

STRATEGIC PLAN

2010 → 2015 → 2025



Fayetteville, North Carolina
March 2010



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STRATEGIC PLANNING FOR THE CITY OF FAYETTEVILLE

Strategic Planning Model for the City of Fayetteville

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

FAYETTEVILLE VISION 2025

City of Fayetteville Vision 2025

**The City of Fayetteville
is a *GREAT PLACE TO LIVE* ^(A) with
a choice of *DESIRABLE NEIGHBORHOODS*,^(B)
LEISURE OPPORTUNITIES FOR ALL,^(C)
and *BEAUTY BY DESIGN*.^(D)**

**Our City has a *VIBRANT DOWNTOWN*,^(E)
and *VIBRANT MAJOR CORRIDORS*,^(F)
the *CAPE FEAR RIVER TO ENJOY*,^(G) and
a *STRONG LOCAL ECONOMY*.^(H)**

**Our City is a *PARTNERSHIP OF
CITIZENS* ^(I) with a *DIVERSE CULTURE
AND RICH HERITAGE*.^(J)**

This creates a Sustainable Community.

Fayetteville Vision 2025

PRINCIPLE A

GREAT PLACE TO LIVE

► Means

1. A clean and safe community
2. A location of choice for businesses and people
3. Quality affordable housing
4. Community of neighborhoods that are livable and connected by sidewalks and trails
5. Growing population with young professionals and families moving here
6. Accessible and efficient transit throughout the City
7. High paying skill opportunities available
8. Quality public schools with educational programs and opportunities

PRINCIPLE B

DESIRABLE NEIGHBORHOODS

► Means

1. Well-planned and designed neighborhoods
2. Quality neighborhood infrastructure: paved streets, sidewalks and trails, underground utilities, lighting, well-maintained private roads
3. Walkable neighborhoods connected by sidewalks and trails throughout the community
4. Attractive urban forest
5. Well-organized functional community watch groups
6. Neighborhoods where people are safe and secure
7. Preservation of historic neighborhoods and architecture
8. Community gathering places for residents to meet
9. Easy access to/from the neighborhood

PRINCIPLE C

LEISURE OPPORTUNITIES FOR ALL

► Means

1. Affordable public and private leisure activities
2. Leisure facilities, programs and services for all family generations
3. Convenient access to neighborhood parks, community parks and recreational/community centers
4. Aquatic facilities designed for recreation and competition
5. Choice of entertainment: nightlife, theaters, professional sports
6. Cultural venues and activities that reflect our diverse community
7. Bike trail and lanes connecting our community
8. Parks with restrooms and amenities

PRINCIPLE D

BEAUTY BY DESIGN

► Means

1. Well planned community with predictable land use and development
2. Balanced and compatible urban development with greater density in specific areas
3. Clean community with visual appeal
4. Preservation of trees and natural resources
5. Well landscaped and well designed parking lots, streetscapes, buildings
6. Buffers separating commercial – residential, single family – and multifamily
7. Signage reflecting that surrounding community character
8. Attractive commercial buildings meeting defined standards
9. Beautiful water: river, creeks, lakes and ponds
10. Green buildings – LEED certified or equivalency

PRINCIPLE E

VIBRANT DOWNTOWN

► Means

1. People living in downtown area
2. High quality hotels with space for conferences and community events
3. Easy access and convenient parking
4. Festival Park and green spaces throughout downtown
5. Downtown linked to river and Fayetteville State University
6. Connected downtown assets
7. Well-planned residential and commercial mixed-use developments
8. A variety of quality restaurants
9. Attractive buildings occupied by successful businesses

PRINCIPLE F

VIBRANT MAJOR CORRIDORS

► Means

1. High quality hotels
2. Attractive buildings occupied by successful businesses
3. Variety of retail businesses
4. Public transit along the corridor
5. Attractive, clean
6. Controlled access, efficient traffic flow
7. Buffering residential and commercial areas
8. Walkable and pedestrian safe
 - Murchison
 - Ramey
 - Bragg Blvd
 - All American
 - MLK
 - Raeford

PRINCIPLE G
CAPE FEAR RIVER TO ENJOY

► **Means**

1. Clean and attractive river corridor and waterways
2. Regional river park and trail system
3. Mixed use residential and commercial development near and along river
4. Preservation of our history and heritage
5. Redeveloped corridors connecting river to downtown
6. Public access and recreational use of the river and waterways
7. Residential opportunities for all incomes

PRINCIPLE H
STRONG LOCAL ECONOMY

► **Means**

1. Home of military-related businesses: manufacturing, hi-tech and support services
2. Diverse growing city tax base
3. Strong military presence: Fort Bragg
4. Available, competent local workforce for 21st Century jobs
5. Strong education system that prepares people for the future: employment and life
6. Growing technology-related businesses
7. Industries located in City

PRINCIPLE I
PARTNERSHIP OF CITIZENS

► **Means**

1. City and citizens working together to solve problems
2. Citizens involved and engaged in City governance
3. City organization working as a team
4. Citizens taking responsibility and sharing ownership for the community
5. Transparent governments with civic awareness and informed citizenry
6. City working with community organizations
7. Citizens volunteering to help the City
8. Citizens having a high level of trust and confidence in City government and elected officials, in Cumberland County and other governments
9. City working with Cumberland County, School, and other governments
10. Alignment of city services and service level and financial resources

**PRINCIPLE J
INCLUSIVE COMMUNITY
WITH DIVERSE
CULTURES AND RICH
HERITAGE**

► **Means**

1. Diversity recognized as a strength in our community
2. Respecting and celebrating cultural differences
3. Diversity of thoughts, ideas and expression reflected in our community values
4. Diverse people working together with a single vision and common goals
5. Learning from past barriers that divided our community
6. Heritage as military community
7. Strong community festivals and events with high level of participation
8. Fayetteville community having a hometown feeling

CITY OF FAYETTEVILLE OUR MISSION

City of Fayetteville

Our Mission

**THE CITY GOVERNMENT PROVIDES
SERVICE THAT MAKES FAYETTEVILLE A
BETTER PLACE FOR ALL.**

**The City Government
is *FINANCIALLY SOUND* and provides *FULL
RANGE OF QUALITY MUNICIPAL SERVICES*
that are *VALUED BY OUR CUSTOMERS*
and delivered by a *DEDICATED WORKFORCE*
in a *COST EFFECTIVE MANNER.***

**The City has
*WELL DESIGNED AND WELL MAINTAINED
INFRASTRUCTURE AND FACILITIES.***

**The City
ENGAGES ITS CITIZENS and is recognized as
a *STATE AND REGIONAL LEADER.***

City of Fayetteville

Our Mission

PRINCIPLE 1

FINANCIALLY SOUND

► Means

1. Adequate resources to support defined services and service levels
2. Investing in future and in infrastructure preventive maintenance
3. Strong financial reserves for emergencies, investments and opportunities
4. Maintaining or enhancing the City's bond ratings: City (Aa3/AA-) and utility system (A1/A+)
5. Managers acting in a financially responsible manner with prudent use of available resources
6. Expanding and growing tax base and revenues

PRINCIPLE 2

FULL RANGE OF QUALITY MUNICIPAL SERVICES

► Means

1. Safe community
2. Mobility for citizens
3. Economic development
4. Environmental stewardship
5. Quality of life
6. Healthy population
7. Attractive community

PRINCIPLE 3

VALUED BY OUR CUSTOMERS

► Means

1. Services meeting needs of citizens
2. Responsive to citizen concerns and problems
3. Dependable, consistent and equitable services on a daily basis throughout the City
4. Timely responses to an emergency situation
5. High level of customer and citizen satisfaction
6. Citizens understanding City services
7. Services meeting needs of citizens

PRINCIPLE 4

DEDICATED WORKFORCE

► Means

1. Committed to the job, the City and serving the community
2. Customer-focused – caring and respectful for our customers
3. Professional behavior and ethics
4. Well-trained and technically competent
5. Well-compensated

PRINCIPLE 5

COST-EFFECTIVE MANNER

► Means

1. Operating like a “service business”
2. Optimizing the City’s resources
3. Knowing the best practices
4. Improving the process to produce
5. Evaluating performance and outcomes

PRINCIPLE 6

WELL DESIGNED AND WELL MAINTAINED INFRASTRUCTURE AND FACILITIES

► Means

1. Reliable services
2. Facilities designed with the community in mind
3. Designed for future growth
4. Infrastructure that supports efficient service delivery
5. Customer-friendly designs

PRINCIPLE 7

ENGAGES ITS CITIZENS

► Means

1. Timely information to citizens
2. Listening to and addressing community's need
3. Seeking input prior to decisions and plans
4. Focusing on what is "best" for the entire community
5. Using citizen volunteers
6. Partnering with community organizations to provide services

PRINCIPLE 8

STATE AND REGIONAL LEADER

► Means

1. Building regional relationship
2. Receiving national and state recognition
3. Active lobbying for the interests of our City and community in Raleigh and Washington, D.C.
4. Providing regional response: emergency services, public works
5. Being the 1st – taking innovative action

CITY OF FAYETTEVILLE CORE BELIEFS

City of Fayetteville

Core Values

**We, the Mayor, City Council, Managers,
Supervisors and Employees
Serve with**

R esponsibility
E thics
S tewardship
P rofessionalism
E ntrepreneurial Spirit
C ommitment
T eamwork

**to safeguard and enhance the public trust
in City Government**

Core Beliefs – Definition

BELIEF 1

SERVE

► Means

1. Treating our customer in a courteous and respectful manner
2. Taking timely action and time to explain your decision or actions to our customer
3. Listening to and knowing the needs of your customer
4. Working with compassion and empathy for our customers
5. Giving more than what our customer expects – our customer is delighted and pleased
6. Looking for ways to say “YES” in a consistent and equitable manner
7. Evaluating the outcome for our customers and our customer’s satisfaction
8. Delivering service in a positive, enthusiastic manner

BELIEF 2

RESPONSIBILITY

► Means

1. Taking personal responsibility for the final product, the process and the outcome
2. Taking personal responsibility for your behavior, actions and decisions
3. Defining clear performance expectations and standards for the project, job or services
4. Taking the initiative and anticipating potential problems and taking appropriate actions
5. Making timely decisions
6. Holding self and others accountable
7. As a supervisor or leader, taking responsibility for your team’s performance, actions and outcomes

BELIEF 3

ETHICS

► Means

1. Behaving consistently in an honest and fair manner
2. Keeping your word and delivering on your commitments
3. Communicating in an honest, truthful manner with direct responses to questions
4. Acting in an ethical and equitable manner and avoiding any perception of impropriety
5. Having a sincere, positive and can-do attitude
6. Always giving 100% effort
7. Using the public trust to guide your actions

BELIEF 4

STEWARDSHIP

► Means

1. Managing and developing resources
2. Placing the public interest above personal interest
3. Planning work activities and daily schedules to maximize use of resources
4. Completing projects on time and within budgets
5. Taking care of and using preventative maintenance on City equipment, vehicles, technology and infrastructure
6. Looking for ways to leverage City resources and to expand revenues
7. Taking actions and providing services that add value to the quality of lives of our citizens

BELIEF 5

PROFESSIONALISM

► Means

1. Developing and maintaining professional and technical competence
2. Actively pursuing opportunities that enhance our ability to serve
3. Helping to develop the knowledge and skills of others through coaching, mentoring or being a role model
4. Continuously learning by evaluating performance and identifying opportunities for improvement
5. Learning about trends and “best practices” and applying them to Fayetteville
6. Presenting a positive image for the City in your appearance, workspace, and vehicles
7. Participating in professional or trade associations

BELIEF 6

ENTREPRENEURIAL SPIRIT

► Means

1. Thinking creatively
2. Being willing to try a new idea or approach
3. Challenging the status quo and questioning the value of the process and work activity
4. Using technology to enhance productivity or improve management and service delivery
5. Seeking innovative ways to resolve problems
6. Evaluating outcomes and being willing to change plans, process or the way of doing business
7. Willing to take a reasonable risk which may have positive return to the City

BELIEF 7

COMMITMENT

► Means

1. A personal commitment to the City's mission and values
2. Being loyal and supportive to the City Mayor, City Council and City management
3. Willing to adapt to our changing community and operating environment
4. Working with the community by listening to their needs and involving them appropriately
5. Timely implementation of the Council decisions and direction
6. Promoting understanding among citizens and employees of what is important to us
7. Doing the job right the first time

BELIEF 8

TEAMWORK

► Means

1. Working together to accomplish the City's mission
2. Knowing and fulfilling your role and responsibilities to help your team achieve its goals
3. Cooperating and collaborating to define goals, to complete tasks, to communicate and to resolve conflicts
4. Being an active member of the team
5. Willing to pitch in and go beyond your defined role
6. Willingness to ask for help and to help others
7. Building a sense of City unity

CITY OF FAYETTEVILLE PLAN 2010 – 2015

City of Fayetteville

Goals 2015

Greater Tax Base Diversity – Strong Local Economy

**Growing City, Livable Neighborhoods –
A Great Place to Live**

**More Efficient City Government –
Cost-Effective Service Delivery**

More Attractive City – Clean and Beautiful

Greater Community Unity – Pride in Fayetteville

Revitalized Downtown – A Community Focal Point

Goal 1

Greater Tax Base Diversity – Strong Local Economy

OBJECTIVES

1. Retain and grow current businesses and jobs
2. Increase industrial/commercial tax base within city
3. More jobs with higher wages and increase per capita income
4. Have an available, competent local workforce
5. Attract more military-based industries
6. Reduce vacant retail space

MEANS TO CITIZENS

1. Job opportunities for citizens and our children.
2. Higher paying job opportunities.
3. More diverse tax base and less reliance on property tax for homeowners.
4. Opportunities to develop and grow your own business.
5. Convenient air travel at a reasonable cost.
6. Educational opportunities for a lifetime.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting businesses to locate with the City
2. City prepared for growth related to Ft Bragg expansion and military related businesses
3. Increasing the number of “value added” jobs beyond retail and service businesses
4. National recession and its impact on business investment and financing
5. Attracting developers and investors to major corridors and specific locations

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Developing a workforce prepared for 21st Century jobs
2. Defining responsibilities and performance accountability for economic development: City – Chamber of Commerce
3. Linking university and colleges to economic development opportunities
4. Land and water/sewer services available within the City and in County
5. Perception of Fayetteville – “small military town,” crime, quality of public schools

POLICY ACTIONS 2010 – 2011

- | | PRIORITY |
|---|-----------------|
| 1. Bragg Boulevard Corridor Development: Corridor Study (Base to Skibo) | Top Priority |
| 2. Ramsey Street Corridor Development | High Priority |
| 3. Specific Area Plan for Hospital Area | High Priority |
| 4. Hope VI Business Park Development | |

MANAGEMENT ACTIONS 2010 – 2011

- | | PRIORITY |
|---|-----------------|
| 1. Non Stop Air Service to Washington, D.C. | Top Priority |
| 2. Multi Modal Center: Development | Top Priority |
| 3. Murchison Road Corridor Development | High Priority |
| 4. Military Business Park Development | High Priority |

MANAGEMENT IN PROGRESS 2010 – 2011

1. Air Quality Non Attainment: City Actions

MAJOR PROJECTS 2010 – 2011

1. Airport Improvements

ON THE HORIZON 2011 – 2015

1. Cape Fear River: Land Use Plan
2. Hotel Conference Center Development
3. Light Rail: City's Role
4. Raeford Road Corridor Development: Land Use Plan

Goal 2

Growing City, Livable Neighborhoods – A Great Place to Live

OBJECTIVES	MEANS TO CITIZENS	SHORT TERM CHALLENGES AND OPPORTUNITIES
<ol style="list-style-type: none">1. Consistent improvement in reducing crime rates2. Well-organized neighborhoods with residents taking pride and responsibility for the neighborhood3. Safe streets with vehicles traveling at the posted limits4. Manage the City’s future growth and development with quality development and redevelopment reflecting plans, policies, and standards5. Improve mobility within the City: road capacity, traffic flow, public transportation, sidewalks and trails, bike lanes	<ol style="list-style-type: none">1. A safe, secure feeling throughout the City.2. Residents want to live within the City.3. Convenience – shopping, recreation, education, entertainment.4. Positive choices of activities in your leisure time.5. Support for families, seniors and youth.	<ol style="list-style-type: none">1. Funding for planning, programs and facilities (building, maintenance and operations)2. Safety and security concerns among residents3. Police presence in the neighborhood and working with residents4. Residents sharing responsibility for community safety and appearance5. Traffic congestion and flow <p style="text-align: center;">LONG TERM CHALLENGES AND OPPORTUNITIES</p> <ol style="list-style-type: none">1. Gaps in recreational and leisure opportunities for residents2. Conflicting priorities with limited funding3. Political support for the long term, desired outcomes4. Level of development regulations by the City5. Upgrading older neighborhoods and homes

POLICY ACTIONS 2010 – 2011

- | | PRIORITY |
|---|-----------------|
| 1. Unified Development Ordinance: Adaptation and Zoning Map | Top Priority |
| 2. Police Staffing: Direction | Top Priority |
| 3. Rental Registration and Probationary Rental Occupancy Permit | High Priority |
| 4. Parks and Recreation Master Plan/Bond Referendum Preparation | High Priority |
| 5. Enclaves Annexation: (Including Shaw Heights) | |

MANAGEMENT ACTIONS 2010 – 2011

- | | PRIORITY |
|---|-----------------|
| 1. Hope VI Redevelopment Plan/Market Rate Housing | Top Priority |
| 2. Sidewalk Policy and Plan | High Priority |
| 3. Greenway Plan (FAMPO) | |

MAJOR PROJECTS 2010 – 2011

1. Stormwater Projects
 - Yadkin Road
 - Cottonade Subdivision
 - Anson Pond/Chesapeake Road
2. Cross Creek Linear Park Phase 3B

MANAGEMENT IN PROGRESS 2010 – 2011

1. Gates IV Annexation: Resolution
2. Reclaim Neighborhood Strategy for Bonnie Doone Action
3. Raeford Road Corridor Plan: Direction (Cumberland County)

ON THE HORIZON 2011 – 2015

1. Grove Street Improvement Project (2012)
2. Traffic Analysis Plan for West Fayetteville
3. Home Rehabilitation Program
4. City Wide Transportation Plan
5. Annexation: South Area
6. River Park Tract: Design
7. Transportation Planning
8. Annexation: East of Cape Fear River

Goal 3

More Efficient City Government – Cost-Effective Service Delivery

OBJECTIVES	MEANS TO CITIZENS	SHORT TERM CHALLENGES AND OPPORTUNITIES
<ol style="list-style-type: none">1. Greater accountability for performance, results and transparency2. Services delivered in a cost-effective manner3. Investing in City’s future infrastructure, facilities and equipment4. Producing results following the strategic plan and budget5. High level of customer satisfaction with city services	<ol style="list-style-type: none">1. City stewardship of tax dollars.2. Valued services and products for your tax dollars and fees.3. Responsive City services provided in a customer-friendly manner.4. Services delivered in the best, cost-effective manner.5. City-Public Works Commission working together for your benefit.6. Reasonable tax rate and fees.	<ol style="list-style-type: none">1. Increasing expenditures and decreasing revenues2. Rising costs of city operations: healthcare, retirement3. Role of city government under the “new normal” increasing demands, unwillingness to pay4. Recruiting and retaining a top quality workforce <p style="text-align: center;">LONG TERM CHALLENGES AND OPPORTUNITIES</p> <ol style="list-style-type: none">1. Reducing the costs of service delivery2. Underfunded technology and support services3. Working with County and PWC with different missions and finances4. Federal and State mandates and requirements5. Unfunded level of services6. Who pays for services and programs

POLICY ACTIONS 2010 – 2011

- | | PRIORITY | |
|--|---|---------------|
| 1. Consolidated 911 Communications Center | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Budget: Alignment of Services, Service Levels, Tax Rate | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. City Funding for Events and Non Profit Organizations | | |
| 4. Employee Compensation Policy | | |
| 5. Solid Waste Fee | | |

MANAGEMENT ACTIONS 2010 – 2011

- | | PRIORITY | |
|---------------------------------|--|--------------|
| 1. Fire Station 19 Development | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Pay for Performance: Funding | | |
| 3. Overtime Analysis | | |
| 4. Fleet Operation | | |

MANAGEMENT IN PROGRESS 2010 – 2011

1. FAST Improvements
2. Fire Department Accreditation
3. Personnel Ordinance: Revision
4. Performance Management and Evaluation: Development
5. IT Strategic Plan: Development
6. Radio/VIPER System Upgrade
7. Wellness Program: Development
8. AVL: Policy, Direction

ON THE HORIZON 2011 – 2015

1. Fleet Operation Report Implementation
2. Broadband/Fiber Optic/WiFi Study: Direction, Funding
3. Public Works Commission Paying for Phase V Annexation Sewers: Review
4. Take Home Vehicle Policy: Review, Direction
5. Dirt Streets Paving: Future Direction, Funding
6. Service Matrix (Identification, Cost of Service, Priority): Development

Goal 4

More Attractive City – Clean and Beautiful

OBJECTIVES

1. Clean and beautiful community with less trash and less visual blight
2. Develop, adopt and support standards that buffer differing land uses and assure attractive commercial buildings
3. Increase green spaces throughout the city
4. Have signage reflecting the surrounding community character
5. Incorporate “green buildings” concepts and LEED equivalency

MEANS TO CITIZENS

1. Taking responsibility for your property and cleaner community.
2. Protection of your property values.
3. Pride in the City and in your neighborhood.
4. Fayetteville becoming a showcase for guests/visitors.
5. Less trash and junk.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Adequate funding for programs, activities and city operations
2. Blighted areas needing significant city actions, funding, property owner actions
3. Resident and property owner responsibility for the appearance of their homes, buildings, landscaping
4. Degree of city regulations and levels of enforcement or compliance

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Changing the attitude of residents and business owners on the responsibilities and actions
2. Political will to support standards and decisions in light of negative reactions
3. Personal property rights and agendas vs. community benefit and protection of property values
4. Differing personal values and standards
5. Panhandling and homeless “begging” and image
6. Maintaining unique Fayetteville charm

POLICY ACTIONS 2010 – 2011

- | | PRIORITY | |
|---|---|---------------|
| 1. Commercial, Town Homes and Multi Family Recycling Program: Direction and Funding | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Sign Ordinance: Revision | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

MANAGEMENT ACTIONS 2010 – 2011

- | | PRIORITY | |
|--|--|--------------|
| 1. Tree Preservation Ordinance | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Code Enforcement Productivity and Performance Upgrade | | |
| 3. “Fayetteville Beautiful”: City Support | | |
| 4. Bus Stop Requirements | | |

MAJOR PROJECTS 2010 – 2011

1. North Carolina Veterans Park: Development, Funding for Phase II
2. Freedom Trail Park: Development
3. Cape Fear River Trail: Phase 2

MANAGEMENT IN PROGRESS 2010 – 2011

1. TEXFI: Acquisition

ON THE HORIZON 2011 – 2015

1. Building Demolition Program: Policy Direction
2. River Trail Park Phase II: Design
3. 2009 Building Code: Review
4. Deep Creek Area Action Plan
5. Wayfinding Signs Project: Direction
6. King Street Area Action Plan
7. Solid Waste Ordinance: Update

Goal 5

Greater Community Unity – Pride in Fayetteville

OBJECTIVES

1. Increase trust and confidence in City government
2. Better informed citizenry about City and City government
3. Increase community dialog on major issues
4. Develop and maintain collaborative working relations among various governmental units
5. Marketing the City

MEANS TO CITIZENS

1. Feeling like part of the community.
2. Greater awareness of the City.
3. Volunteering and contributing to the City and the community.
4. Opportunities to participate in City government to make decisions and to shape plans.
5. City leaders working for the betterment of the City.
6. Protection of yours and the City's interests.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Positive advocacy for the City to the community: Mayor-City Council, City Staff
2. Partnering with other governments and community organizations
3. Misinformation about city government: finances, programs and services, regulations
4. Social, economic and racial divide in the community

LONG TERM CHALLENGES AND OPPORTUNITIES

1. “How to” effectively inform and engage residents
2. Helping residents to understand the value that city services add to their lives
3. Transient population passing through Fayetteville
4. Community benefits vs. district benefits and agendas
5. Losing statewide leaders, and going to the “end of the line”
6. Easier access to city information, services and programs

POLICY ACTIONS 2010 – 2011

1. Greater Fayetteville Future II: City’s Role, Direction

MANAGEMENT ACTIONS 2010 – 2011

1. Youth Council Resurrection: Direction
2. 10 Year Plan to End Homelessness
3. Veterans Transition to the Community: Lobby for Federal Funding

PRIORITY

High Priority

MAJOR PROJECTS 2010 – 2011

1. Transportation Museum: Expansion

MANAGEMENT IN PROGRESS 2010 – 2011

1. City Website: Launch
2. Homeless Prevention and Rapid Re-housing Grant: Implementation

ON THE HORIZON 2011 – 2015

1. Community Report Card: Funding
2. Youth Department and Mentoring Program: Development, Funding
3. Citizen Survey: Direction, Funding

Goal 6

Revitalized Downtown – A Community Focal Point

OBJECTIVES

1. Adequate parking and access
2. Financially viable Museum of Art
3. Develop World Class North Carolina Veterans Park
4. Make Downtown a viable neighborhood with services available
5. Increase building occupancy with successful businesses
6. Grow the tax base in the Downtown area

MEANS TO CITIZENS

1. Places to live Downtown.
2. Going Downtown for entertainment and culture.
3. A place that you want to go.
4. Easy access.
5. Downtown known as the place for community events and festivals.
6. Greater use of Cape Fear River.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Prince Charles Hotel: a blight on Downtown
2. Access and public parking
3. Vacant and rundown buildings or under utilized
4. Attracting diverse businesses to Downtown
5. Downtown vs. Non-downtown: priority, funding

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Building speculation by property owners
2. Increasing number of Downtown residents
3. Conflicting visions for Downtown
4. Filing voids in streetscapes with viable buildings or space
5. Services and retail for Downtown residents

POLICY ACTIONS 2010 – 2011

1. Downtown Parking Structure:
Development

PRIORITY

Top Priority

MANAGEMENT ACTIONS 2010 – 2011

1. Downtown Development Plan Review
2. Prince Charles Hotel: City's Role

PRIORITY

High Priority

MAJOR PROJECTS 2010 – 2011

1. Bragg Boulevard Improvements
2. Fort Bragg Spur Line Connection
3. Green Street Streetscape Projects
4. Person Street Roundabout Improvement
5. Cross Creek Linear Park 3B (Lamon to Gale Streets)

MANAGEMENT IN PROGRESS 2010 – 2011

1. Downtown Solid Waste Solution:
Implementation
2. Late Night Safety Enforcement

ON THE HORIZON 2011 – 2015

1. Incentives/Disincentives for Vacant
Buildings: Evaluation, Direction and Funding
2. Downtown Parking Management and
Ordinance
3. Residential Gateway: Direction, RFP
4. Pedestrian Lighting vs. Street Lighting:
Direction, Funding (with PWC)
5. Northwest Gateway Project

CITY OF FAYETTEVILLE ACTION AGENDA 2010 – 2011

City of Fayetteville

Policy Agenda 2010 – 2011

TOP PRIORITY

Unified Development Ordinance: Adoption and Zoning Map

Police Staffing: Direction

Commercial, Town Homes and Multi Family Recycling Program: Direction and Funding

Downtown Parking Structure Development

Bragg Boulevard Corridor Development: Corridor Study (Base to Skibo)

Consolidated 911 Communications Center

HIGH PRIORITY

Specific Area Plan for Hospital Area

Ramsey Street Corridor Development

Budget: Alignment of Services, Service Levels, Tax Rate

Parks and Recreation Master Plan/Bond Referendum Preparation

Rental Registration and Probationary Rental Occupancy Permit

Sign Ordinance: Revision

City of Fayetteville

Management Agenda 2010 – 2011

TOP PRIORITY

Non Stop Air Service to Washington, D.C.

Multi Modal Center: Development

Fire Station 19 Development

Hope VI Redevelopment Plan/Market Rate Housing

Tree Preservation Ordinance

HIGH PRIORITY

Murchison Road Corridor Development

Sidewalk Policy and Plan

Youth Council Resurrection: Direction

Military Business Park Development

Downtown Development Plan: Review

City of Fayetteville

Management in Progress 2010 – 2011

Air Quality Non Attainment: City Actions

Gates IV Annexation: Resolution

Reclaim Neighborhood Strategy for Bonnie Doone Action

Raeford Road Corridor Plan: Direction (Cumberland County)

FAST Improvements: Service Level, Funding

Fire Department Accreditation

Personnel Ordinance: Revision

Performance Management and Evaluation: Development

IT Strategic Plan: Development

Radio/VIPER System Upgrade: Direction

Wellness Program: Development

AVL: Policy, Direction

TEXFI: Acquisition

City Website: Launch

Homeless Prevention and Rapid Re-housing Grant: Implementation

Downtown Solid Waste Solution: Implementation

Late Night Safety Enforcement: Implementation

City of Fayetteville

Major Projects 2010 – 2011

Airport Improvement

Stormwater Projects

Cross Creek Linear Park Phase 3B

North Carolina Veterans Park: Development, Funding for Phase II

Freedom Trail Park: Development

Cape Fear River Trail: Phase 2

Transportation Museum: Expansion

Bragg Blvd Improvements

Fort Bragg Spur Line Connection

Green Street Streetscape Projects

Person Street Roundabout Improvement