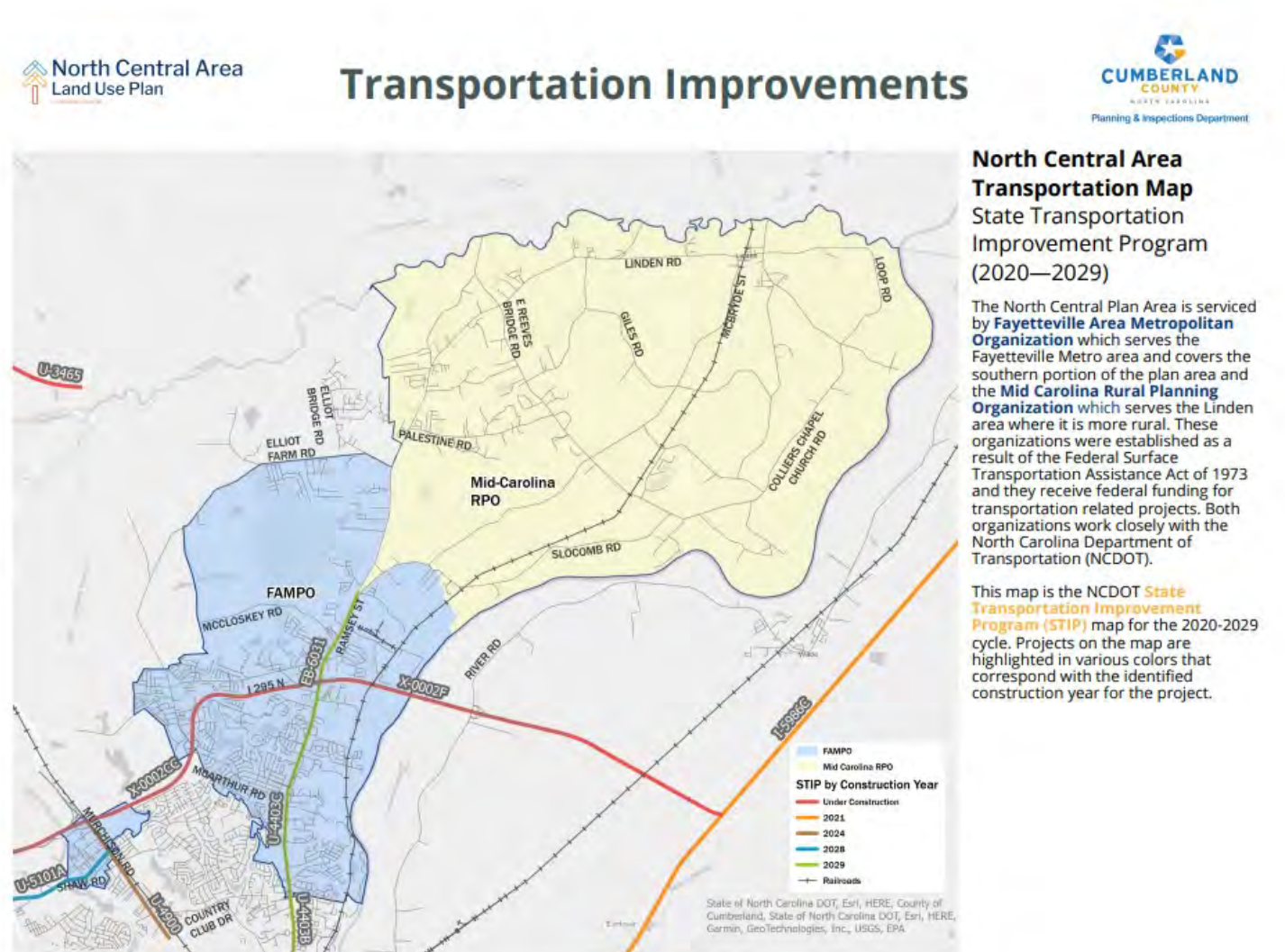
The presence of these hydrology features does not preclude the area from commercial or industrial development; however planners, developers, and business owners will need to collaborate to ensure thoughtful development tactics are utilized that will protect water quality in the area. Cumberland County has a Water Supply Watershed Management and Protection Ordinance, and development in the watershed is regulated through the County Planning & Inspections Department.

North Central Area Industry Trends and Land Use Display featured at the Employment Trends & Sectors station.

Community Engagement Stations

Public Services & Quality of Life

The public services and quality of life station provided statistics on public service providers in the North Central Plan Area, including public utility providers and first responders. For quality of life, the station covered topics including childcare, education, and healthcare access. There was also a poster at this station that discussed transportation improvements that are upcoming in the North Central Area, as slated by the NC Department of Transportation (NCDOT).



North Central Area Transportation Improvements Display featured at the Public Services & Quality of Life station.

Community Engagement Stations

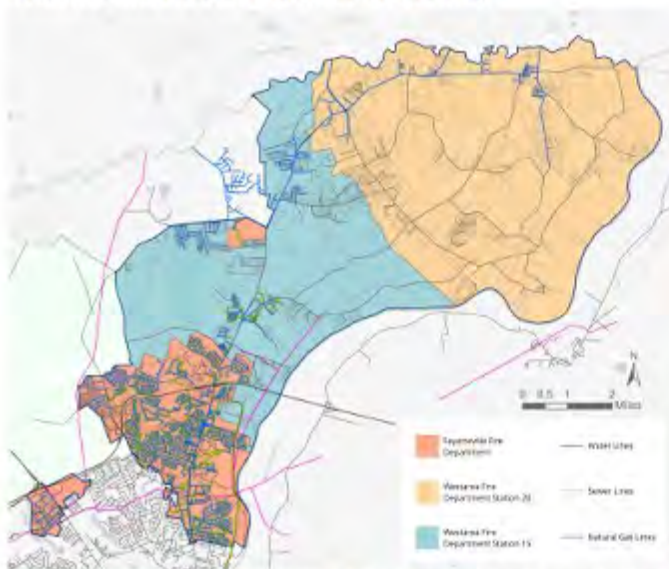
Public Services & Quality of Life



Public Services and Quality of Life



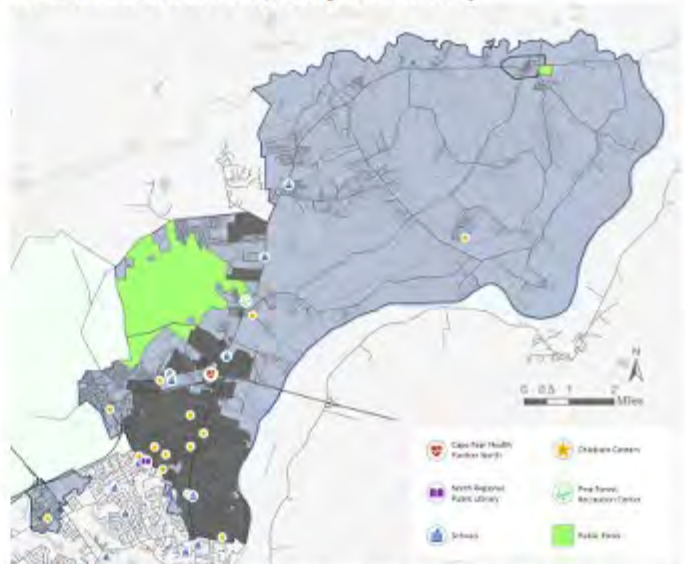
North Central Area Public Services Map



First Responders: For law enforcement, the plan area is serviced by Cumberland County Sheriff's Department. In City of Fayetteville municipal limits, Fayetteville Police Department responds to law enforcement calls. Fayetteville Fire Department services the incorporated portion of the plan area and Shaw Heights, while Westarea Fire Station 20 and 15 service the unincorporated portion in the County and the Town of Linden.

Utilities: Within the plan area, various water utility lines exist. PWC, The Town of Linden, and Harnett County provide water service to parcels that are unable to utilize personal wells. In the southern portion of the plan area, PWC offers sewer service. Cumberland County also offers sewer service to the Kelly Hills Subdivision through NORCRESS. There are natural gas lines present in the plan area, owned by Piedmont Natural Gas and Colonial Pipeline.

North Central Area Quality of Life Map



Parks & Recreation: Within the plan area, there are 3 public parks and recreation facilities, including Carvers Creek State Park Sandhills Access, Pine Forest Recreation Center and the Little River Community Park with an outdoor play area, splash pad, basketball court, and walking trail.

Education & Childcare: There are 5 public schools located in the plan area and 2 private schools. All grade levels are covered in the plan area. Cumberland County Public Library has one branch in the plan area, the North Regional Library on McArthur Road. There are 17 childcare facilities within the plan area. 11 are located within Fayetteville city limits, and 6 are located in unincorporated portions of the plan area.

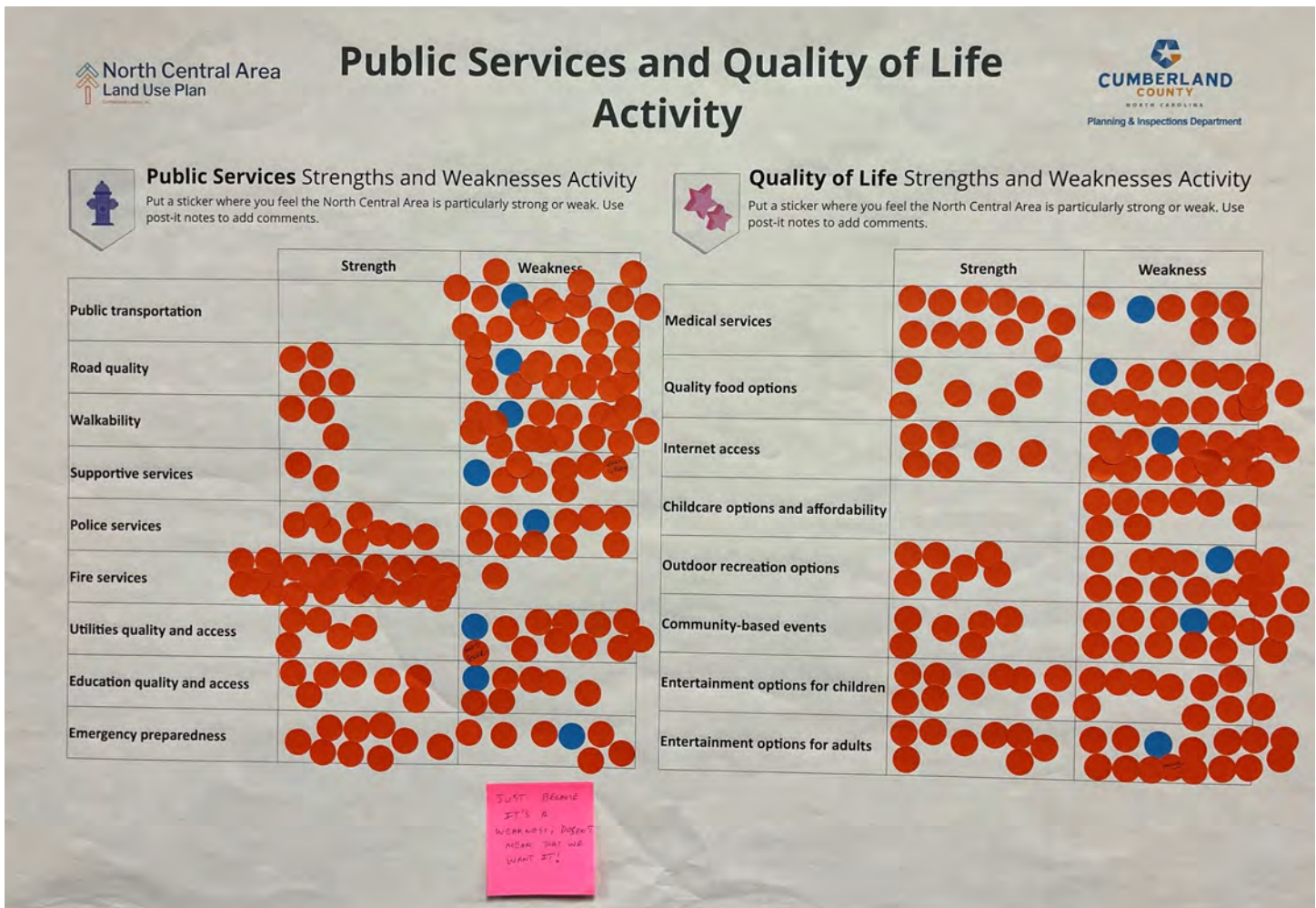
Health Care: 92% of the noninstitutionalized population in the plan area has health insurance. In the plan area, Cape Fear Valley Regional Hospital has a Health Pavilion that offers both primary care and limited emergency services.

North Central Area Public Services and Quality of Life Display .

Community Engagement Stations

Public Services & Quality of Life

The activity at this station was a strength and weakness voting question about public services providers as well as quality of life indicators. See below to view results of the activity.



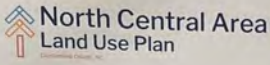
For Public Services indicators, participants voted that public transportation, road quality, walkability, supportive services, and utility quality & access were weaknesses in the plan area. Participants had mixed opinions on police services, educational quality and access, and emergency preparedness with split votes on those being a strength or a weakness. Participants generally viewed fire services as a strength. Although folks had mixed feelings about public services in the area, one participant noted that just because something may be perceived as a weakness doesn't mean the community wanted to see improvements.

For Quality of Life, most indicators were perceived as weaknesses. Quality food options, internet access, childcare options, outdoor recreation options, community-based events, and entertainment options for adults received more votes for weakness as opposed to strength. Participants had mixed opinions on entertainment options for kids, with about half of the responses indicating it to be a strength, and the other half indicating it to be a weakness.

Community Engagement Stations


Rural Character Preservation

Due to the rural nature of this plan area, the last station of the kickoff meeting focused on Rural Character Preservation. This station provided statistics on land currently enrolled in the Present Use Value Program and the Voluntary Agricultural District Program, as well as Countywide statistics on agriculture. The station provided information about rural character preservation techniques and planning practices and had an activity that asked respondents how they felt about rural character preservation strategies being utilized in the North Central Area. Respondents were mostly in favor of rural character preservation by the attendees, with some responses stating they were unsure or neutral about those techniques. See the poster and activity response below.



North Central Area
Land Use Plan

Rural Character



CUMBERLAND COUNTY
NORTH CAROLINA
Planning & Inspections Department


Agriculture in the North Central Area

Agriculture as an industry is important for Cumberland County. Only **1% of plan area residents work in the agricultural industry** but approximately half of the plan area (**49%**) is enrolled in the **present use value program**, indicating agricultural lands in the plan area. North Carolina ranks in the top five for several commodities, including: No. 1 in sweet potatoes; No. 2 in turkeys; No. 3 in hogs and pigs; No. 4 in cucumbers and broilers; and No. 5 in peanuts, upland cotton, bell peppers and burley tobacco. You can find all of these commodities being produced in Cumberland County.

Preserving Rural Character

The North Central area is sandwiched between two areas that are developing rapidly, pressuring wildlife habitats and active farmland. Tactics such as the use of **conservation subdivisions, enrolling in the Voluntary Agricultural Program, or entering land into a permanent conservation easement** are all tools towards stabilizing and preserving rural character in areas.


The image below is an example of a conservation subdivision, also known as a cluster development. In rural areas these can be useful because it still leaves developmental value on the properties, but it also encourages more land to be conserved for open space, leads to less disturbed habitat, and requires less treated lawn area.



AGRICULTURE LAND PROGRAMS

Present-Use Value (PUV) is a deferred tax program available to landowners that uses the value of land in its current use as agricultural, horticultural, or forest land. 49% of the plan area is enrolled in PUV.

The Cumberland County Voluntary Agricultural District (VAD) is a program where farmers can enroll their farms to encourage the preservation of farmland. 5% of the plan area is enrolled in VAD.



Images courtesy of Randall Arendt

A proposed conventional site plan in New Bern.

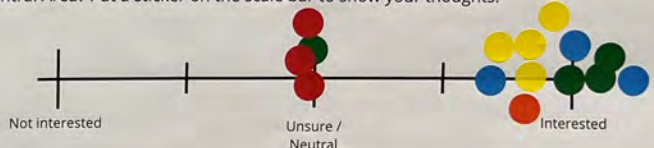
A conservation subdivision plan for the same site.

Cumberland County Agriculture Quick Facts

4,000 Acres of Wheat	8,500 Acres of Corn	8,300 Acres of Cotton	2,200 Acres of Tobacco	16,000 Acres of Soybeans
11th In NC for Sweet Potatoes	18th In NC for Vegetables	4 Million Broilers raised the County	11th In NC for Turkeys	16th In NC for Swine

Rural Character Activity

How do you feel about rural character preservation strategies in the North Central Area? Put a sticker on the scale bar to show your thoughts.



Not interested | Unsure / Neutral | Interested

Community Engagement

Values Survey

North Central Land Use Plan — Values Survey

Question 1: *What do you like most about the North Central Plan Area? What makes it unique? What brought you to the area?*

Verbatim Responses

- Used to like the rural setting before the construction boom
- Rural
- NOTHING... STAY OUT OF LINDEN!!!!
- That it got me out of THE HELL HOLE CALLED FAYETTEVILLE!!!!
- The small-town rural atmosphere of Linden.
- That it was more country and not in Fayetteville
- Not in the City—at least where I live!
- Quiet and privacy with medical facilities, shopping needs within a 30 min drive.
- I grew up here. It is a rural area with less people but I can drive to almost anywhere within 20 minutes.
- Less traffic. More open spaces. Trees.
- Quiet, more land, less traffic, lower crime
- Native- born and raised. Here
- It's a quiet and peaceful area
- I like the fact that it is not overly developed. We want to live in a "country setting". We like it quiet, lots of natural scenery !
- The beautiful nature, quiet, and safety
- A quaint and quiet area within close proximity to high interest areas (North Fayetteville shopping areas and Fort Bragg). We were looking for an area large enough for our kids around without the worry of high traffic.
- Rural
- Family owns land. It was quiet.
- I was drawn to the area for the lack of development. Fayetteville is congested and developing rapidly and I like the opportunity to go home and get away from all the hustle/ business
- The quietness, the amount of farmland. Less people and less populated.
- Born and lived here. Unlike most of Fayetteville it is not a "concrete jungle" it is not overcrowded. There is genuine land that you can live on and feel like you are in the country and not simply in a landscaped park.
- Less traffic, quieter rural area but still close to what I need. We like the small town feel without being completely in the sticks. Lots of retirees on the north side.
- It's quiet, it's country, no traffic, no stores
- Rural, less traffic and less artificial noise
- Born and raised here
- I was born and raised in Linden. I love the quiet sanctuary it is. I feel as though slowly becoming overcrowded.
- Quiet, country living without the crime, traffic and trash of Fayettehell!
- I was born and raised here. I enjoy being close to town but not in town. I love the small town feel of this side of town.
- Quiet rural living close to town
- Low population and country living
- Government needs to stay out of our area
- Familiarity – native Fayettevillian (North) we retired from the military and decided to come back home
- My husband has living in Linden all of his 42 years of life. His father and grandparents (both sets) have over 100 years combined. We want to live and raise our children in a place where they can be free. Free to play, free to ride, free to hunt, grow their own food, and be as self-sufficient as possible. We love our community.

Community Engagement

Values Survey

Values Survey (Continued)

Continued (Question 1: *What do you like most about the North Central Plan Area? What makes it unique? What brought you to the area?*)

Verbatim Responses (continued)

- Leave Linden alone, no annexation. Have lived in Linden all my life and own many acres of farm & woodlands (family land).
- That you are leaving Linden alone. Have lived in Linden all my life and it is becoming urban. I prefer rural.
- Safe area to live
- Rural family farms and agriculture. Small farm community with quiet life style
- Rural, family farms, quiet, country life
- My family part of this area is the rural, farm feel. I love the open agricultural areas. I enjoy waking up and not seeing houses across the street or behind my house.
- Mix of houses and rural areas
- Property owner
- Undisturbed nature, easy traffic, landscape
- The property I own – a quiet non-crowded neighborhood
- The spacious lot I have
- Born here
- Country living, wildlife
- Rural-suburban atmosphere but within a reasonable commute to work and shopping. Overdevelopment is ruining this quality of life slowly but surely. In our Longleaf area, overdevelopment of adjoining subdivisions has led long-established retirees to sell and move, we hate this.
- I like how it is spread out in my area, few neighbors and formerly little noise (not anymore). The military brought me here, and I enjoyed my solitude until now. There are new houses being built everywhere.
- Peace
- Lifetime resident. Rural character and the sense of community.
- Quiet and calm feeling. Born here – it's home.
- If we keep farmland and if neighborhoods come the houses must have 2-4 acre lots.
- I like the State Park the most – unacknowledged asset! For land/Ag land brought me to the area.... It's still (barely) financially feasible.
- I like the space, the quiet, the small-town feel, like we are away from everything.
- The country atmosphere and the way it looks. Less traffic.
- Quiet neighborhoods and open space
- That it is outside city limits and lightly developed
- It's close to town, but still feels like the country. We like the privacy and rural feel, but enjoy the convenience of being a short drive from retail.
- It's not littered with mini shopping plazas, and walmarts etc. Moved here cause we are in the country but also in a great neighborhood we are close enough to walmarts, grocery stores etc. But not in our backyard.
- It's quieter than Fayetteville, has good schools, and has a good commute to post.
- Quiet and low crime
- I am an out of town property owner, so I do not live in the area. However, my properties are in the Shaw Heights area, and when I have visited the properties, I thought it was well located in between Ft. Bragg and downtown Fayetteville.
- Marriage, husband was lifetime resident of Linden, NC. I like the simple life.
- Born & Raised

Community Engagement

Values Survey

Values Survey (Continued)

Question 2: *What things do you wish were different in the North Central Area? List specific things you do not like about the area.*

Verbatim Responses

- Too much new construction, both residential and business. Utilize what exists or tear down and build on existing location.
- Tear down and build on existing home sites. Less new building on empty lots.
- There should not be a “plan”. This is a fascist dictatorial move- forcing free citizens to join something they don’t want! We moved here to get away from the Fayetteville government and especially PWC!
- I “wish” there was no plan. As always, we the citizens are being asked to pay \$ to a government that doesn’t serve us!!!!
- I do not like all of the developments going in. I do not like the idea of being annexed by Fayetteville. If I had wanted to live in a “city” I would have purchased a home there.
- None. I love this area.
- There is no community rec center; no place for senior citizens to gather or that offers kids something to do after school. Not even a park with swings, etc. We need something that residents can walk to. No grocery stores either. Bus service is very limited. No County involvement at all unless requested. Very difficult to get illegally dumped items picked up.
- Potential for rezoning for industrial uses.
- No services in my area. To get to a County landfill/recycle site, I have to drive to Spring Lake. My area is car dependent. To access parks/rec activities, I have to drive to another area—probably inside or at least go through the City limits to get there. No convenient places to shop. No grocery, pharmacy, fast food, or employment opportunities.
- Grocery store serving the northern areas of the plan along Ramsey St.
- Lack of amenities, limited food delivery.
- New growth, no access to city water or sewer, no police protection.
- Running trails.
- Lack of high-speed internet options. I do wish we had high speed cable in our area.
- Speed limits, the insane amount of trash that is dumped in Linden, and the limited school transportation as well as school or community activities.
- Speed limits in our immediate area are easily disregarded by most drivers which make it a hazard for homes near the main roads (McBryde, Giles, Main). Wish there were more community parks with other family centric amenities.
- Road conditions. Big trucks on back roads.
- Building of neighborhoods. Individual 2 acre or more lots are better for the community.
- I wish the amount of neighborhoods popping up would decrease. The area is becoming overpopulated.
- I do not like vast paved areas, cheap spec homes built only for people not planning on living there long, too many nationwide restaurant franchises, people who have a problem with hunters, homes built so close together they share a driveway.
- BETTER INTERNET for kids education. Not so much nepotism and insider info. Need a doctors office, dentist and safer bus routes for kids. Need sidewalks or bicycle trails. Streetlights in area kids may walk.
- Too many subdivisions. Losing too much farmland.

Community Engagement

Values Survey

Values Survey (Continued)

Continued (Question 2: *What things do you wish were different in the North Central Area? List specific things you do not like about the area.*)

Verbatim Responses (continued)

- More restaurant choices not just fast food, senior center with lots of activities, schools need to be improved and rezoned to accommodate all the new families (Linden needs it's own schools). Roads widened/ shoulders on roads for safely pulling over in an emergency on roads like Elliott Bridge and Elliott Farm, Ramsey needs to be widened to 2 lanes on each side all the way to Lillington with all these new communities that have increased traffic. Need an exit from 295/95 for Lillington to not drop off all that truck traffic on Ramsey. It's part of the traffic congestion problem here. Too many large trucks coming through past Goodyear to Lillington. Northside needs a movie theater, improved bowling alley, better/larger Rec center for the kids. College Lakes is not cutting it and cannot accommodate the expanded north side and still too far for kids out in the rural side/Linden/southern Harnett Co to go to. Same with needing a senior center, better medical care options. If you are going to build houses out here there needs to be improved cell phone signal, internet and activities for families besides medical care/VA services. There
- S a huge military presence here.
- The way it'd being built up. Subdivisions popping up everywhere.
- I wish Linden had better access to internet. CenturyLink is a terrible company that charges \$50 for 3 Mbps, that's the same price Spectrum charges for 400 Mbps.
- That the dirty city is moving way too fast out this way!
- Nothing. Leave it the way it is.
- Lower crime.
- Government screws things up.
- The obvious concern for the residents due to the overbuilding and deforestation. There are ways to develop responsibly. But when it is all about the bottom line, (i.e. tax dollars), the County/City developers are all on the same team.
- Less development. Wildlife is suffering. The deer are showing up in residential areas. The wildlife is compressed between development. Flooding and drainage issues will worsen with the over-development.
- Too much development, poor internet, poor response time.
- Less development – Better police services – need broadband.
- Traffic management.
- Developers and encroachment from people with money that want to make our land commercial.
- Developers would stay away – people who want to make Linden a city.
- If I wanted to change, I wouldn't have moved to this area.
- Less apartment buildings.
- No housing.
- Upgraded school.
- No good restaurants or movie theatre. Lack of medical facilities. Lack of upscale retail.
- Too many people.
- Growth and development.
- The type of housing being built (high prices, inexpensive materials) is too densely built. No privacy berms/trees to give privacy from the road and make it less cluttered-looking for those driving by. Roads narrow in subdivisions. Broadband service subpar.

Community Engagement

Values Survey

Values Survey (Continued)

Continued (Question 2: *What things do you wish were different in the North Central Area? List specific things you do not like about the area.*)

Verbatim Responses (continued)

- The City of Fayetteville needs to change, too many low income houses. The county does not support rural areas.
- Overdevelopment of subdivisions. Overpopulation/population growth. Terrible traffic getting worse due to over development. You are destroying the charm that brought us here almost 20 years ago. More dollar stores, tattoo shops, convenience gas stations, car washes, and fast food joints is not progress. Annexation by the City of Fayetteville will destroy what is left of the rural-suburban charm that still exists. NOTE: your process is flawed in that there is no cost associated with all the goodies suggested as improvements. A lot of attendees engaged in irresponsible wanting. Notes on check box questions: Workforce education and training only "for skilled, professional jobs." Attract new businesses, but the right businesses. Quality not quantity! Solve the unnecessary overpopulation and traffic management will largely fix itself. I want to stay on Harnett water, not Fayetteville!!! Quality food access means no more fast food joints. How about organic bakeries, organic food stores, organic butchers, protected cafes, good quality delis, dim sum, Mediterranean food. Maximize permanent conservation land use, let our plan area be green in perpetuity. No more national chain stores. Overpopulation and overdevelopment, and encroaching annexation by the City of Fayetteville is ruining the area.
- All the new development. The wetlands.
- Nothing
- No convenience stores in northern most part of this plan area. No restaurants.
- No annexation to Fayetteville at all. Moved out of the city.
- (1) Disconnect between developer plans (e.g. CRA) and County/City/DOT plans. Who is in charge?!? (2) County and City do not (as far as I can tell) talk to each other.
- Would like more nice parks with walking trails and greenways. Would like a Trader Joes right off the 295 to prevent traffic. Would like 401 widened to 4 lanes all the way to Lillington. Have a sign ordinance to make it look nicer. Raise littering fines to 500 first offense, 1000 second, and 2500 third.
- Production home developments.
- The new subdivision.
- I would like more grocery store options. Harris Teeter or a Publix would be awesome! High speed internet, such as Google Fiber.
- All the annexation going on and adding shopping stores. People moved out this way to get away from the city.
- Nothing.
- For Shaw Heights specifically, sewer and better policing would be huge. I would also be nice if a lot of the run down properties were improved and more business was brought into the general area. After all, it seems to be a great location.
- All the new housing development (coming all at once).
- All the new housing developments moving in on old farm land.

Community Engagement

Values Survey

Values Survey (Continued)

Question 3: *What is your vision for the future of the North Central Plan Area? Describe what you would like to see?*

Verbatim Responses

- Common sense into building instead of corruption.
- Seeing buildings being refurbished, less new building on empty lots.
- I hope to be left alone to live in peace without being forced to pay astronomical prices to be hooked to sewer and without being taxed by a government that represent me! ALSO, why are none of the answers on the following questions not "leave us alone and stop trying to steal our money?" That's what we want. That's the most important housing topic, the most important business strategy, the most important public service and the most important quality of life topic... LEAVE US ALONE.
- ALL HOUSES BUILT AFTER 2019 should be destroyed and all those homeowners shipped somewhere else. All questions below do not account for those of that will fight this illegal action tooth and nail!!!!
- It would be great to get a few more nice restaurants and another grocery store on Ramsey Street instead of another car wash or convenience store. If housing developments are a must, make sure that they have at least 2 acre lots, but honestly I don't think we need anymore housing here in Linden.
- That you would leave it alone, as is.
- Improved community centric activities and locations without having to drive to or near Skibo.
- Less. There is enough stores and restaurants.
- To keep Linden a quiet country community.
- Less development with smaller lots.
- Less restaurants, less housing, less business.
- I would like to see a community center that is staffed and offers programming for senior citizens and children. Also has a splash pad. We need to be able to walk to the center. Transportation is very difficult. I would also like to see a grocery store. The closest place to buy groceries is Sam's Club which requires a membership. Very car dependent neighborhood.
- I'm too new to the area to answer this question at this time.
- My area needs a County landfill/recycle site. The residents would not have to drive to Spring Lake or City of Fayetteville to dispose of their waste. I believe this would also cut down on the illegal dumping. I'd also like to see a recreation center with a splash pad. The children do not have anything to do after school or in the summer.
- Well planned area with a good mix of open spaces/parks, quality grocery and food options in the north but not too overdeveloped.
- Maintain rural small town feel with a few more conveniences.
- Correct problems above, grocery store.
- Retain pastures and green space. Limit commercial development and home construction.
- Affordable senior housing would be nice. But other than that I don't really think we need much in this area. I'd like to see as much of the natural landscape kept as possible.
- Trash cleaned, speed limits enforced, taxes being allocated not to school board members but to teachers, bus drivers and bus transportation.

Community Engagement

Values Survey

Values Survey (Continued)

Continued (Question 3: *What is your vision for the future of the North Central Plan Area? Describe what you would like to see?*)

Verbatim Responses (continued)

- Added housing areas that are properly spaced apart, planned suburban shopping areas without excessive paved areas and proper natural features. Pavement brings flooding and run off pollution in areas that we fish and swim in. Middle to lower middle class housing as well as properly governed and monitored affordable housing. Focus on natural parks and agro tourism. Growth that's not about developers making the most money they can with no regard for population density planning. Businesses that make Linden a self sustaining community and not just a big housing development for people to commute to Fayetteville. A grocery store! A school for this area!
- Everything I listed above. We like the small town feel but at the same time we are the forgotten side of Fayetteville. Everything seems to be catered to the south and western sides of Cumberland Co. Fort Bragg covers several counties and that needs to be taken into consideration when building and adding businesses and schools that so many move to northern Cumberland and Southern Harnett Co.
- I would like to see it left the way it is and stop building houses all over.
- Get more resources for the local community. Doctors offices, behavioral health specialists and dentists.
- I would like my area to stay as rural as possible.
- Much, much, much less growth! Keep it country!!!!
- Stay out of our peaceful area.
- Look at your past mistakes. Stay away.
- Maybe a few new schools. Less spec houses. No apartments, shopping centers, or things like that.
- Trees & responsible development.
- More farming, more agriculture, homes on larger lots (2+ acres), no HOA, preserved land for hunting.
- Leave Linden alone, stop developing farmland. Leave farmland as farmland.
- Leave farmland as farmland. Less development.
- The land left alone. No more development or population growth. Keep the farms agriculture.
- Woods – land undeveloped. No more population growth.
- I would like to see 401 stay a 2 lane road. I would like to see no more housing developments in the 28356. I want to keep our area rural.
- More walkable areas, more buses, more restaurants, and malls outside of the city.
- One (1) shopping complex possibly.
- I would like to see more growth. A gym or walking trail. I would like to see sewer come through my subdivision. More closer restaurants and manufacturing.
- Less development.
- Control development.
- Continue as a rural-residential area.
- More quality services and retail, not superfuel stations and nail salons and chain restaurants and ABC stores.
- More mom and pop businesses, not another Walmart. Notes: On quality of life: really is this the main topics?
- Less development.
- Control development.

Community Engagement

Values Survey

Values Survey (Continued)

Continued (Question 3: *What is your vision for the future of the North Central Plan Area? Describe what you would like to see?*)

Verbatim Responses (continued)

- The vision of what we think will happen is dark. There is no reason to trust the City of Fayetteville. Prevent creeping annexation! What we would like to see: (1) Stop, slow, and where possible reverse population growth, (2) Maximize permanent conservation area land use, green belts, and woodlands, (3) Prioritize natural beauty, recreation, and quality of residential life over growth and sprawl, (4) Never let the City of Fayetteville annex anything in the plan area again, and (5) Allow those using Harnett Regional Water to continue to do so. No Fayetteville utilities!!!!
- Continue as a rural-residential area.
- More quality services and retail, not superfuel stations and nail salons and chain restaurants and ABC stores.
- More mom and pop businesses, not another Walmart. Notes: On quality of life: really is this the main topics?
- If homes to be built do not rezone what was a wetland on prior maps into being not wetland any longer. This is wrong. (?)
- Keep the city a city and the county agricultural. And NO annexation!
- Uncontrolled development (which is the current mode) must be reined in. Glad you are doing this. Utilities access – internet. I work in the area – farming.
- Do not change it. No apartments, no more housing developments, no shopping centers.
- Good schools, places to shop, nice restaurants, nice parks for recreation. I would love an aquatic center like the new one in Raeford.
- Keep it rural.
- Keeping it lightly developed, preserving the forest and green spaces.
- I would like to see a reliable internet provider lay fiber for high speed internet. I would like to see a grocery store somewhere between Goodyear and Elliott Bridge Road. Beyond that, I would hope it will remain mostly the same. We love where we live and are not keen on the City of Fayetteville filling in around us.
- I enjoy the area as it is.
- For Shaw Heights, a convenient spot outside Ft. Bragg and Fayetteville with decent shops and living accommodations. I don't expect it to be one of the nicer neighborhoods, but it could be a nice, conveniently located neighborhood that is on the affordable end of the spectrum.
- Need 4 lane highway on 401 to Linden. If improving access to business financing means bring a bank to the area, then yes.
- Less development, less traffic.

Community Engagement

Values Survey

Values Survey (Continued)

*Question 4: Which Housing topics do you think are the most important for the Plan to focus on?
Check the box(es) next to your top 3 topics of importance.*

Housing Topic	Responses
Supporting redevelopment of existing housing	31
Increasing senior and supportive housing options	25
Encouraging new housing development	7
Increasing home values	23
Increasing housing affordability	15

*Question 5: Which Business and Economic Development strategies do you think should be prioritized?
Check the box(es) next to your topic 3 strategies of interest.*

Business and Economic Development Strategy	Responses
Increasing job opportunities	33
Workforce education and training	42
Improving access to business financing	11
Attracting new businesses	12
Improving access to personal financing	11

*Question 6: Which Public Services do you think are most important?
Check the box(es) next to your top 3 topics of importance.*

Public Service	Responses
Traffic management	39
Education quality	47
Utilities access	29
Safety services (fire, police, EMS)	44
Public transportation access	9

Community Engagement Values Survey

Values Survey (Continued)

Question 7: Which Quality of Life topics do you think are most important to you?
Check the box(es) next to your top 5 topics of importance.

Quality of Life Topics	Responses
Entertainment options for adults	14
Medical services	32
Internet options	41
Quality food access	1
Entertainment options for kids	19
Childcare access & affordability	16
Public art	8
Retail options	11
Access to public parks	31

Question 8: Of the four categories mentioned above, which are the most important?
Check the box(es) of the 2 topics that are most important to you.

Category	Responses
Business & Economic Development	7
Public Services	23
Quality of Life	54
Housing	14

Values Survey—Demographics

What is your ZIP Code?

ZIP Code	Responses	Percentage
28311	24	34.28%
28356	45	64.28%
Other: 27603	1	1.42%

Community Engagement

Values Survey

Values Survey—Demographics (Continued)

What connects you to the North Central Plan Area?
(Select all options that apply to you)

Connection	Response	Percentage
I am a renter in the area*	4	5.71%
I am a homeowner in the area*	61	87.14%
I am a property owner in the area*	28	40.00%
I am a business owner in the area*	10	14.28%
I am a key investor in the area*	2	2.85%
I work in the area	11	15.71%
Other: Drive through the area	1	1.42%
Other: Volunteer firefighter	1	1.42%
Other: Military retiree	1	1.42%

*Indicates multiple selection responses.

**Over a third of respondents selected two options, roughly 12% of respondents selected three options, and one respondent selected five options.

What is your racial/ethnic identity?
(Select all options that apply to you)

Race/Ethnicity	Response	Percentage
White	48	68.57%
Black	6	8.57%
Hispanic	1	1.42%
Asian	0	0
Native Hawaiian or Pacific Islander	0	0
American Indian or Alaskan Native	0	0
Two or more races	7	10.00%
Missing	9	12.85%

**Survey responses with multiple selections were moved to the “Two or more races” option.

Community Engagement Values Survey

Values Survey—Demographics (Continued)

How old are you?

Age	Response	Percentage
Under 20	0	0.00%
20 to 30	4	5.71%
31 to 40	10	14.28%
41 to 50	20	28.57%
51 to 60	15	21.42%
61 to 70	8	11.42%
71 or older	10	14.28%
Missing	3	4.28%

What is your typical annual household income?

Annual Household Income	Response	Percentage
Less than \$15,000	1	1.42%
\$15,000 to \$24,999	1	1.42%
\$25,000 to \$34,999	4	5.71%
\$35,000 to \$49,999	8	11.42%
\$50,000 to \$74,999	9	12.85%
\$75,000 to \$99,999	14	20.00%
\$100,000 to \$149,999	16	22.85%
\$150,000 to \$199,999	10	14.28%
\$200,000 or more	2	2.85%
Missing	5	7.14%

Community Engagement

Stakeholder Engagement

Stakeholder Engagement Summary

Area stakeholders were identified as apart of being a part of an individual group that had knowledge about the area’s infrastructure, public services, economic development, housing, or a combination of all of the above. Stakeholders were contacted by e-mail or were directly introduced by the North Central Plan Area Steering Committee for their request for input.

To reach a diverse group of area stakeholders many organizations were contacted for their interest to participate; such organizations/stakeholders included government officials, local farms, public services representatives utility providers, local business Fort Liberty officials, developers, and area resident representatives.

In total 59 area stakeholders identified were reached out to. 23 interviews were completed of those who responded, were willing to participate, and ultimately completed the interview. Certain organizations had multiple stakeholder interviewees within the organization which were not counted as additional completed interviews.

Stakeholder interviews were conducted from October 19th—November 3rd, 2023 and were conducted either by phone, in-person, or as a written questionnaire; whichever the stakeholder desired. The following pages are a summarization of the stakeholder results placed into categories of a related nature.

The following pages are a summarization of the stakeholder input received put in various categories.

Community Engagement

Stakeholder Engagement

Stakeholder Engagement

Linden Related Notes

Services / Infrastructure:

1. Linden facing drainage issues, canal in town to alleviate drainage issues has been/is routinely blocked by beavers which aggravate drainage and flooding issues.
 - a. Beaver management Program is needed.
2. Linden's water system needs to be expanded (water is purchased from Harnett County) but it is Linden's water district (state/federal grants may make this possible)
 - a. Linden likely to switch to digital water meter readers following Harnett's lead.
 - b. Harnett will not expand water lines, it just provides the water to Linden, Linden or another entity must expand the system in that district.
3. Linden desires to have access to a sewer system and better internet (state/federal grants may make this possible)
 - a. Soil in area not entirely suitable for septic which inhibits growth without access to sewer.
 - b. Sewer availability not likely from Harnett due to cost of crossing river - perhaps future local/state/federal funding may provide access/grants.
4. Linden is stuck with lack of proper growth because there are residents who are not looking to the future and are only concerned about themselves, Linden needs to increase in size/population to be able to get the desired services (water/sewer/fiber)
 - a. Not much sense of community - there is a divided between who is in Linden vs who is out - those out have limited to no representation but greatly outnumber the actual population of Linden.
 - b. Increase in population by expansion of Linden's town limits will increase population base for those wanting to serve on councils/committees who are currently ineligible despite their proximity to Linden.
 - c. People are concerned about being annexed by Fayetteville and annexation by Linden is far more desired.
 - d. Increasing Linden's MIA jurisdiction will allow for development to be more aligned with the goals of the community for commercial/residential development.
 - e. Linden should be able to / needs to annex out more - Linden Township should be from the top of the county through Giles / Duck Pond Loop Road
5. Linden has limited or a total lack of access to certain services.

Community Engagement

Stakeholder Engagement

- a. Transportation (Taxi's / Uber / Bus Service) / senior care services (Meals on Wheels / Transportation/ etc.)
 - b. Far away from nearby necessities like health care / groceries / restaurants
 - c. Limited resources for lower income population / outreach from providers - Lack of services and information may force low-income residents to move closer to the city / urban areas.
6. Linden Park should be built upon - ball fields / youth sports / events / etc.
 7. There is misinformation about what exactly the County / State/ Linden can do / is able to do in the plan area.

Housing / Development:

1. Linden Needs Development Support for both Residential and Commercial / Linden should receive support and be worked with - should be made a goal/priority.
2. Rural / agricultural Character of the general Linden area should be recognized and maintained.
3. Linden and the general area around linden have multiple run-down homes and businesses that need to be addressed by proper removal or revitalization.
4. Reduce/Restrict Pencil lots (thin / small - need 1+ acre lots)
 - a. Would like to avoid neighborhoods and R40 Lots - Would prefer 2-10+ acre parcels rather than a 30 acre- 15 home subdivision spot development.
5. Promote responsible developers.
6. Development within / around Linden supporting unique dining options / short term lodging / small scale industrial will promote tourism / Fort Bragg/Liberty soldiers here temporarily for training can stay in the area and bring in revenue
7. Sign Ordinance too restrictive for small / rural businesses / prevents property advertising their business (especially A1 sign regulations) - limited road-side exposure can break a business.

- Other Stakeholder Issues:

Services / Infrastructure:

1. Sheriff's Office response time slow, lack of deputies in area is an issue / budget should be increased for staffing levels and salary for retention.

Community Engagement

Stakeholder Engagement

2. The Fire Department is appreciated and has a good response time but should have more full time / paid staff,
3. Expanding water and sewer services in the north portion of the county may promote undesirable growth.
4. County should be involved in providing needed services (Funding or getting grants / cost-share with developers and /or utility providers)
 - a. Departments in general should look into grant funding and budgeting while working with state/local/regional partners to address issues and access to services/resources.
 - b. Service needs to be dependable and affordable,
 - c. New Services need to be planned for future use and growth rather than just to serve present capacity.
 - d. Water infrastructure in plan area is limiting for Fire Emergency Response - New Developments aren't don't even have adequate systems.
 - e. Area's incoming population growth outpaces existing infrastructure.
 - f. Utilities should be available to all residents - surrounding counties have way more water available to rural areas compared to Cumberland.
 - g. Sewer Wastewater services are needed for most industrial and commercial uses.
 - h. Everything is being moved online (county services included) but there is limited access to quality internet in the plan area; if the county is pushing to online infrastructure, then they need to provide internet infrastructure everywhere.
 - i. Health Pavilion North should be expanded / provide more services.
 - j. Limited resources for lower income population / outreach from providers
 - k. Another Waste substation / Containers site should be done in the plan area.
 - l. County Trash Service Should be available and public water should be more available.
 - m. Once the federal/state government decided that fiber/internet is the priority that it is there will be public funds / grants available to bring internet services to rural areas before that it is cost prohibitive for local jurisdictions and for-profit companies.
5. Cumberland County should be providing the utilities in Cumberland not Harnett.
 - a. most prominent reason being is that if Harnett Utilities are being improperly managed in Cumberland County, affected individuals cannot go to their local commissioners/government for representation to fix the issue; Harnett County commissioners / staff don't care about what people in Cumberland County have to say / are having issues with

Community Engagement

Stakeholder Engagement

- a. Developers shouldn't be solely responsible for DOT requirements for changes to the road to meet development requirements - DOT should also plan for further development.
 - b. DOT should be prioritizing improved lighting / widening of roads - cost shouldn't always be on developer.
12. Future 421 Bypass / 44 Bypass may be in the works in the next 20 years and may drastically reduce travel in the area and spur development.
- a. Greensboro to Sanford interstate being constructed may eventually tie into 295 (future I-685 / currently 421) - Key to further development in the plan area and beyond.
13. Rural / Small businesses are faced with heavy restrictions meant for large commercial operations - there are some inspections / requirements / ordinances that can prevent a small business from flourishing or even operating.
14. Joint-Trenching is the best way for utilities and governments to reduce costs and use existing infrastructure / prevent future damage during construction in neighborhoods / roadways.
15. Lack of sewer inhibiting development
- a. Either need to provide sewer or allow community septic.
 - b. Most soil in area not suitable for higher density / commercial development on septic systems.
 - c. Sewer through Harnett County not likely due to expensive lift station / crossing river.

Housing / Development:

- i. There is a need for a good balance to planned growth and development and preservation of farmland and rural character.
 - a. Allowing for lower density housing can help preserve farmland by not using all available land for home lots and instead reserving some for agricultural use.
 - i. Agricultural land is being sold and/or lease agreements are being pulled to sell large, farmed land to be developed due to unregulated growth practices.
 - ii. Modern development (homes clustered close to roads / long thin lots / etc.) which reduce rural appearance.
 - b. Green Space / Rural Character should be promoted.
 - i. More aggressive neighborhood/greenspace ordinance should be created/enforced.
 - ii. Inland flooding is more prevalent than ever due to a combination of climate change related weather and impervious surface due to development - mitigating risks is a challenge - stream debris clearing should be a priority in maintaining river/floodways.
 - iii. Commercial and High-Density Development should be required to have designated green space.


Community Engagement

Stakeholder Engagement

- c. Clean / Non-polluting industries should be supported / promoted.
 - d. Area North of E. Reeves Bridge Road should remain Rural/Agricultural
 - e. Growth must be heavily regulated with strict zoning ordinance requirements (and enforcement)
2. Industrial / Residential areas should be protected from each other with adequate buffering / distances / uses - Potential industrial sites can be compromised by nearby residential developments.
- a. Responsible industrial / manufacturing growth will provide higher paying jobs for the area than other commercial service/distribution jobs.
 - b. Commercial & Industrial Development should be promoted over residential development - commercial provide more revenue and residential tends to be more of drain due to required services (long term services for residential are more costly in terms of the tax base compared to commercial entities)
 - c. All intersections of major roads should be allowed to be commercial to allow for accessible grocery stores / shopping / needed services.
3. The schools are overcrowded - there needs to be a better teacher / student ratio / a new school would drastically benefit and service the community.
- a. Reilly Road School to be decommissioned? - may affect schools / people in plan area.
 - b. Any further residential development within the North Central Plan Area, the school district will have to consider redistricting school assignment areas within the county, as the current capacity of school buildings located in the North Central Plan Area is insufficient to support further growth.
 - c. New / improved schools promote development - a new school is needed in the plan area - once established it will promote development in the area.
 - i. Community College or children related school (either)
4. Focus locating commercial and industrial sites / development along Ramsey and areas near the 295 interchanges where similar activities exist and there is the infrastructure.
- a. 401 N Site (Near Goodyear) is prime manufacturing/industrial site opportunity for plan area - access to 295 / Cape Fear River / RR
 - b. Development along Ramsey will spur growth and services to the entire plan area.
 - c. Development should be promoted where existing services are available.
 - d. Grocery store options and retail business south of Elliot Bridge Road can be promoted and provide for the entire area without having to expand into rural / agricultural areas.
 - e. Housing development should also occur along Elliot Bridge Road rather than expanding east into agricultural areas / these same areas can support mixed development.

Community Engagement

Stakeholder Engagement

- 
- f. Housing Development along 401 and 217 should be better controlled.
 - g. Mixed Use Development might have a strong opportunity in the areas north of Pine Forest Middle school but integrating the correct commercial development into the mixed use is a priority.
 - i. Mixed use shouldn't be so difficult to do - requirements should be more spelled out and available - currently requires commercial zoning and special use permit.
5. Affordable housing should be promoted.
 - a. Low Income housing lacking in plan area - need to promote / provide.
 6. Cross Creek State Park and Linden Little River Community Park should be expanded / further developed.
 7. Potential Policy/Plan Deviation by Staff/ Appointed Boards / Elected Officials needs to be reduced - need to have more public input on cases that deviate from plans - such cases should be heavily made aware of to public, to get input.
 - a. Economic / Residential Development need a diligent / hard working planning/permitting office that meet deadlines and don't unnecessarily delay projects - information about what needs to be provided for a submitted projects needs to be readily available and not change / require unadvised information after submittal.
 8. The overall community is lacking a senior only living subdivision / apartment complexes, but larger lot homes should still be the primary focus.
 9. Plan area could use additional shopping & activities (strip malls / dining / parks / pools / open- air theater)
 10. Loss of zero lot line subdivision stopped / drastically reduced development in the county.
 11. Old / Run Down Mobile home parks should be gotten rid of / developed in another manner - ways to do this should be made / promoted - new mobile home parks should be not allowed / restricted.
 12. Light Commercial is okay in some rural / agricultural areas but most commercial cannot be sustained either at all or without heavy development of the area which may not be wanted.
 13. The County / Area needs to decide what they want to have in the area (industry / commercial / etc.) and promote that specific use; long term plans need to be made and followed through with.

Community Engagement

Stakeholder Engagement

Additional Information

Areas & Communities to examine:

1. Eastover is a good example of mixed used Commercial / Residential / Agricultural
2. Robeson County and Pembroke Community support for the LNG Plant Projects is an example of successful infrastructure planning.
3. Carolina Gardens of Fuquay Varina is a good planned senior-only living subdivision.
4. The cottages on Ramsey (Nandina Court?) are good examples of planned housing developments.
5. Brunswick Forest (Leland, NC) is an example of a strong / ideal location/community (Walking trails / bike paths / pools & recreational facilities/parks with access to full commercial/entertainments services (grocery/theatres/gas/ coffee/special interest) Access to urgent care / pharmacy.
6. Nashville / Clarksville - Good templates for planning and rail development
7. Examples of strong economic development / programs are Sanford Area Growth Alliance / Wake County Economic Development / Chatham County Economic Development
8. Lee County / Sanford - Vinfast / Toyota are examples of good planned economic development.
9. Sanford area is an example how multiple surrounding counties/jurisdictions got together to provide services across county lines to benefit the entire area.
10. Does FAMPO's Plans match future growth for the area?
11. Red Oak area (Nash County) is a good example of planning - Rural Development grant for fiber - good school system / strong infrastructure / education and grant opportunities.
12. Cliffdale Road area is an example of bad planning / development in conjunction with Fort Liberty / Buffering
13. Apex / Holly Springs / Lillington are good examples of planned development - joined urban center / town center / open air construction - tie in urban living.

Community Engagement

Stakeholder Engagement

Other Notes:

1. Voluntary Agricultural Districts / Parcels: Protect from development; keep them in mind / expand program / educate.
 - a. The agricultural used land is mostly leased and not owned by the farmers and such farmers are frequently losing access to large lots being bought up - hard to continue agriculture in the region and it should be protected.
2. Planning Staff and Boards should be cognizant that their policies and decisions could have major impacts to marginalized communities (i.e., elderly, and socioeconomically disadvantaged)
3. Information & public meetings in general is not well communicated to the public - utilizing churches and community clubs to disseminate information would be a good idea.
 - a. The Land Use Plan / Map is misunderstood, and you may need to provide more education / advise the public further on the matter.
4. County / Local Government should host seminars / provide information / grants for small/agricultural businesses.
 - a. Provide opportunities / education for retiring military / those leaving the service.
5. Local workforce and companies should be priorities for the construction and maintenance of new/existing infrastructure.
6. While there is current infrastructure along Ramsey - it needs to be bolstered for new industry and projects for the area.
7. Large tracks of land have been bought up along Ramsey and Linden Roads with no indication of further development.
 - a. developers plans & future plans in general for the area should be made widely publicly.
8. Environmental Justice Toolbox / Green Growth Toolbox
 - a. PFAS and emerging containments need to be monitored in region.
9. Fayetteville area is in the labor-shed of Raleigh Durham / 87 / Lee County - suppliers may have an interest in locating to the area.
10. The county / city could purchase abandoned projects/buildings so the decaying structures can be demolished for both safety and for the visuals of attracting new businesses.
11. Cumberland County is not a true agricultural community / county - farming is not huge in the area like it used to be, and protection of farmland shouldn't be the main focus of planning staff - most of the protection of farmland is pushed by individuals living rural and who want to influence

Community Engagement

Stakeholder Engagement

what other people can do to their properties after they have already settled onto agricultural land.

- a. protecting farmland is not supported by large acre lots, small tracks of land should be available in agricultural areas to preserve farmland rather than eat it up with large lots.
- b. there is an issue with residents demanding development stop after they move/ buy into the area.
- c. Rural Communities with large amounts of land but less population are often a vocal minority demanding things happen a certain way affecting a higher amount of population or restricting growth that would serve more people.
- d. Rural communities sometimes demand city/urban services but don't want to grow / change to support those services - who pays for the services? For Profit entities will not get a return on investment / counties have to use a lot of taxpayer funds to establish services (funds from a lot of people - to serve so few)

12. The county shouldn't be so focused on what others say should happen in an area that doesn't belong to them - there shouldn't be public meetings or boards deciding on if a property owner can / cannot do something - just how to make the project feasible and provide requirements so the development isn't a nuisance to the area.
 - a. Landowners/Residents thoughts / representation should be more of a concern than developers / engineers / soil scientists / etc. - if things are difficult to work with in Cumberland County the latter can get up and move - do business elsewhere - the landowners and residents are here to stay and will work with the county rather than just up and leave
 - b. Developers should receive assistance from the county - not roadblocks.
 - c. For a plan to be useful, it needs to be developed properly and followed strictly with all decisions matching the plan - these are long range plans, and they need to be followed in the long-term
13. If Fort Bragg/Liberty is willing to share / provide services (electrical / internet/gas) across boundaries than the county/city shouldn't be so accommodating for them
 - a. It should be clear if there is utility sharing across base borders.
 - b. Low Flying Helicopters / other aircraft over plan area from Fort Bragg/Liberty - disruptive and possibly not conducive for development (<https://home.army.mil/liberty/noise-abatement/>)
14. Ramsey Street is unattractive, and the road(s) need to be better developed with proper entrances and there should be development standards (cosmetics / appearances) Design standards should be a rule.
 - a. people like the rural look because it has aesthetic values - this look should be promoted through all development - large green open spaces / set back from road / wooded areas or proper landscaping

Community Engagement

Stakeholder Engagement

so there isn't such a stark difference between rural residential lots to commercial businesses,

15. Flex areas may be a good solution for larger portions of the plan area to allow for potential multiple uses that are compatible instead of just focusing on one use - may need requirements for improved buffering requirements between uses.
 - a. any use should be allowed anywhere (allow people to use their land as they desire) as long as there is an effort to keep an aesthetic appeal to the area.
 - b. Specific use of a property should be decided by the property owners / developers and the county only needs to guide how it is developed - the development shouldn't cause a nuisance but should be allowed.
16. County should work with / look to surrounding counties / jurisdictions to make sure the plans are cohesive between different districts.
 - a. City Of Fayetteville FLU Map Should be match for MIA area of region.
 - i. The MIA has the potential to be extended in the plan area in the future, but no formal talks have been taken place.
17. Carvers Creek State Park is protected (Conservation easements) FLU Map shows some residential in protected areas and should be changed.
 - a. RCWoodpecker]- Craver's Creek State Park in Plan area
18. ACUB - Fort Liberty Priority Area (See Map) Protect from incompatible development outside of Base Jurisdiction - High Density and certain Commercial/Industrial uses can be a huge issue.
 - a. Helicopter crash zones / accident potential zones
 - b. Residential uses will often lead to complaints as well - many that can't be addressed / fixed.
 - c. Fort Liberty is running out of airspace on base due to development (ne ranges and pressurizing non-live firing ranges) Means more off-base flights / training.
 - d. Barracks issues and general growth will have a lot of future soldiers and families move off base.
 - e. WOMACK Level III Trauma Center - Has been taking Civilian Cases
19. The plan area lacks shopping for residents; they have to drive to & take their money to the City of Fayetteville and large chain businesses that don't really put the money back into the community.
 - a. A lot of land is available in the plan area - there are a lot of opportunities with location for patronage from Fort Liberty / Fayetteville / Raleigh
 - b. Outdoor entertainment will allow growth around such a venue - family related ballfield - not professional team - can bring money in for services and community (like Soccer Complex in town)

Community Engagement

Stakeholder Engagement

20. The environmental health office is in a poor state; it needs to be brought up to working standard so developers and residents don't have to rely on soil scientists - if no sewer is available and the county can't adequately provide septic permits/inspections how can development happen? The county should emphasize keeping staff; getting new staff is nice but maintain staff is better to keep the institutional knowledge. Perhaps the city can provide support to the county for environmental health services.
21. Fail Fast Approach - learn from mistakes / issues and continue - not continue to hamster wheel the same failure/issues.

Items of significant importance (From Thoughts expressed above by multiple stakeholders)

1. Development IS coming to the 401N Area, how it is managed / what is promoted is key for the area's interests.
 - a. Growth (non-rapid) needs to happen, or housing will end up vacant and people will move out of area.
 - b. large tracks of land have already been sold near Ramsey / Elliot Bridge area for potential future development.
 - c. lack of sewer in certain areas is slowing development, if sewer was already present the area would be growing at a faster rate.
2. Water / Sewer / Fiber are key for development where wanted / needed.
 - a. Utility Services are heavily desired in the region (Sewer/High Speed Internet)
 - i. the County should provide access or help provide access to services.
 - b. Pay-back structure to developers / utility providers (they would foot or share up-front costs for development and put in larger utilities that needed for development as further growth is spurred by the utilities the county would pay back as further growth happened due to the increased services to a particular area
 - i. options for developers to have reduced expenses for bringing water/sewer to a site should be promoted / Cost-Share / Tax Incentives
 - ii. County needs to work with developers to support a plan / development partnership (developers / county rely on each other)
3. Development should be promoted in locations with existing services (water/sewer/fiber/roads)
4. Development should be promoted Along Ramsey Street (Between City of Fayetteville and Elliot Bridge Road)

Community Engagement

Stakeholder Engagement

5. Rural / agricultural Character of the general area should be recognized and maintained. Rural landscape should be maintained // Rural Character Preservation
6. Fire Department / Emergency Service (non-Law Enforcement) Response time is praiseworthy.
7. Sheriff's Office presence and response time in area is inadequate - Increase Staffing in general, Sheriff's Annexes already built should be utilized / manned and not used as a break room (Honeycutt / Linden)
 - a. Increase budget for number of staff and better pay for staff to reduce vacancies and maintain high quality service across all Emergency Services
8. Expansion of Linden (Limits/MIA) is important to grow the town / provide services / allow those in Linden area to have a voice in their community.
 - a. People around Linden but not within town limits aren't represented in Linden's affairs and is causing frustration / Issues.
9. Green Spaces and vegetative buffers should be required as apart of development to help maintain a more rural look and promote drainage (reduce environmental impacts)
10. Flooding is a primary concern / challenge facing a variety of individuals/organizations in the area.
11. Industrial / Residential areas should be protected from each other with adequate buffering / distances / uses - Potential industrial sites can be compromised by nearby residential developments.
 - a. Buffering needs to happen between Commercial / Industrial / residential - but needs to be equitable for all parties.
12. Development along Ramsey will spur growth and services to the entire plan area (and beyond)
 - a. Future Land Use Map should reflect more industry / commercial up Ramsey being buffered by higher density residential before it meets agricultural areas.
13. Utility Providers generally rely on new developments to spur their services into an area; providing services to existing sparsely populated areas provides little to no return on investment - utility providers are for profit entities and wouldn't take a loss to provide such a service.

Draft Plan Review

To be written.

Legislative Language

Legislative Language

Legislative language guides operations and procedure at the local level. The North Carolina General Assembly passes legislation that all local governments must adhere to, and local governments have their own legislative language, known as the code of ordinances. The Planning Staff references Chapter 160D Local Planning and Development Regulation of the North Carolina General Assembly when providing services for the County and Towns under the joint planning board agreement, and the Planning Staff utilizes the local ordinances as they apply when assessing planning related matters, such as a subdivision, rezoning, plat recording, etc. The following are resources Planning Staff referenced for this plan.

N.C.G.S. Chapter 160D: Chapter 160D of the North Carolina General Statutes consolidated city- and county-enabling statutes for development regulations (formerly in Chapters 153A and 160A) into a single, unified chapter. All city and county zoning, subdivision, and other development regulations, including unified-development ordinances, should be updated to conform to the new law. The deadline for language compliance was July 1, 2021.

Link to 160D Language: https://www.ncleg.gov/EnactedLegislation/Statutes/HTML/ByChapter/Chapter_160D.html

Cumberland County Zoning Ordinance: The Zoning Ordinance established zoning regulations in Cumberland County, North Carolina, and providing for the administration, amendment and enforcement of this ordinance and defining the duties and powers of a Board of Adjustment in accordance with the provisions of the North Carolina General Statutes and amending all previous Cumberland County Zoning Ordinances. This ordinance is to provide for the public health, safety and general welfare, encourage orderly development, protect the quality of the environment and regulate the location and use of structures and land for commerce, industry, residences, parks, public uses, etc., in accordance with the Comprehensive Land Use Plan.

Link to the Cumberland County Zoning Ordinance: https://www.cumberlandcountync.gov/docs/default-source/planning-documents/ordinances/county/completed/county-zoning-ordinance_03-15-2021.pdf?sfvrsn=756f7756_0

Cumberland County Subdivision Ordinance: The purpose of this ordinance is to establish regulations and procedures for the platting, recording and development of real property within Cumberland County. This ordinance applies to all unincorporated parcels within Cumberland County.

Link to the Cumberland County Subdivision Ordinance: <https://www.cumberlandcountync.gov/vd-Planning/downloads/Cumberland%20County%20Code%20Subdivision%20Regulations.pdf>

Linden Zoning Ordinance:

https://www.cumberlandcountync.gov/docs/default-source/planning-documents/ordinances/linden/complete/linden-zoning-ordinance-adopted-11-16-21.pdf?sfvrsn=857c6a7b_4

Annexation—Extension of Corporate Limits Article 4A Parts 1-8

https://www.ncleg.net/enactedlegislation/statutes/html/byarticle/chapter_160a/article_4a.html#:~:text=%C2%A7%20160A%2D31,..property%20located%20within%20such%20area.

G.S. 160A-31- Annexation by petition

G.S. 160A-58- Annexation of Noncontiguous Areas, Annexation Agreements & Annexation Initiated by Municipalities

Legislative Language

North Carolina General Statutes Legislative Language for Comprehensive Planning

N.C General Statutes Regarding Land Use Plans

§ 160D-501. Plans.

Requirements for Zoning – As a condition of adopting and applying zoning regulations under this Chapter, a local government shall adopt and reasonably maintain a comprehensive plan or land-use plan.

Plans – A comprehensive plan sets forth goals, policies, and programs intended to guide the present and future physical, social, and economic development of the jurisdiction. A land-use plan uses text and maps to designate the future use or reuse of land. A comprehensive or land-use plan is intended to guide coordinated, efficient, and orderly development within the planning and development regulation jurisdiction based on an analysis of present and future needs. Planning analysis may address inventories of existing conditions and assess future trends regarding demographics and economic, environmental, and cultural factors. The planning process shall include opportunities for citizen engagement in plan preparation and adoption. A local government may prepare and adopt other plans as deemed appropriate. This may include, but is not limited to, small area plans, neighborhood plans, hazard mitigation plans, transportation plans, housing plans, and recreation and open space plans.

Adoption and Effect of Plans – Plans shall be adopted by the governing board with the advice and consultation of the planning board. Adoption and amendment of a comprehensive or land-use plan is a legislative decision and shall follow the process mandated for zoning text amendments set by G.S. 160D-601. Plans adopted under this Chapter may be undertaken and adopted as part of or in conjunction with plans required under other statutes, including, but not limited to, the plans required by G.S. 113A-110. Plans adopted under this Chapter shall be advisory in nature without independent regulatory effect. Plans adopted under this Chapter do not expand, diminish, or alter the scope of authority for development regulations adopted under this Chapter. Plans adopted under this Chapter shall be considered by the planning board and governing board when considering proposed amendments to zoning regulations as required by G.S. 160D-604 and G.S. 160D-605. If a plan is deemed amended by G.S. 160D-605 by virtue of adoption of a zoning amendment that is inconsistent with the plan, that amendment shall be noted in the plan. However, if the plan is one that requires review and approval subject to G.S. 113A-110, the plan amendment shall not be effective until that review and approval is completed. (2019-111, s. 2.4; 2020-3, s. 4.33(a); 2020-25, ss. 11, 51(a), (b), (d).)

Legislative Language

Zoning Descriptions

Zoning Descriptions

Cumberland County Conservancy Districts:

CD Conservancy District- This district is designed to preserve and protect identifiable natural resources from urban encroachment. The general intent of the district is to provide open area uses for such resource areas that will continue to provide limited development potential while preserving existing conditions to the extent feasible. Areas to be zoned in this district shall be identifiable as swamp, marsh, flood land, poor or very severe soils areas or managed and unmanaged woodland on USGS (Geological Survey) maps, soil maps prepared by the USDA (Department of Agriculture) Soil Conservation Service or other appropriate sources and on file in the County Planning and Inspections Department.

Town of Linden Conservancy Districts:

Conservancy District (CD)- This district is designed to preserve and protect identifiable natural resources from urban encroachment. The general intent of the district is to provide open area uses for such resource areas that will continue to provide limited development potential while preserving existing conditions to the extent feasible. Areas to be zoned in this district shall be identifiable as swamp, marsh, flood land, poor or very severe soils areas or managed and unmanaged woodland on USGS (Geological Survey) maps, soil maps prepared by the USDA (Department of Agriculture) Soil Conservation Service or other appropriate sources and on file in or accessible by the County Planning and Inspections Department.

Cumberland County Agricultural Districts:

A1 Agricultural District- This district is designed to promote and protect agricultural lands, including woodland, within the County. The general intent of the district is to permit all agricultural uses to exist free from most private urban development except for large lot, single-family development. Some public and/or semi-public uses as well as a limited list of convenient commercial uses are permitted to ensure essential services for the residents.

A1A Agricultural District- This district is primarily designed to allow for residential use of single-family residential dwellings and/or Class A manufactured homes on lots with an area of one acre or greater and is to be located within predominantly agricultural areas. The district is not intended to encourage large scale developments and shall not be considered for tracts of land greater than ten acres.

Legislative Language

Zoning Descriptions

Cumberland County Residential Districts:

R40 Residential District- A district designed primarily for single-family dwelling units with a lot area of 40,000 square feet or above.

R40A Residential District- A district designed primarily for single-family dwelling units including the use of manufactured homes on individual lots with a lot area of 40,000 square feet or above.

R30 Residential District- A district designed primarily for single-family dwelling units with a lot area of 30,000 square feet or above.

R30A Residential District- A district designed primarily for single-family dwelling units and Class A manufactured homes with a lot area of 30,000 square feet or above.

R20 Residential District- A district designed primarily for single-family units with a lot area of 20,000 square feet or above.

R20A Residential District- A district designed primarily for single-family units and Class A manufactured homes with a lot area of 20,000 square feet or above.

RR Rural Residential District- A district for traditional rural use with lots of 20,000 square feet or above. The principal use of the land is for suburban density residential, including manufactured housing units, and agricultural purposes. These districts are intended to ensure that residential development not having access to public water supplies and dependent upon septic tanks for sewage disposal will occur at a sufficiently low density to provide for a healthful environment.

R15 Residential District- A district designed primarily for single-family dwelling units with a lot area of 15,000 square feet or above.

G. R7.5 Residential District- A district designed primarily for single-family dwellings on lots with a lot area of 7,500 square feet or above.

R6 Residential District- A district designed for a mix of single- and multi-family dwellings.

R6A Residential District- A district designed for a mix of single- and multi-family dwellings including the use of manufactured homes on individual lots and in manufactured home parks.

R5A Residential District- A district designed primarily for multi-family dwelling units with a maximum density of 13 ½ dwelling units per net acre.

R5 Residential District- A district designed primarily for multi-family dwelling units with a maximum density of 29 units per acre, dependent upon the type of development.

Legislative Language

Zoning Descriptions

Town of Linden Residential Districts:

R40 Residential District- A district designed primarily for single-family dwelling units with a lot area of 40,000 square feet or above.

R15 Residential District- A district designed primarily for single-family dwelling units with a lot area of 15,000 square feet or above.

R7.5 Residential District- A district designed primarily for single-family dwellings on lots with a lot area of 7,500 square feet or above.

Cumberland County Office & Institutional Districts:

O&I(P) Planned Office and Institutional District- This district is designed primarily for agencies and offices rendering services in the professions, finance, real estate and brokerage, as well as both public and private institutional functions, public assembly, religious and certain cultural and recreational activities and group housing. The uses in this district classification may be characterized generally as having no retail or wholesale trade, except as incidental uses. The district is often situated between business and residential areas and may also consist of a mix of limited business and residential uses. The regulations are designed for maintaining more compatibility with nearby residential districts than a commercial district would provide. To promote the essential design features with the O&I(P) district, plan approval is a requirement.

Town of Linden Office & Institutional Districts:

Office and Institutional (O&I)- This district is designed primarily for agencies and offices rendering specialized services in the professions, finance, real estate and brokerage, as well as both public and private institutional functions, public assembly, religious and certain cultural and recreational activities and group housing. The uses in this district classification may be characterized generally as having no retail or wholesale trade, except as incidental use. The district is often situated between business and residential areas and may also consist of a mix of limited business and residential uses. The regulations are designed for maintaining more compatibility with nearby residential districts than a commercial district would provide. To promote the essential design features with the O&I district, plan approval is a requirement.

Legislative Language

Zoning Descriptions

Cumberland County Commercial Districts:

C1(P) Planned Local Business District- This district is designed to cater to the ordinary shopping needs of the immediate neighborhood with emphasis on convenience goods. This district is customarily located adjacent to an arterial street and generally surrounded by residential areas. To promote the essential design features with the C1(P) district, plan approval is a requirement.

C2(P) Planned Service and Retail District- This district is designed to allow for the nonresidential development of land with service and retail uses not typically considered intrusive to neighboring residential properties or in areas generally requiring a greater degree of restrictions regarding the commercial use of properties.

C(P) Planned Commercial District- This district is designed to assure the grouping of buildings on a parcel of land so as to constitute a harmonious, efficient and convenient 39 June 20, 2005 County Zoning Ordinance w/ Amendments through January 16, 2024 retail shopping area. Site plans assure traffic safety and the harmonious and beneficial relations between the commercial area and contiguous land. To promote the essential design features with the C(P) district, plan approval is a requirement.

Town of Linden Commercial Districts:

Commercial District (C)- This district is established and intended to accommodate a diverse range of retail, service and office uses that provide goods and services serving the residents and businesses in the community at large. The district is typically located along major rights-of-way and along growth corridors. Residential uses are encouraged on the upper floors of nonresidential establishments. To promote the essential design features within the commercial district, plan approval is a requirement.

Legislative Language

Zoning Descriptions

Cumberland County Industrial Districts:

M1(P) Planned Light Industrial District- This district is designed for a wide variety of light industrial operations involving manufacturing, processing and fabrication of materials, operations involving wholesaling and bulk storage, other non-retail uses and certain public assembly and recreational uses. The general intent of the district is to prohibit residential, retail and heavy industrial uses of the land. By their nature, the uses permitted in this district are generally not compatible with residential or shopping center uses. To promote the essential design features with the M1(P) district, site plan approval is a requirement.

M(P) Planned Industrial District- This district is designed primarily for basic manufacturing and processing industries, all of which normally create a high degree of nuisance and are not generally compatible with surrounding or abutting residential or commercial areas. The general intent of this district is to permit uses confined to service, wholesaling, manufacturing, fabrication and processing activities that can be carried on in an unobtrusive manner characterized by low concentration and limited external effects with suitable open spaces, landscaping, parking and service areas. This district is customarily located on larger tracts of land with good highway and rail access buffered from residential districts by other more compatible uses. Commercial activities are not permitted except those having only limited contact with the general public and those not involving the sale of merchandise at retail except for items produced on the premises or for the purpose of serving employees, guests and other persons who are within the district with an industrial activity. To promote the essential design features within the M(P) district, site plan approval is a requirement.

Town of Linden Industrial Districts:

Industrial District (M)- This district is designed for a wide variety of industrial operations involving manufacturing, processing and fabrication of materials, operations involving wholesaling and bulk storage, other non-retail uses and certain public assembly and recreational uses. The general intent of the district is to prohibit residential uses of the land. By their nature, the uses permitted in this district are generally not compatible with residential or shopping center uses. To promote the essential design features with the industrial district, site plan approval is a requirement.

Legislative Language

Zoning Descriptions

Cumberland County Conditional Zoning Districts:

Companion Districts- Each district includes a companion Conditional Zoning district (e.g. A1 has A1/CZ) where no uses are permitted by right. This district is designed for the development and use of the property subject to predetermined ordinance standards and rules imposed as part of the legislative decision creating the district and applying it to the particular property. (Article V)

Mixed Use Development – Conditional Zoning District (MXD/CZ). The purpose of this district is to encourage innovative development on a conditional basis by providing use flexibility while maintaining quality design standards tempered with proper controls 40 June 20, 2005 County Zoning Ordinance w/ Amendments through January 16, 2024 regarding buffering, landscaping, open space designation, density and other conditions. (Article VI)

Planned Neighborhood Development – Conditional Zoning District (PND/CZ). A district designed for the planned development of various residential densities concurrent with neighborhood-oriented uses in a single project. (Article VII)

Density Development – Conditional Zoning District (DD/CZ). The purpose of this district is to promote the preservation of open space and the rural areas within the County, through permanent restriction of development on a percentage of a tract, buffering, and clustering of lots, while at the same time providing for the residential development of land. (Article VIII)

Town of Linden Conditional Zoning Districts:

Each district includes a companion Conditional Zoning District (e.g. C has C/CZ) where no uses are permitted by right. This district is designed for the development and use of the property subject to predetermined ordinance standards and rules imposed as part of the legislative decision creating the district and applying it to the particular property. (Article V)