



HARNETT

C O U N T Y

— *Horizons 2040* —

COMPREHENSIVE PLAN

Draft Date: 11/26/2024
Adopted: TBD



ACKNOWLEDGMENTS

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SPECIAL THANKS

Special thanks to the citizens of Harnett County who participated in this planning process through taking the survey and attending stakeholder interviews and public meetings. Also, thank you to the Steering Committee members for their guidance throughout the planning process.



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INTRODUCTION

PROJECT BACKGROUND

Overview

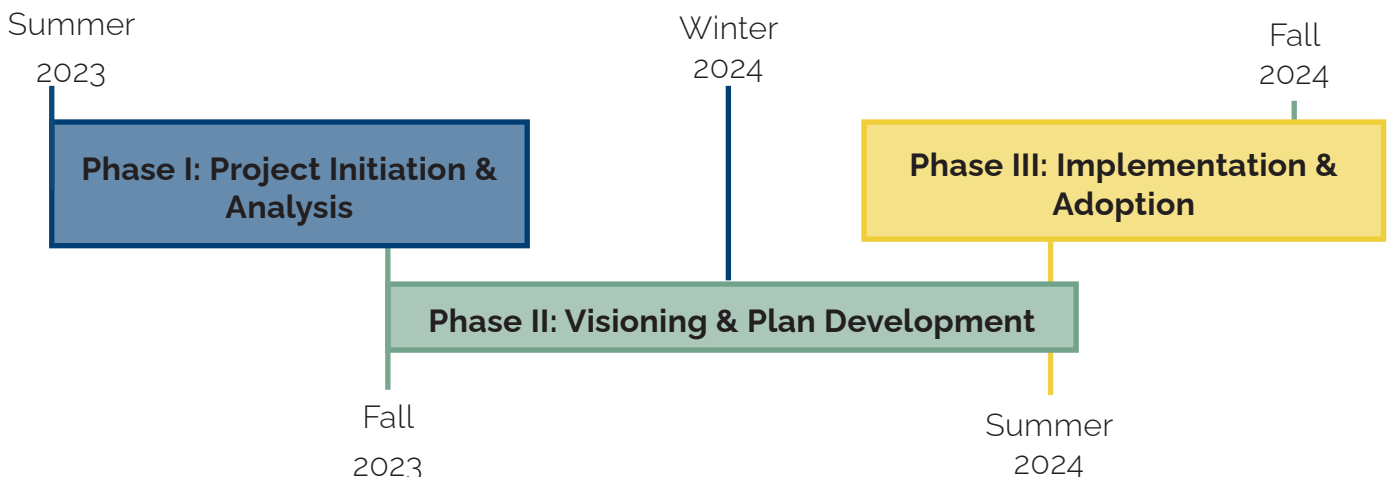
A Comprehensive Plan outlines a community's vision for its future, as well as policies and recommendations for achieving that vision. It guides land use policy, funding, resource decisions, and infrastructure investment for Harnett County, its staff, and coordinated efforts with municipalities. The Plan is created through a community planning process that prioritizes public engagement to capture the shared vision for Harnett County. This Comprehensive Plan serves as an update to the 2015 Grow Harnett County Comprehensive Growth Plan. It incorporates recommendations from existing planning documents and strategically plans for the future. The Plan defines a framework for land use and development in different parts of the county and addresses other priorities including housing, economic development and natural resource protection.

PROCESS

This process was completed in three phases, these phases include:

- ◆ **Phase I Project Initiation & Analysis-**
The first exploratory phase included a tour of the community, mapping and demographic analysis, meetings with the Planning Board, Board of Commissioners, staff coordination, and stakeholder interviews.
- ◆ **Phase II Visioning & Plan Development**
- This phase began with a significant amount of community engagement including a community survey and public workshops, Input received led to the creation of a vision and goals, future land use map, policy recommendations and a draft plan.
- ◆ **Phase III Implementation & Adoption**
- The last phase included a public open house, review of the plan, drafting of implementation strategies and the plan adoption process.

Process



STUDY AREA

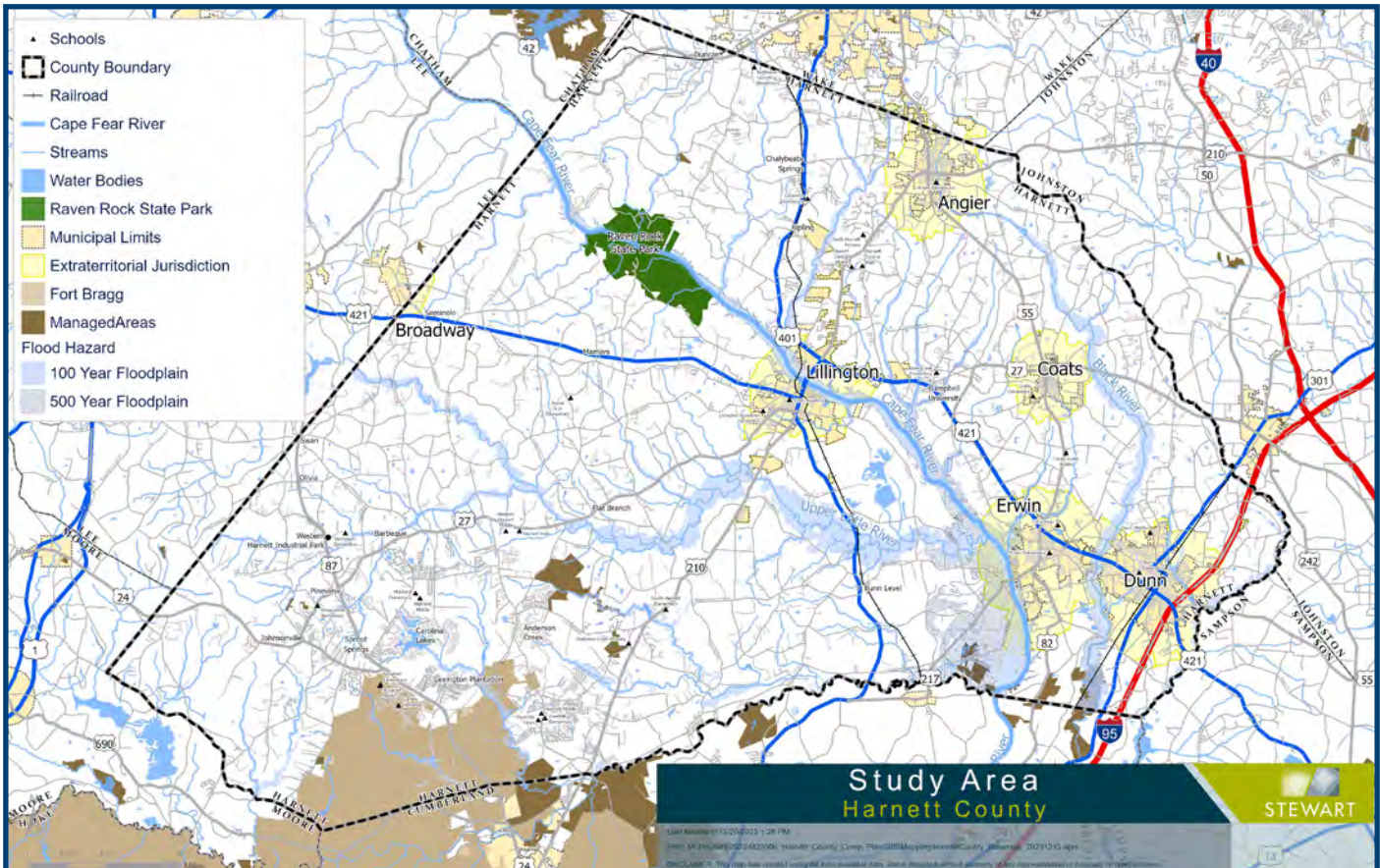
Harnett County is located in Central North Carolina on the south side of the Triangle Region and just north of Fort Liberty and Fayetteville. It is bordered by Wake, Johnston, Sampson, Cumberland, Moore, Lee, and Chatham Counties. Harnett County is 601 square miles, making it the 25th largest county in the state. Within the county there are 5 municipalities, and a total of 7 municipal extraterritorial jurisdiction's, with Lillington being the County seat. Fort Liberty reaches into Harnett County's Southwest area which does not have any municipalities, but has a number of large residential communities including Anderson Creek, Carolina Lakes, Linden Oaks, and Lexington Plantation.

Study Area Statistics

601 Square Miles

5 Municipalities

7 Bordering Counties



PROJECT BACKGROUND

What is a Comprehensive Plan?

Comprehensive plans can impact the future layout and landscape of a jurisdiction for many years to come. Comprehensive planning is an important tool for planning jurisdictions to guide future development, infrastructure, services and partnerships.



It is an expression of the community's vision for the future with a strategic map to reach that vision.



It is an advisory or guiding document that sets forth a vision and goals for the area's future and provides the overall foundation for land use regulation, development design and approvals.

It is a policy document that shapes land use decisions, but it is not a legal ordinance.

It is required by the State of North Carolina for jurisdictions that want to enforce zoning regulations and must be reviewed and updated on a regular basis.



The comprehensive planning process helps communities identify issues before they arise, stay ahead of trends in land use development and redevelopment, and anticipate and navigate community trends and land use patterns.



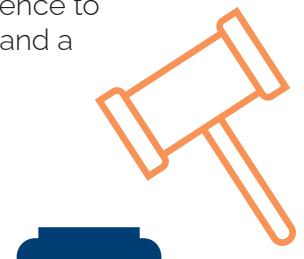
Input

The creation and adoption of a comprehensive plan should be a dynamic public process that emphasizes collaboration. Public participation is key to broad and ongoing support, brings a variety of information and perspectives, and instills a sense of community ownership in the plan.



Adoption

The adoption process follows the same requirements as a legislative zoning decision: published notice, public hearing, reference to the planning board, and a motion and vote by governing board to adopt.



PLAN ELEMENTS

Basic requirements for a comprehensive plan are specified by state law. Additional detail on topics of local concern can be added based on input received. The following elements are included in this plan:



Land Use

Looks at current land use trends and issues and makes recommendations for desired land use patterns.



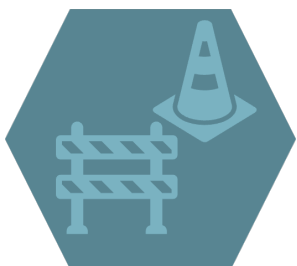
Housing

Evaluates housing types, location, age, affordability, and occupancy of the community. Recommends policies and programs to address needs.



Economic Development

Describes the local workforce, and key aspects of the local economy. Focuses on how to grow the County's economic base.



Infrastructure

Evaluates community assets regarding utilities, public safety, government, and educational services.

PLAN ORGANIZATION

Following Part 1: Introduction, Part Two includes information on public input gathered during the planning process. Part Three includes analysis and recommendations for each plan element. Part Four includes additional supporting information.



Transportation

Analyzes all modes of transportation, including roads, trails and pedestrian facilities. Includes planning and project priorities.



Jetport

Details planned improvements and future needs of the Harnett Regional Jetport.



Agriculture & Natural Resources

Discusses preservation of agriculture and natural resources such as wildlife and their habitats, floodplains, and wetlands.



Parks & Open Space

Describes existing and planned parks, greenways and open space.



ANALYSIS & INPUT

DEMOGRAPHICS

Highlights

POPULATION

Harnett County has seen a large increase in population from 2000 to 2020 with 42,543 new county residents (a 46.7% increase). As of 2020 there were 133,568 residents in the County. According to the NC Office of State Budget and Management (OSBM), this growth trend is likely to continue. If projections are accurate Harnett County could see 170,341 residents by 2035.

Some areas of the County are more populated than others. Population density by census block is wide and ranges from 50 residents per square mile to over 1200 residents per square mile. The most populated areas are in the northern part of the County near the Town of Angier where growth has spread south from Holly Springs, Fuquay-Varina and Wake County, and the southwest area of the county where residential and commercial growth have been concentrated due to the proximity to Fort Liberty.

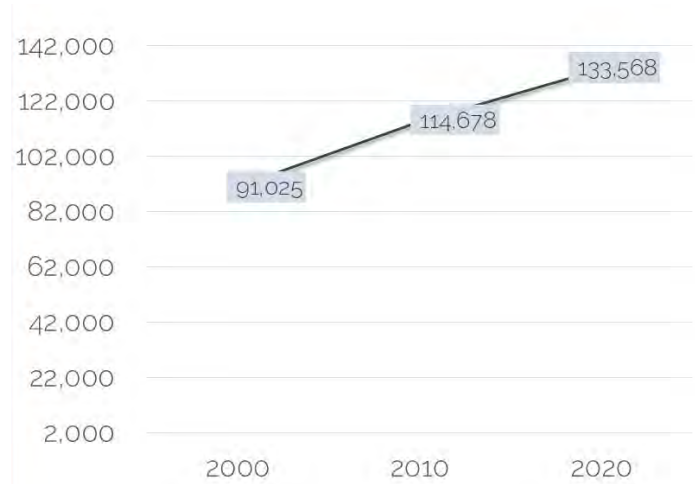
AGE

Residents of Harnett County have a median age of 34.7 years, up from 32.6 in 2000, and 33.7 in 2010. All age cohorts are growing, however the largest age cohorts from 2020 are ages 30-34, 25-29, and those under the age of 14. The cohort with the largest increase is ages 30-34 with an increase of over 2,000 people in the last ten years.

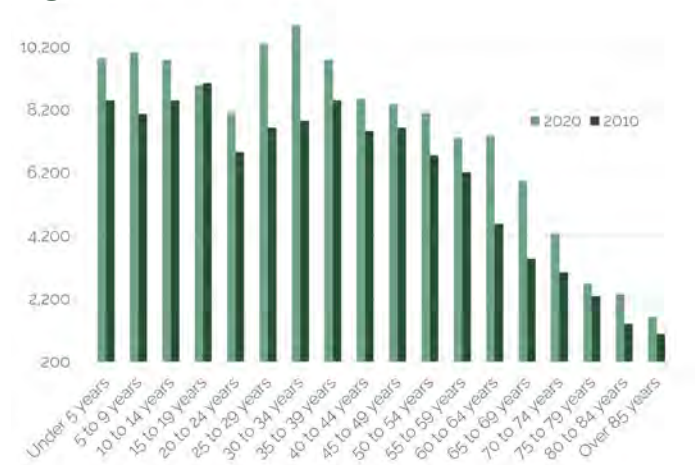
RACE

Harnett County's racial makeup is predominantly white with 61.3% of the population identifying as such. The Black or African American population makes up 20.5% of county residents, followed by 8.7%

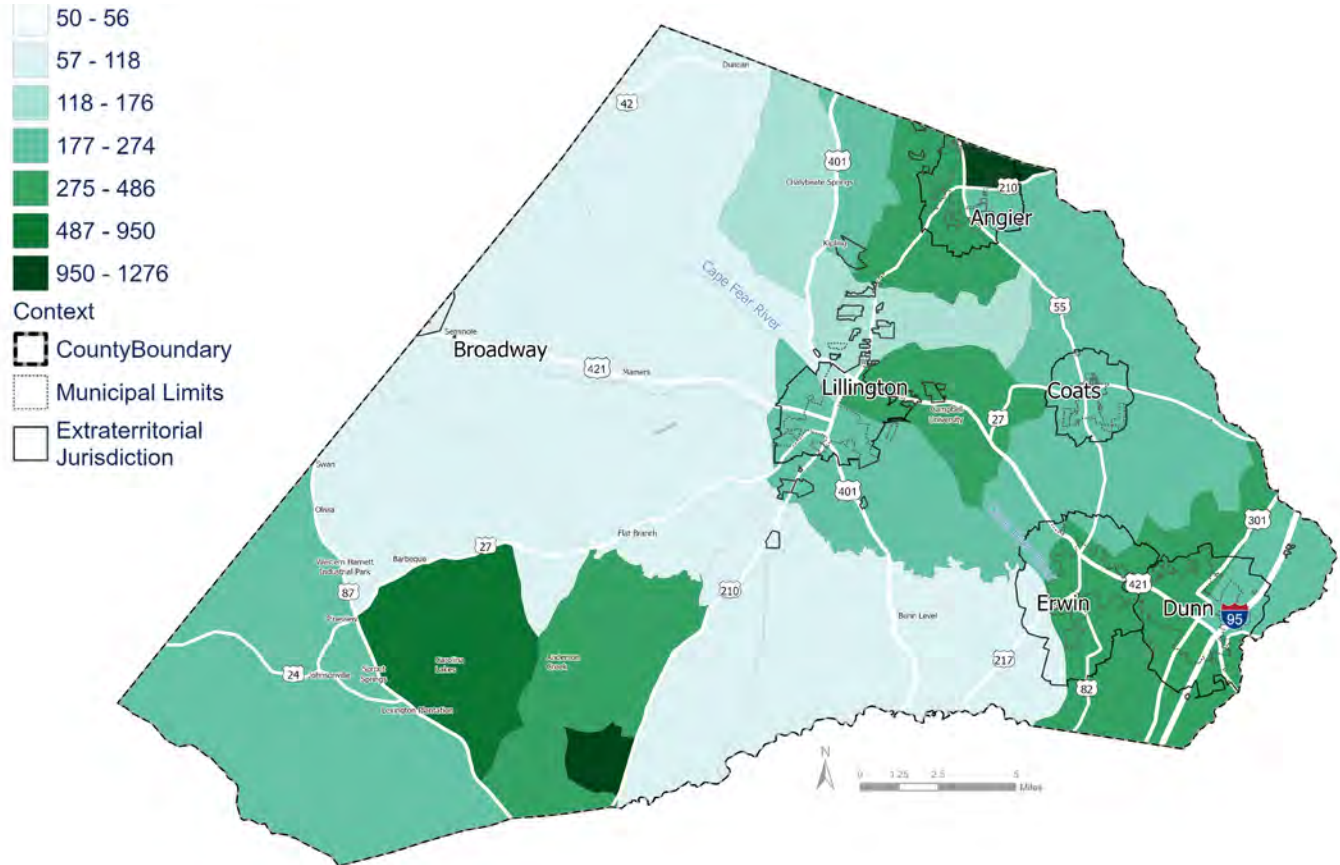
Population Growth



Age Cohorts



Population Per Square Mile



of the population identifying as two or more races. Between 2010 and 2020, the Black or African American population saw an increase of almost 3,500 people, making it the fastest growing individual racial group.

HOUSEHOLDS

Harnett County has a total of 50,584 households (2020), up from 38,631 in 2010 and 33,837 in 2000. This is an annual increase of 3.2%. Households in Harnett County are on average 2.71 people in size.

The Median Household Income has continuously increased since 2000 and as of 2020 it is \$46,525 however, it is still less than North Carolina's Median Household Income \$56,642.

HOUSING GROWTH

There has been increase of 7,894 housing units between 2010 and 2020. Escalating housing prices and elevated demand in adjacent urban centers surrounding Raleigh have caused many residents to move south to Harnett County where there have historically been more affordable housing options. Growth has slowed in and around Fort Liberty compared to the early 2010s but remains steady.

Sources: US Census, ESRI, American Community Survey.

ISSUES AND OPPORTUNITIES

Through community engagement and research, a set of opportunities and issues emerged.



Growth Management

Harnett County has grown by 46.7% since 2000, adding 42,543 people to the county (2010, 2020 Decennial Census). With this accelerated growth come challenges, including increased traffic, accelerating demand for services, and impacts to natural resources and agricultural operations. Seventy-five percent of survey respondents were concerned or very concerned about growth.

Infrastructure Planning

Accelerated residential growth over the last decade has led to increased demands on the County's transportation system and concerns over utility, public safety and school capacity. An opportunity exists to plan for the future and encourage smart growth by coordinating land use with infrastructure availability and planning.



Natural Resource Protection

Harnett County's natural resources are among its most valuable assets. The Cape Fear River provides a source of drinking water for the region and when combined with the Upper Little River, Raven Rock State Park and Anderson Creek Park, forms a network of recreation opportunities and open spaces that are unparalleled in the Triangle and Sandhills regions.



Economic Development

Residential and commercial growth, proximity to I-95, Campbell University, the Harnett Regional Jetport and Fort Liberty all present opportunities for businesses and new jobs in the County. Although there are strong healthcare, manufacturing, retail and construction sectors the majority of working residents commute out of the County every day which results in lost revenue. Supporting vibrant towns and potentially new villages that can serve as commercial and civic centers in the county could help increase the tax base and reduce traffic.

Housing Demand/Affordability

Harnett County has traditionally been an affordable option for those moving to the Triangle. This has been changing due to increasing demand, land and material costs. Median listing price of homes for 2023 was \$339,900 which is unaffordable to many residents. Most of the recent growth in the county has been single-family home development although market demands and demographic trends will lead to an elevated demand for additional options.



Agricultural Preservation

Farms and forests contribute over \$300 million to the County's economy on an annual basis. Agricultural and forestry lands serve to buffer and maintain the water quality within the Cape Fear River and its associated tributaries, therefore safeguarding our water supply. Agricultural land conversion is on the rise, driven primarily by residential growth. Harnett County faces a pivotal moment as decisions on the horizon will dictate the future of farming in the County.

PUBLIC ENGAGEMENT

Engagement Overview

Public engagement is crucial to an informed comprehensive plan. As a key part of the planning process, public engagement was intentionally spread throughout all project phases. Prior to the plan update, the project team identified key opportunities for in-person and virtual conversations to gather feedback and learn from residents and stakeholders who know Harnett County best. Opportunities were planned to ensure that everyone who wanted to participate had a chance to get involved. Both formal and informal opportunities were held, including an online survey, virtual workshops, and public meetings at various locations throughout the county. In total, the Harnett County planning process included:

- Six stakeholder meetings
- Five Planning Board (*PB*) or Board of Commissioners (*BOC*) meetings
- Four steering committee meetings
- Four public meetings
- One public survey with 1,792 participants

Steering Committee

Throughout the project, the Steering Committee, alongside County staff and the project team, were actively involved in the planning process. The Committee was comprised of 20 community leaders and County and municipality staff.. Four Steering Committee meetings were held in person and virtually throughout the plan update process.

ENGAGEMENT BY THE NUMBERS



The Committee helped kickstart the planning process by contributing ideas, opinions, and feedback. As the project progressed, the group not only served as a sounding board, but as advocates for the Harnett County community and their interests. Steering Committee members also championed the plan by attending and assisting at public meetings and encouraging community members to get involved by advertising the plan and its events. At the end of the planning process, the Committee reviewed and provided feedback on drafts of the plan and its recommendations.

Stakeholder Meetings

Six, hour-long meetings with community stakeholders, citizens, and topic area experts were held to inform the plan update. These focused meetings helped the project team gather valuable input, identify priority issues, vet ideas, and learn more about the community's vision for the County's future. The County hosted stakeholder meetings both virtually and in-person on October 30th and November 8th at the Harnett County Development Services Building. Stakeholder groups were categorized by topic and expertise, though discussions were allowed to be free flowing and covered a broad range of related issues. Group themes included the following: Housing and Development (*Developers, Builders, Realtors, HBA, Appraisers, Engineers, Surveyors*), Schools, Governmental Staff and Municipal Representatives, Civic Organizations (*Health, Safety, and Boards*), Transportation and Infrastructure, and Natural Resources and Agriculture. Meeting discussion topics included infrastructure, quality of life, health, new development, and more.



PUBLIC ENGAGEMENT

Public Meetings

Four public meetings were held during the Harnett County plan update process. The first meeting was a Citizen Information Session in October of 2023. During this meeting representatives from Development Services and consultants discussed the Comprehensive Plan, trends and options for how Harnett County can grow in the coming years.

Two open house format public meetings were held in March of 2024. For these meetings attendees circulated around the room to different stations and provided feedback on various topic areas using poster boards

and maps. These meetings introduced the community to the Harnett Horizons 2040 project and provided them with an opportunity to shape its direction. Meeting locations in varying parts of the county were chosen to ensure residents throughout the county had equitable access to attend a meeting. The first public meeting was held from 5:00-7:30pm in the Commons Area, and the second meeting was held at the YMCA from 6-8pm. At these meetings, attendees provided feedback on topic areas such as traffic, infrastructure extensions, environmental and resource protection, and more.

Themes	What We Heard
Development and Housing	<p><i>Preservation of greenspace and opportunities for commercial and industrial growth.</i></p> <p><i>Diversity in housing types is important.</i></p> <p><i>Low income housing has a waiting list.</i></p> <p><i>Need for affordable housing.</i></p> <p><i>Need for low barrier shelters and a good program for transitional housing.</i></p> <p><i>Need a formal housing study.</i></p>
Schools	<p><i>Need to prepare for new construction of schools and incorporate meeting rooms and/or parks so they are dual purpose.</i></p> <p><i>Schools in western portion of county in need of major updates or need to be replaced.</i></p>
Government	<p><i>Expansion of broadband needed.</i></p> <p><i>Lillington has seen over 11k residential lots in last 24 months with some small-scale commercial growth.</i></p> <p><i>Dunn and Erwin have seen increased infill development.</i></p> <p><i>Erwin just adopted their land use plan and is currently working on a overlay for Highway 421.</i></p>
Civic Organizations, Health, Safety and Boards	<p><i>Farmland preservation is a major concern.</i></p> <p><i>Need for buffering new subdivisions against farmland.</i></p> <p><i>Need for more physicians in the county.</i></p>
Transportation and Infrastructure	<p><i>The NC 87 intersection project at Nursery Road has been funded.</i></p> <p><i>The I-95 widening project will have a large impact on Dunn.</i></p> <p><i>Conditional zoning may be a vehicle for encouraging needed public improvements.</i></p> <p><i>The US 401 Corridor Study preferred alignment goes around Angier to Lillington.</i></p> <p><i>The Northwest Transit study to begin in 2024.</i></p>
Natural Resources/ Agriculture	<p><i>Agricultural growth zones program beginning soon.</i></p> <p><i>Agriculture Advisory Board discussing Enhanced Voluntary Agricultural Districts.</i></p> <p><i>NRCS has a Conservation Stewardship Program , this program offers financial incentives to landowners managing woodlands.</i></p> <p><i>Need to protect water quality in the Cape Fear River and add more access points to the river</i></p>

The next public meeting was held in November of 2024. At this meeting, the project team introduced draft recommendations and the future land use map that were developed throughout the plan update with input from community engagement.



Harnett Horizons 2040
Planning a Brighter Future



PUBLIC MEETINGS
Join us at a public meeting and take the survey!
www.harnetthorizon.com/hh2040survey

Meeting Details
Tuesday, March 5 | 5:00-7:30 pm
Commons Area
309 W Cornelius Harnett Blvd
Lillington, NC 27546
Tuesday, March 19 | 6:00-8:00 pm
YMCA Saleeby Family Branch
107 Carletta Cagle Dr
Cameron, NC 28326



Project Website and Community Survey

Early in the planning process a project website was created using the PublicInput.com platform. The HarnettHorizon.com website served as an informational platform for the project. The community survey was accessed here, public meetings were announced and links to meeting materials were provided.

The community survey was designed and developed to be distributed throughout the county both online and in print form. The 22-question survey was a mix of multiple choice, ranking, and open-ended response questions to allow respondents to provide more detail about their ideas, goals and priorities for the future of Harnett County. Survey question topics included development priorities, environmental and open space priorities, transportation priorities, and more. The survey also included five demographic questions to determine respondent demographic data, and the option to provide

The screenshot shows a survey page for 'Harnett Horizons 2040'. At the top, three questions are listed: 'Do you live or work in Harnett County?', 'Do you have an opinion on how the County should grow and develop?', and 'Do you want a say in the future of YOUR community?'. Below these is a call to action: 'THEN TAKE THE PROJECT SURVEY TODAY!'. The logo for 'Harnett Horizons 2040' is displayed, featuring a stylized sun and green waves, with the tagline 'Planning a Brighter Future'. A QR code is provided for scanning, with the text 'Harnett Horizons 2040' next to it. To the right of the QR code, it asks: 'What is your vision for Harnett County's future? Go to www.harnethorizon.com to for more information on the comprehensive land use planning process, and how you can get involved.' At the bottom right, it says 'Scan the QR code or visit www.harnethorizon.com/hh2040survey'.



Screenshot of the Harnett Horizons website.

an email address to receive updates from the County regarding this plan and future engagement opportunities.

The survey opened in January 2024 and closed in May 2024, providing community members with five months to participate. The survey was advertised via flyers, social media, emails, the County's website, community news outlets, and more. Special efforts were made to provide paper surveys to seniors and citizens from certain districts to diversify those participating.

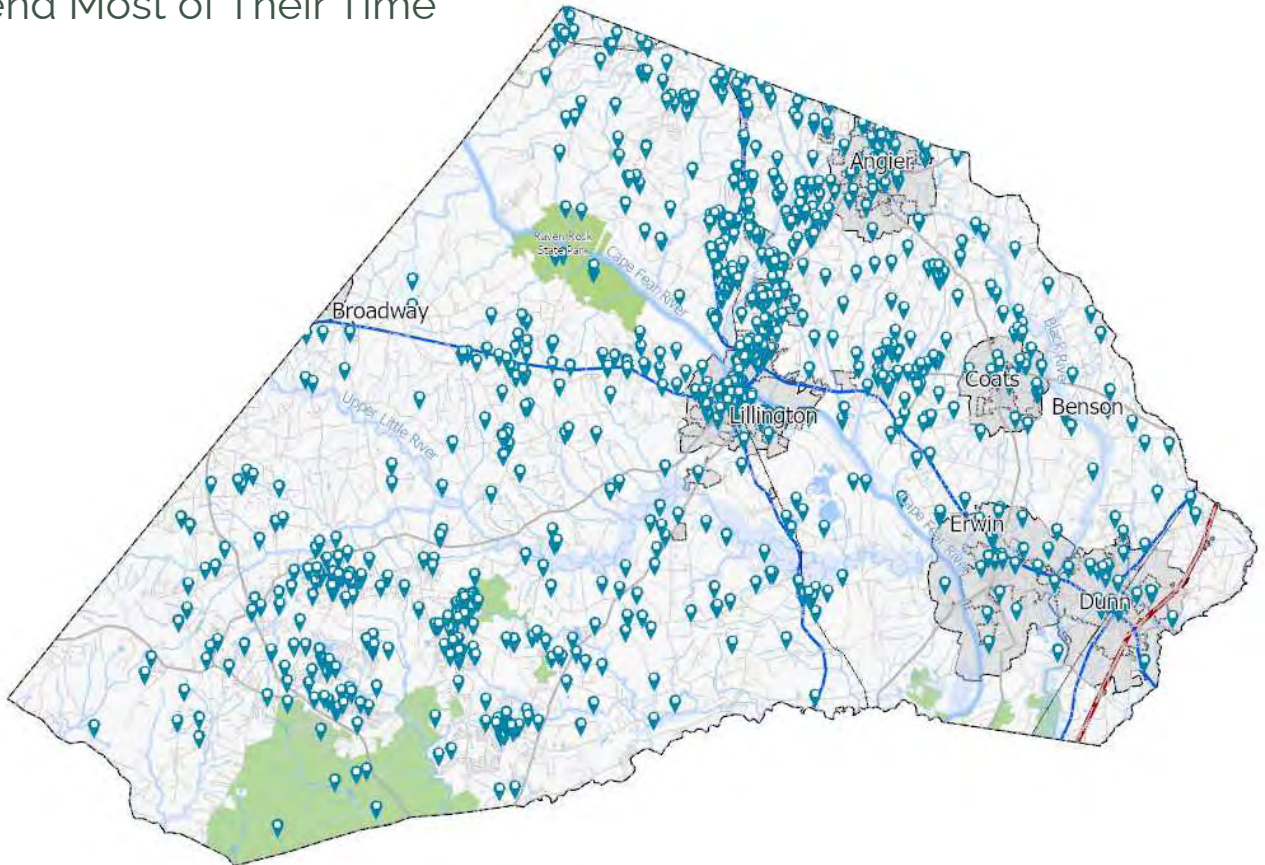
When the survey closed in May, it had over 1700 participants. Over 96% of survey respondents lived in the county. Of those, 37% had lived in Harnett County for 10 years or less, and 60% lived in Harnett County for more

than 10 years, representing a range of lived experience in the county. Respondents were able to skip certain questions from the survey, including some of the demographic questions.

Highlights from the survey responses are shown on the following pages. The full results of the survey can be found in the appendix.

1,792
Survey Participants

Where Survey Participants Live or Spend Most of Their Time

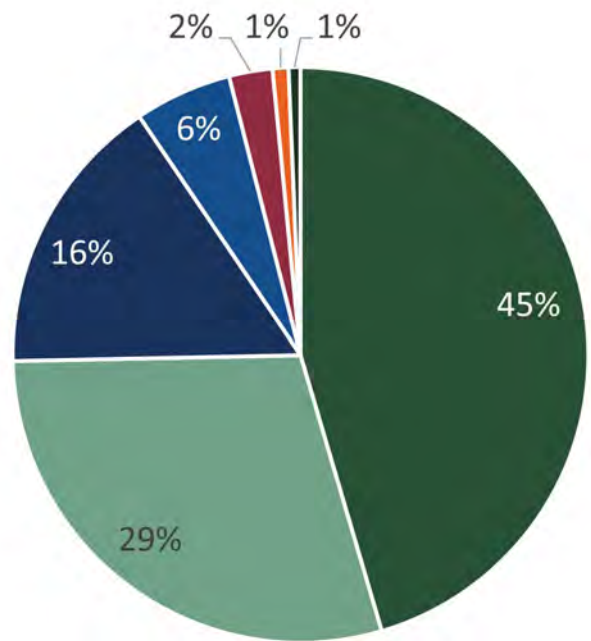


COMMUNITY SURVEY RESULTS

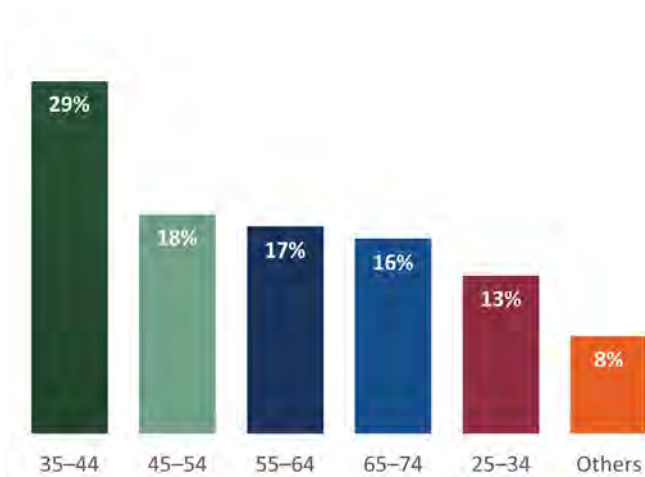
The community survey was open in January 2024 and closed in May 2024. The survey has 1,786 participants. Highlights from the survey include:

- ◆ Digital version and paper copies were distributed.
- ◆ Respondents included all races and ethnicities.
- ◆ All income levels were represented.

Relationship to Harnett County



Age of Survey Participants



- Live here
- Own property here
- Work here
- Business owner
- Go to school here
- Other
- I don't live here yet but would in the future

29%

of participants were between 35 and 44 years of age

43%

of participants have lived in Harnett County for more than 20 years

Top Growth Concerns

Traffic and congestion

School capacity and/or quality

Utility and infrastructure capacity

Loss of Farmland

Impacts on natural resources

Public safety and services

Top Values

Rural nature/natural resources

Cost of living

Sense of security/safety

Top Environmental or Open Space Priorities

Unique natural areas and rivers

Agricultural Preservation

Tree preservation/planting

Development Priorities for Historic Crossroads Communities

- #1 Limit traffic impacts
- #2 Limit scale of development
- #3 Modify approval process to allow more community input and dialog

Residential Development Preference



#1

A house with a large yard,



#2

A house with a smaller yard within walking distance of a park or greenspace



#3

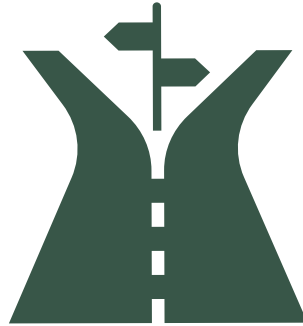
Anything that is relatively affordable

Factors for Quality Residential Development



#1

Preservation of natural areas and trees



#2

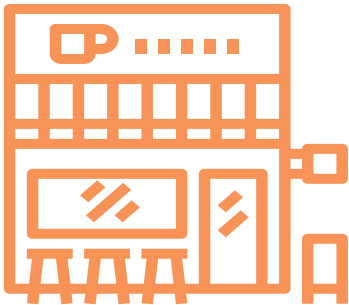
Road connectivity and infrastructure (e.g. road widths, curb and gutter)



#3

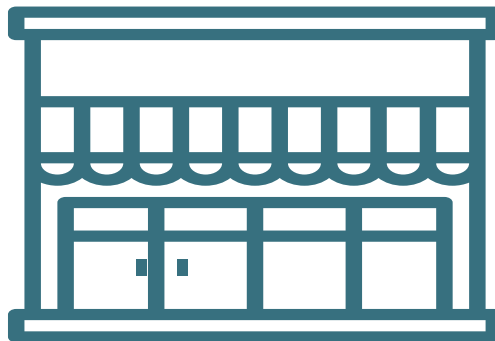
Overall density of development

Development Preference



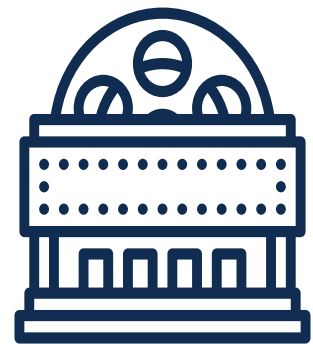
#1

Small-scale retail and restaurants



#2

Large-scale retail and restaurants



#3

Entertainment businesses

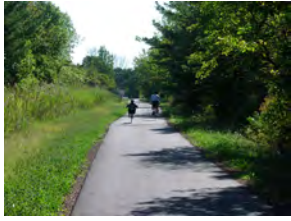
Top Three Economic Development Priorities

Education for young people

Better paying jobs

Recruitment of new businesses

Parks and Recreation Priorities



#1

Greenways and trails



#2

Publicly accessible natural areas



#3

Programming events

Subdivision Design Preference



Conventional Subdivisions



- Typical subdivision design
- Medium sized lots ~ 1/2 acre
- Limited open space



Compatibility / Conservation Design



- Same number of lots as conventional subdivision but development clustered
- Smaller lots in exchange for more open space (30-40%+) and amenities

2 to 1

Conservation Design was preferred 2 to 1 in the survey (based on 1,792 responses)

	Do Not Support	Neutral	Support
Conventional Subdivisions	48% Do Not Support	31% Neutral	21% Support
Compatibility / Conservation Design	23% Do Not Support	32% Neutral	44% Support

VISION & GOALS

Vision

Harnett County is a **unified, safe, healthy, and engaged community** that is **culturally vibrant, well-planned** with a **thriving economy** and a **high-quality educational system**, in harmony with its environment and **beautiful natural resources**, and with **strong leadership** ensuring **equitable services** so that all citizens will prosper.

Source: Harnett County 2032 Strategic Plan

Plan Goals

LAND USE

- ◆ **Goal 1:** Manage growth in order to protect natural resources, agricultural areas and rural character.
- ◆ **Goal 2:** Maintain and Increase standards for new development.
- ◆ **Goal 3:** Encourage commercial recruitment (*including retail and restaurants*) to address leakage trends.
- ◆ **Goal 4:** Provide for limited areas of mixed-use and walkable villages in key locations.

HOUSING

- ◆ **Goal 1:** Accommodate a mixture of housing types in appropriate areas.
- ◆ **Goal 2:** Encourage the preservation and construction of affordable and workforce housing.
- ◆ **Goal 3:** Work with partners to prevent and reduce homelessness.

AGRICULTURE & NATURAL RESOURCES

- ◆ **Goal 1:** Encourage compatible development in areas with important natural resources.
- ◆ **Goal 2:** Maintain and improve water quality.

PARKS & OPEN SPACE

- ◆ **Goal 1:** Provide active and passive recreation opportunities to preserve and enhance quality of life.
- ◆ **Goal 2:** Position Harnett County as a destination for outdoor recreation.



ECONOMIC DEVELOPMENT

- ◆ **Goal 1:** Grow Harnett County's inventory of market-ready buildings and sites.
- ◆ **Goal 2:** Continue and expand business attraction and recruitment efforts.
- ◆ **Goal 3:** Support, grow, and strengthen existing businesses and industries across Harnett County.
- ◆ **Goal 4:** Coordinate with partners on workforce development.
- ◆ **Goal 5:** Support agriculture and tourism and related cultural and natural resources.

TRANSPORTATION

- ◆ **Goal 1:** Continue to build on transportation planning partnerships and prioritize projects at the regional level.
- ◆ **Goal 2:** Develop improved base standards for developments and traffic studies.
- ◆ **Goal 3:** Improve multi-modal transportation options in growing areas of the County.

INFRASTRUCTURE & PUBLIC SERVICES

- ◆ **Goal 1:** Maintain and improve the utility system.
- ◆ **Goal 2:** Prioritize utility capacity upgrades and improved services that support economic development goals and the Future Land Use Map.
- ◆ **Goal 3:** Maintain and improve the resiliency of critical facilities and infrastructure.

JETPORT

- ◆ **Goal 1:** Plan for the continued expansion and development of the Jetport.
- ◆ **Goal 2:** Minimize potential harm to people and property, protect aircraft operations, and provide for the long-term viability of the jetport.





PLAN ELEMENTS



LAND USE - BACKGROUND

Overview

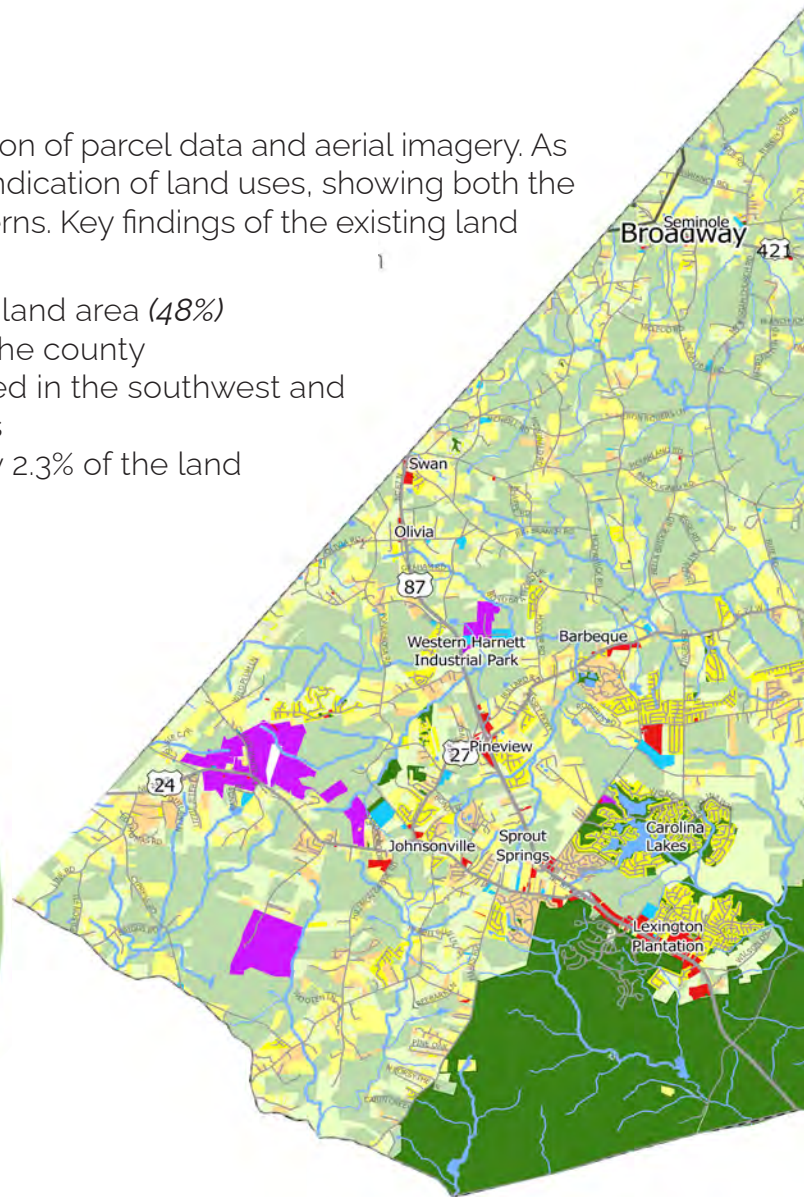
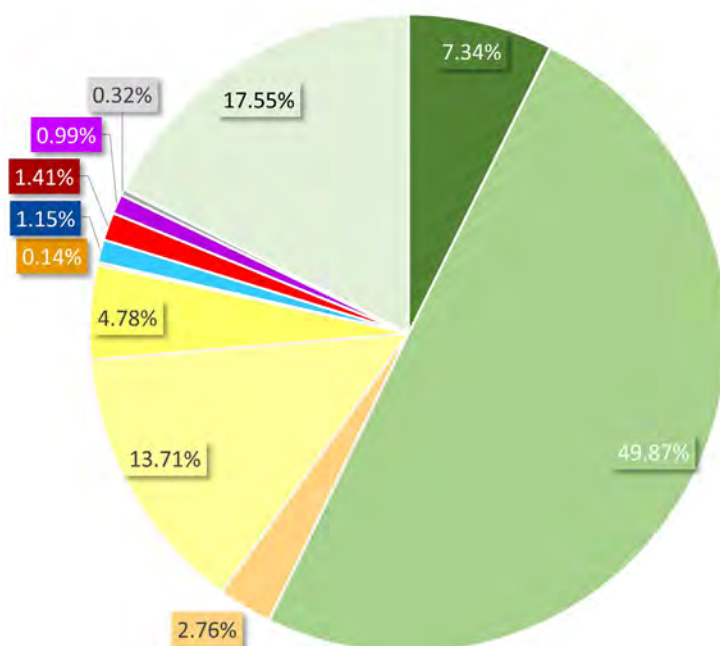
Land use varies considerably in different parts of Harnett County. Forests and agricultural lands cover large swaths of the county and contribute to the rural character and scenic beauty of the county. Historically, most residential and commercial areas were concentrated within and near municipalities including the Town of Lillington, the county seat, as well as Angier, Coats, Erwin and Dunn. However, urban growth has expanded into areas within the county's jurisdiction in recent years. The Base Reassignment and Closure (BRAC) initiative in 2011 led increases in troops at Fort Liberty and to a significant amount of development in the southwest part of the county. More recently residential growth has accelerated in the northwestern part of Harnett County due to housing demand within commuting distance to Raleigh, Wake County and the Research Triangle Park

EXISTING LAND USE

Existing land use is determined using a combination of parcel data and aerial imagery. As opposed to zoning, it represents a more current indication of land uses, showing both the quantities of individual uses and their spatial patterns. Key findings of the existing land use study include:

- ◆ Agricultural lands make up almost half of the land area (48%)
- ◆ Residential uses total 21% of the land area in the county
- ◆ The majority of residential growth has occurred in the southwest and northwest part of the county and in the towns
- ◆ Commercial and industrial uses make up only 2.3% of the land

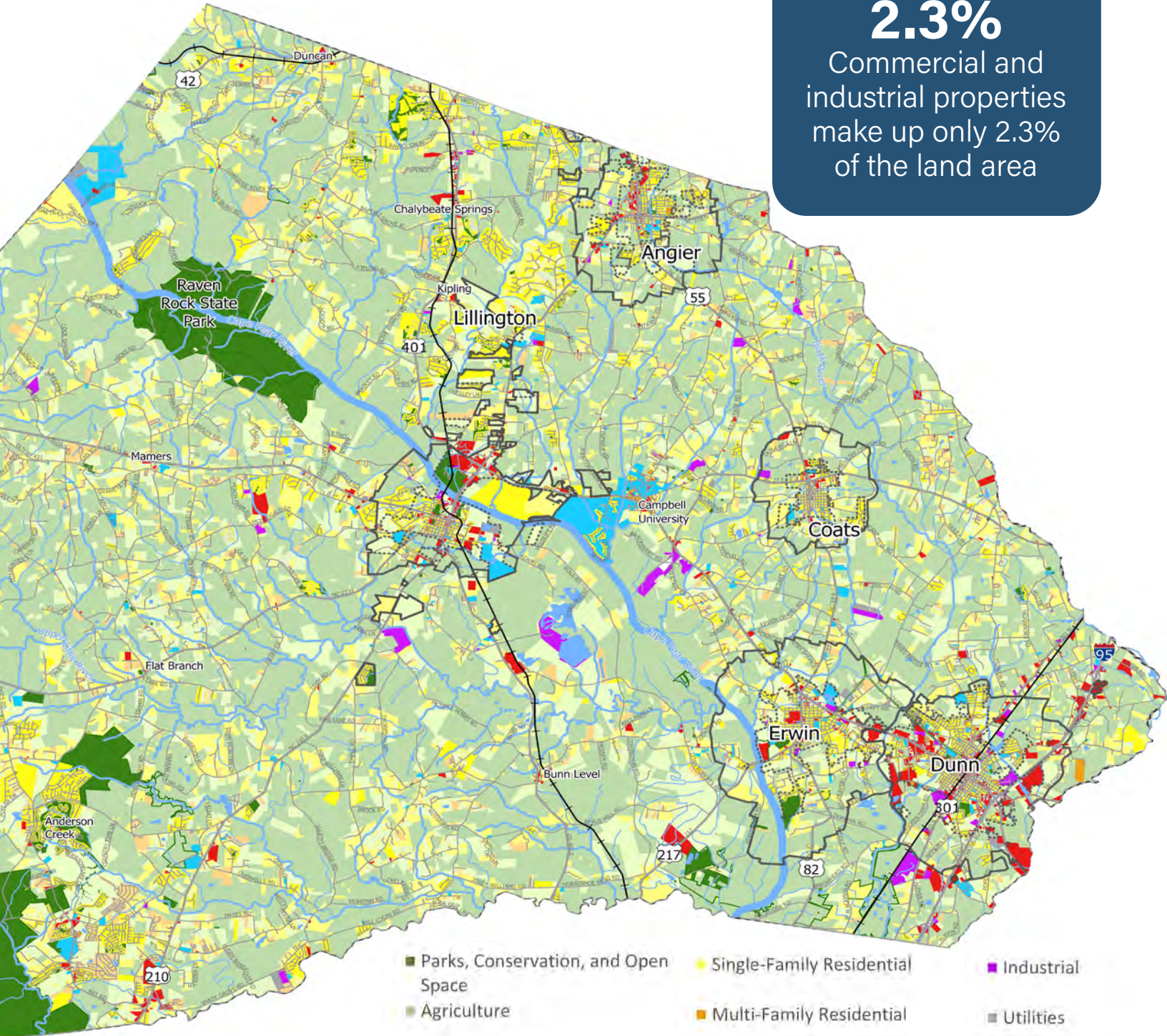
Existing Land Use Chart





Existing Land Use Map

2.3%
Commercial and industrial properties make up only 2.3% of the land area



- Parks, Conservation, and Open Space
- Single-Family Residential
- Industrial
- Agriculture
- Multi-Family Residential
- Utilities
- Manufactured Homes
- Institutional
- Vacant
- Rural Residential
- Commercial

Source: Harnett County Tax Parcel Data, 2023

LAND USE - BACKGROUND

LAND SUPPLY

As part of the existing conditions analysis a land supply inventory was created based on tax records and other GIS data. Land was classified into four categories:

- **Available:** Vacant land or land currently used for agricultural purposes without a significant structure.
- **Underutilized:** Parcels that have a relatively low structure to land value ratio. These properties have the potential for further subdivision and development.
- **Utilized:** Land that has significant structures that may include homes, businesses, churches or schools. Also includes land in conservation and parks.
- **Pending:** Land that is part of a proposed subdivision. These areas include a variety of proposed development that includes minor subdivisions, major subdivisions and commercial development.

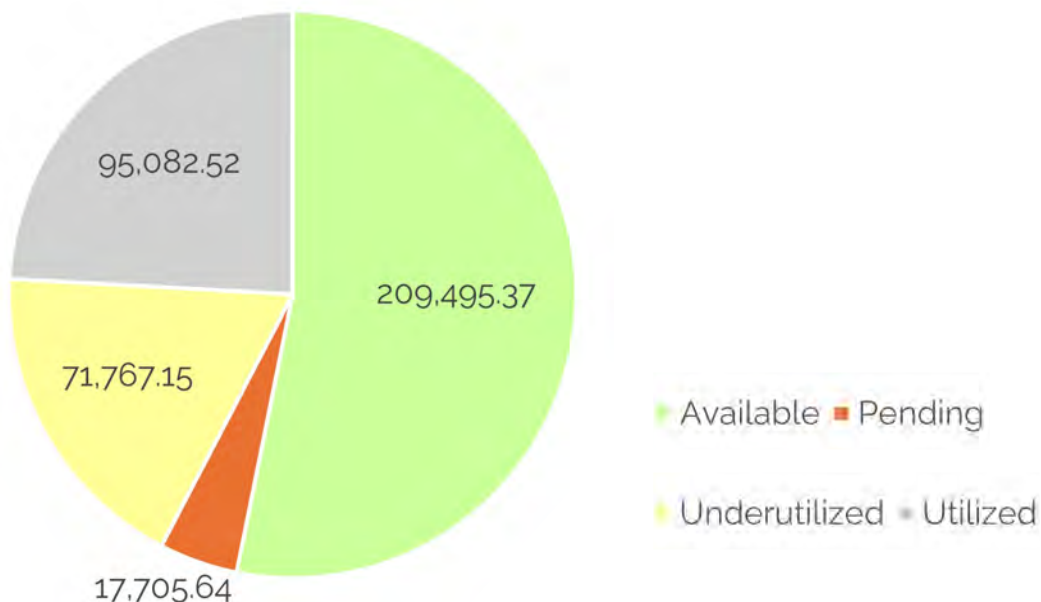
Available land, including agricultural lands, make up 53% of the land area or 209,000 acres. Underutilized lands make up 18% of the land area. Utilized or "built" lands make up 24% of the land area or 95,000 acres.

RECENT GROWTH AND PROPOSED DEVELOPMENTS

The map on the following page shows new residential permits between January 2019 and January 2024. Concentrations of new permits can be seen in the northwest portion of the county between NC 210 and Duncan and in the southwest near Anderson Creek Club.

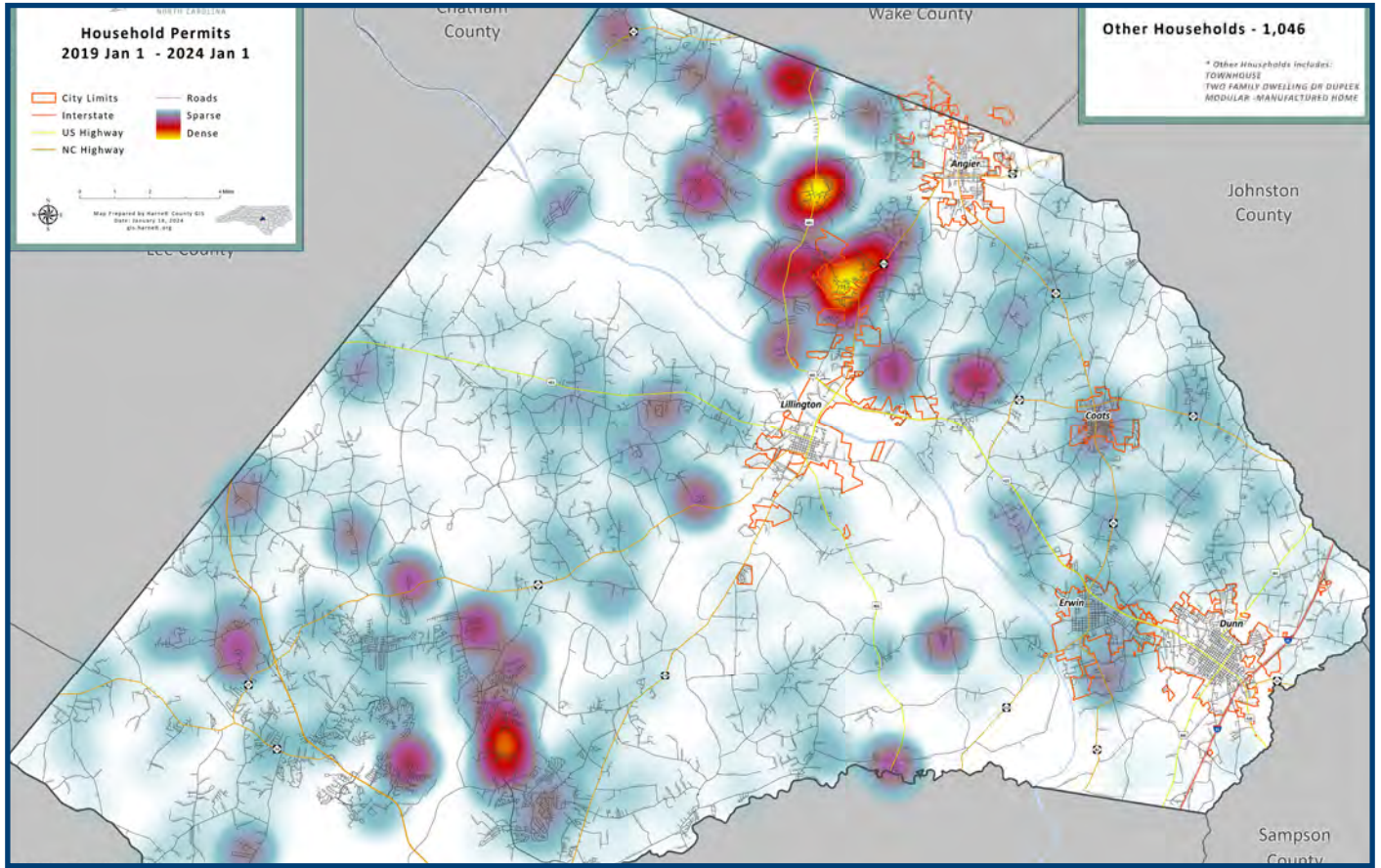
Pending developments, in some status of review or approval, make up over 17,000 acres.

Land Supply Chart





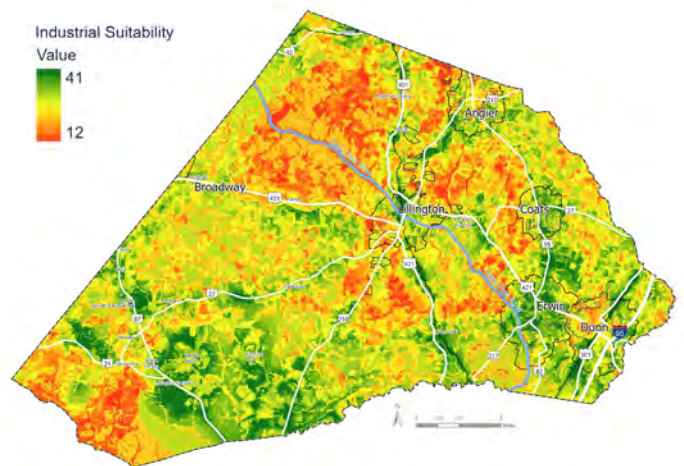
New Residential Permits (January, 2024)



Suitability

A land use suitability analysis was conducted based on economic and environmental factors. Suitability maps were created for residential, commercial, industrial and conservation. These maps were used, in tandem with citizen, staff and steering committee feedback to make land use recommendations for the Plan.

Industrial Suitability Map



Sources: Harnett County GIS

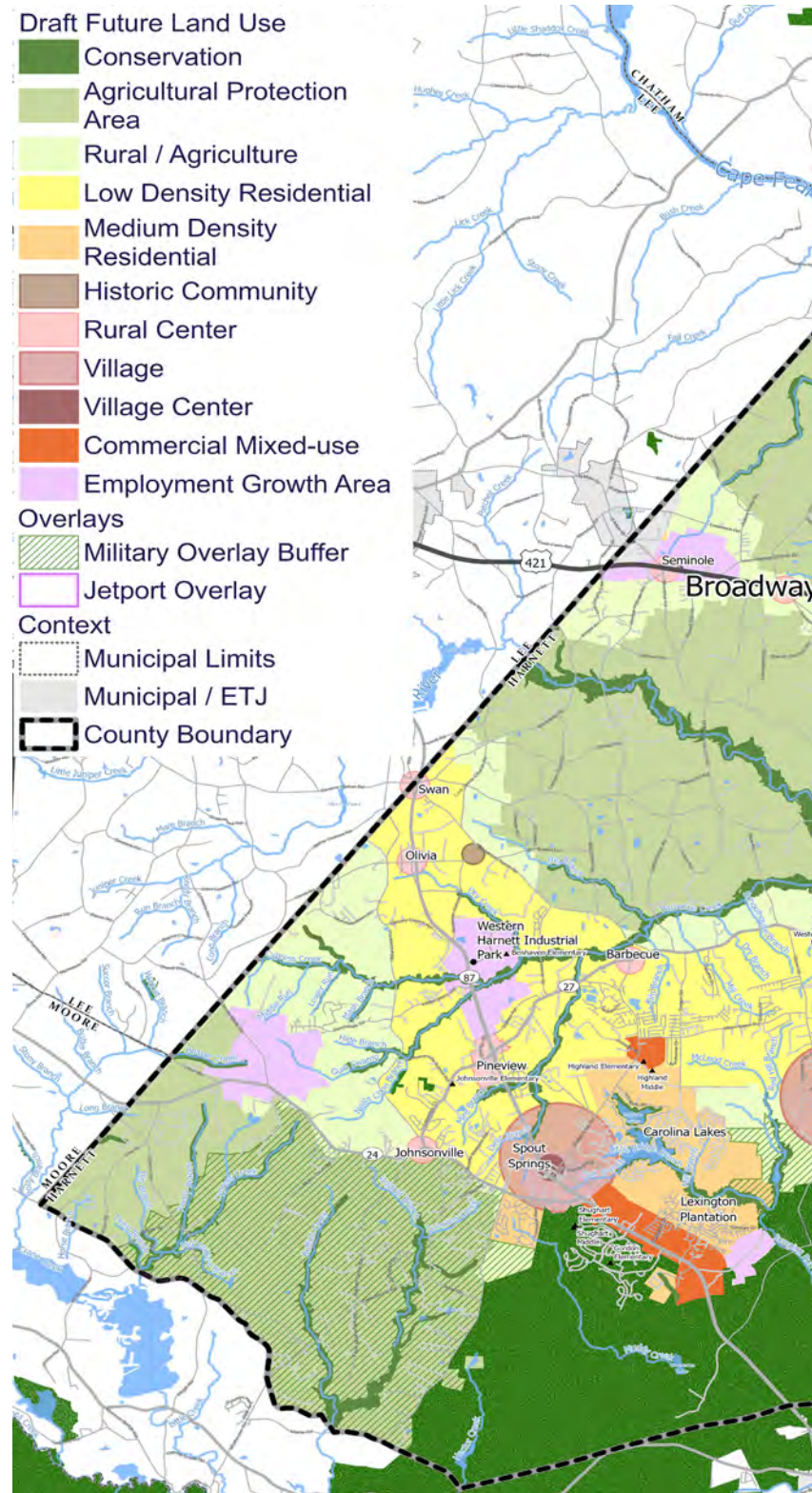
FUTURE LAND USE - MAP

The Future Land Use Map is intended to guide growth and development as well as infrastructure investment and conservation efforts over the next 10-15 years.

The map identifies 10 unique character areas for Harnett County's jurisdiction. Fort Liberty and municipal areas are also identified. Each character area is described on [pages 38-41](#) and indicate a predominant land use - or set of uses - and other shared design features that contribute to the character of development in that area. These character areas represent an intended development pattern that can assist in accomplishing county goals. They do not propose a change in existing development and do not automatically change zoning or entitlements for property. However, the map should be utilized to guide rezoning and land development decisions and changes in zoning may be beneficial to implement the plan.

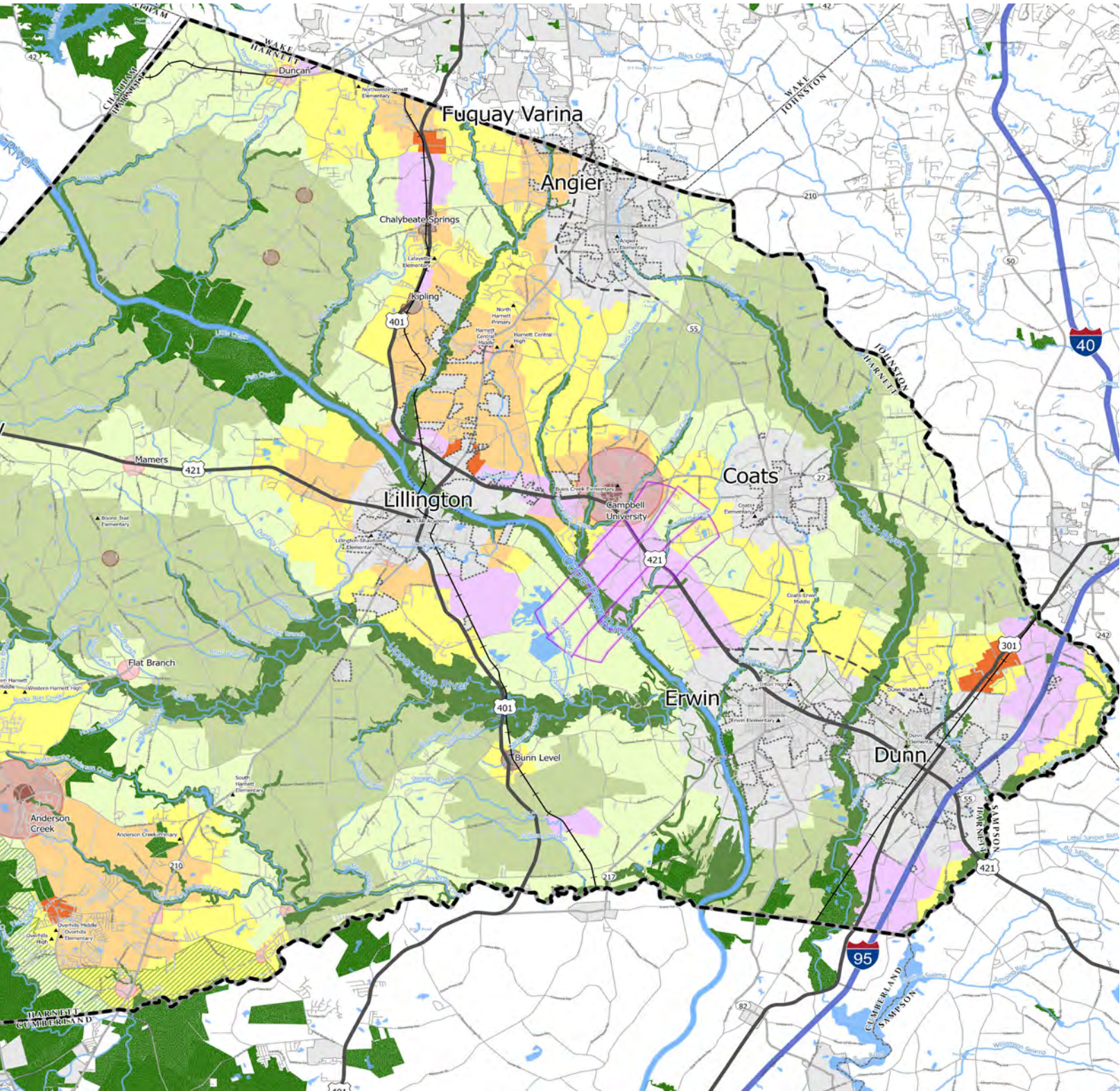
Highlights of the Future Land Use Map include

- ◆ Guidance for the management of residential uses and density
- ◆ Identification of strategic Agricultural Protection areas
- ◆ Areas for commercial and mixed-use development including Villages and Rural Centers
- ◆ Defined Employment Growth areas



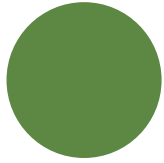


Future Land Use Map



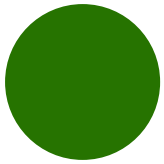
FUTURE LAND USE - CHARACTER

Environmental and Military Areas



CONSERVATION

Environmentally sensitive areas, including floodplains and areas located in the Conservation Overlay Zoning District. Primary uses in these areas includes recreation, forestry, and agriculture.



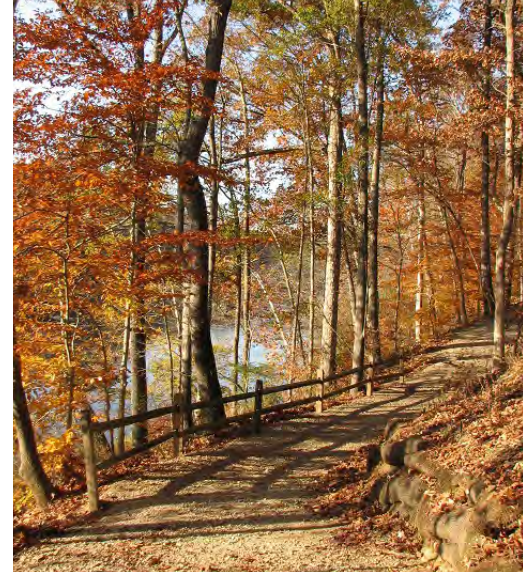
PARKS AND OPEN SPACE

Parks and other forms of protected open space, including large conservation easements. This character area also includes Fort Liberty. Primary uses in these areas includes recreation, forestry, agriculture and military operations.

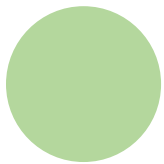


MILITARY CORRIDOR BUFFER

Areas proximal to Fort Liberty. Proposed development in these areas should be compatible with existing and future military operations.



Agricultural and Rural Areas

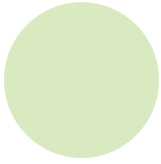


AGRICULTURAL PROTECTION AREAS

Areas of the county with concentration of agriculture, timber operations and natural resources. Farmland preservation efforts should be focused in these areas. The established low density development pattern and ongoing agricultural activities in these areas contribute to their rural character. This character can be enhanced by encouraging only low intensity uses such as agriculture and support businesses, and very low density single family residential with context sensitive rural design. New residential development should be limited in density and scale. Density should generally be less than 0.5 dwelling unit per acre.



AREAS



RURAL / AGRICULTURE

Primarily agricultural and forestry uses with some rural business and rural residential areas. These areas are located outside of existing and planned utility service areas and rely on septic systems for wastewater treatment. The lack of utility and transportation infrastructure should limit the density of development to very low density single family residential up to one dwelling per acre.

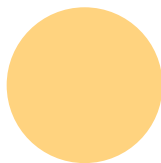


Residential Areas



LOW DENSITY RESIDENTIAL

Single family detached residential intended to remain predominately suburban in character and provide for low density single-family residential development. Gross densities of 1-2 dwelling units per acre depending on zoning, utilities, soils, and character of adjacent development. Smaller lot sizes could be permitted as part of a Compatibility Development, which would also include a higher amount of open space to preserve sensitive environmental areas.



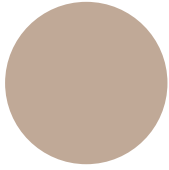
MEDIUM DENSITY RESIDENTIAL

Located in areas served by current or planned utilities, medium density residential permits a mix of housing types including single family detached homes, small-lot homes and patio homes. Gross densities of 1-3 dwelling units per acre depending on zoning, utilities, natural features and adjacent development. Smaller lot sizes and some attached housing could be permitted as part of a Compatibility Development, which would also include a higher amount of conserved open space to preserve sensitive environmental areas.



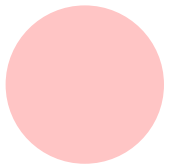
FUTURE LAND USE - CHARACTER

Nonresidential and Mixed-use Areas



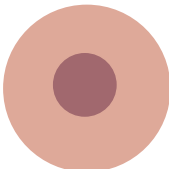
HISTORIC COMMUNITY

Historic communities, including Kipling, Chalybeate Springs and Bunn Level. These communities have structures, including homes, churches and businesses that date to the early 1900s. Future development may include a variety of uses including single family and house-scale attached residential and commercial. Buildings should mimic historical scale and include architectural details. New non-residential building footprints will usually be less than 5,000 square feet in these areas with exceptions for civic and institutional uses.



RURAL CENTERS

Small-scale commercial centers and nonresidential activity areas. The exact location and extent of the Rural Centers will be market driven, however, the non-residential footprint will usually be less than 30,000 square feet in these areas. Buildings and sites should blend with the character of development nearby. Residential uses include smaller lot homes, patio homes, and some small-scale attached products (such as duplexes or quadplexes), where appropriate.

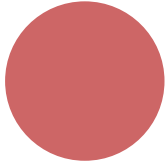


VILLAGES AND VILLAGE CENTERS

These areas are meant to be nodes or activity centers for growing areas in the county. They should be located to compliment an existing center or include and be designed around a defined center and integrated greenspace. Villages should have a connected street network with short block lengths and have access to major thoroughfares and utilities. These areas incorporate a variety of small- to medium-scale commercial uses including grocery stores, retail establishments, restaurants and services. Office, civic and institutional uses should complement commercial uses. Residential options may include small lot single-family, townhomes, missing middle housing types and live-work units with residential units above commercial uses. Village Center locations may also include apartments and condos or dorms in the case of Campbell University. Residential uses should be located in close proximity to shopping and service destinations and complimented by pedestrian facilities to provide more walking opportunities to internal and external destinations.



AREAS



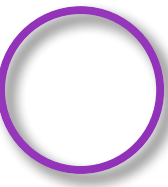
COMMERCIAL MIXED USE

These areas are located along major roads and include a mix of commercial land uses and some residential uses. This character area is home to medium to large-scale retail, services, restaurants, offices and other businesses. Residential uses may include single-family homes, townhomes, missing middle housing types and occasionally apartments.



EMPLOYMENT GROWTH AREA

These areas are located along major thoroughfares and include prime locations for economic development opportunities. Uses encouraged in the Employment Growth Areas include but are not limited to industrial, warehouse, office, research and development, tech-flex, medical, energy, and distribution. Residential development is appropriate only when not in conflict with existing or future industry or commercial uses or focal development areas.



JETPORT OVERLAY

Areas proximal to the Harnett Regional Jetport. Proposed development in these areas should be compatible with existing and future jetport operations.



LAND USE - RECOMMENDATIONS

Overview

Accelerated residential growth in the County has led to a need for growth management, especially in the northern part of the county. Recommendations in this chapter focus on managing the density of new development, improving standards and encouraging a growth pattern that protects agricultural and other natural resources. Additional recommendations address a need for commercial development and business growth in key locations to encourage a balanced tax base.



Residential development in Serenity, a master-planned community located off of Piney-Grove Rawls Road in Northwest Harnett County.

Goals and Strategies

Goal 1: Manage growth in order to protect natural resources, agricultural areas and rural character.

Strategy 1A: Review development proposals for consistency with the Future Land Use Map and goals and strategies of the Comprehensive Plan.

Strategy 1B: Update and utilize the Unified Development Ordinance to implement the Comprehensive Plan.

B.1: Following the adoption of the Comprehensive Plan review and update references to the Future

Land Use classifications in the Unified Development ordinance.

B.2: Review and revise zoning districts, permitted uses, standards and processes in the Unified Development Ordinance within 1-2 years to ensure consistency with the Comprehensive Plan and improve ease of implementation.

Strategy 1C: Discourage large-scale residential development and rezonings in Agricultural Protection Areas identified on the Future Land Use Map.



Strategy 1D: Update zoning to reduce density and improve design in Agricultural Protection Areas.

D.1: Consider targeted rezonings to more closely match future land use recommendations.

D.2: Consider the creation of one or more Agricultural Protection Overlays to allow for only larger lots or lower overall density (less than 0.5 dwelling unit per acre).

◆ This overlay could be targeted at and impact major subdivisions. Optionally the overlay or other amendment could provide incentives for small-scale, low

density development (this could be accomplished via a potential Farmhouse or Rural Cluster option as new minor subdivision type).

◆ A conditional zoning process could be set up to provide for additional flexibility for innovative development proposals.

D.3: Add requirement for major subdivisions to install or preserve a landscape buffer adjacent to working farmland.

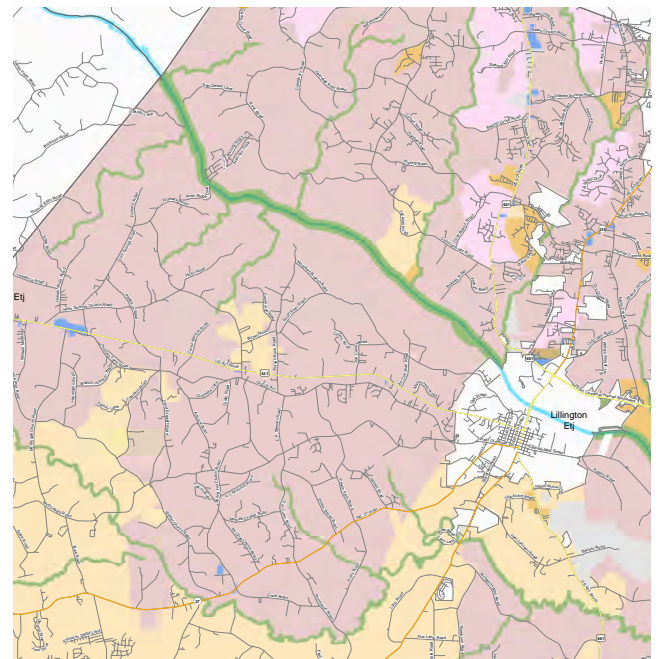
◆ See graphic in Natural Resources chapter for more information.

Zoning Updates Recommended

A major recommendation in the Harnett Horizons 2040 Comprehensive Plan is to update the Unified Development Ordinance (UDO) to increase development standards and encourage a land use pattern more in line with the Future Land Use Map. Many areas zoned RA-30 or RA-20R should be zoned for lower density and base standards for certain types of residential should be improved.



Zoning Map



LAND USE - RECOMMENDATIONS

Strategy 1E: Encourage growth where infrastructure and services exist.

E.1: Encourage growth inside municipal limits and extra-territorial jurisdictions to promote strong towns.

E.2: Encourage growth in areas of the county where adequate water and sewer service exists or is planned.

Goal 2: Maintain and increase standards for new development.

Strategy 2A: Improve open space standards for new development in residential zoning districts.

A.1: Update open space requirements for residential zoning districts.

- ◆ *Base residential zoning districts do not have minimum open space requirements*

currently. Consider adding an open space requirement (e.g. 10-15%) for RA-20 and RA-30 zoning districts.

Strategy 2B: Encourage conservation subdivisions in areas with sensitive environmental resources through updates to the Compatibility Development Option.

B.1: Increase standards for the Compatibility Development / Conservation Subdivision Option.

- ◆ *Updated standards should include:*
 - ◆ *Increased minimum open space requirements*
 - ◆ *Increased minimum lot size allowances for more rural areas.*
 - ◆ *Incentives for conservation subdivisions with 40% open space that includes smaller lot sizes with a maximum overall gross density cap*



Conservation Subdivisions

Conservation subdivisions are designed to cluster development away from key natural resources and have higher amounts of open space than conventional subdivisions. Currently there is a "Compatibility Development" option in the Unified Development Ordinance that allows for smaller lot sizes in exchange for higher open space standards. Conservation design was preferred 2 to 1 in the survey. The current options does not allow or require true conservation design as open space standards are too low and true clustering is not allowed, even in areas with water and sewer.



The preservation of natural areas and trees was the

#1 Priority for New Residential Development

B.2: Consider the creation of a new minor subdivision type that allows “Farmhouse Clusters” as a by-right development type

- ◆ *This new minor subdivision type could have a minimum property size of 5 acres, maximum of 10 lots.*
- ◆ *Other standards could include:*
 - ◆ *A maximum density of 0.5-1 dwelling units per acre*
 - ◆ *30-40% Minimum open space*
 - ◆ *No minimum lot size and minimal setbacks (i.e. 10' setbacks all sides) to allow for clustering and conservation of open space.*
 - ◆ *Alternative standards for streets*

Strategy 2C: Encourage reserved open space as an organizing element in new development.

C.1: Continue to require the preservation of viewsheds in rural areas.



Preserved trees within a cul-de-sac in Anderson Creek break up the views and assist with stormwater filtration.

C.2: Encourage a mix of passive and active open space based on context.

- ◆ *Encourage more natural areas in rural areas and areas with sensitive environmental resources.*
- ◆ *Utilize pocket parks, common greens and plazas as gathering spaces in new neighborhoods.*
- ◆ *Create standards for mail kiosk areas. Kiosk areas should be located on open space lots, covered, lighted and ADA accessible..*
- ◆ *Update standards to include incentives for entry features, additional landscaping and tree preservation.*

C.3: Improve the quality and design of open space.

- ◆ *Update the UDO to specify priority areas for open space including riparian areas, unique habitats, mature forest, historical areas, greenway corridors and areas adjacent to other preserved open space.*

LAND USE - RECOMMENDATIONS

- ◆ *Require a percentage of open space to be outside of regulated features (i.e. floodplain, stream buffers and wetlands).*
- ◆ *Require a percentage of open space to be contiguous.*

Strategy 2D: Enhance transportation requirements for large commercial and residential development.

- D.1:** Maintain and enhance connectivity and cross access requirements.
- D.2:** Require large-scale development construct collector streets to disperse traffic away from state highways.
- D.3:** Require sidewalks, curb and gutter and street trees for developments with lots under 20,000 square feet.



- ◆ *Update sidewalk and street standards for Compatibility Design Subdivisions.*
- ◆ *See the Transportation Element for more recommendations.*

Strategy 2E: Promote quality commercial and retail design.

- E.1:** Maintain and customize the Highway Corridor Overlay District (HCO).
 - ◆ *Continue to specify building design requirements.*
 - ◆ *Consider expanding the Highway Corridor Overlay overlay district to US 401 North and NC 210.*
- E.2:** Improve commercial site design through updates to overlays or enhancing base standards.
 - ◆ *Encourage landscaped parking areas and consider limiting parking in front of buildings.*
 - ◆ *Establish a maximum of 2 parking bays in front of buildings.*
 - ◆ *Wrap large parking lots with buildings on outparcels or trees and landscaping.*
 - ◆ *Encourage entry features and public space (including landscaped plazas and patio dining).*
 - ◆ *Require pedestrian connections from parking to entries of buildings, along major roads and to adjacent residential or planned greenways.*



Goal 3: Encourage commercial recruitment (including retail and restaurants) to address leakage trends.

Strategy 3A: Encourage commercial and retail development in non-residential and mixed-use areas identified on the Future Land Use Map.

Strategy 3B: Encourage context-sensitive site design in and near Rural Centers and Historical Communities identified on the Future Land Use Map.

- B.1:** Consider implementing a zoning overlay or conditional zoning to limit allowable uses, traffic impacts or the scale of new development.
- B.2:** Modify approval processes to allow for more community input and dialog on proposed commercial developments.

Strategy 3C: Encourage investment on potential commercial corridors that will serve as gateways into the County.

- ◆ Major gateways include I-95, US 401, US 421, NC 87, NC 210, NC 55.
- ◆ Other potential gateways could be key entries to proposed village districts.



Historic communities generally have a history of residential, commercial and institutional uses. Christian Light Christian Church pictured above is an example of the type and scale of development in these areas.

Strategy 3D: Encourage rural businesses while limiting impacts on existing uses.

- D.1:** Allow for a variety of small-scale businesses in rural areas.
- D.2:** Consider supplemental standards for certain types of businesses including event venues and bed and breakfasts.
- D.3:** Consider a conditional zoning district and approval process for rural light industrial and flex space.
- ◆ See Economic Development Element for additional strategies.

LAND USE - RECOMMENDATIONS

Goal 4: Provide for limited areas of mixed-use and walkable villages in key locations.

Strategy 4A: Develop and adopt zoning mechanisms that allow and potentially incentivize mixed-use development.

A.1: Create an overlay in the zoning code that allows for village districts in the vicinity of Villages shown on the Future Land Use Map.

- ◆ *The overlay could have defined standards for uses and dimensional criteria specific to village style development or could be an optional form-based district that allows for design flexibility in exchange for site and building design standards.*



Alternatively a conditional zoning process could be established specifically to implement County goals.

A.2: Encourage traditional village design techniques to create walkable centers with shopping, services, a mix of housing and shared greenspace.

- ◆ *See the Village Districts callout on page 50 for more information.*

A.3: Participate in and encourage future planning efforts related village district locations including small area plans and infrastructure studies.

Strategy 4B: Support the creation of a village district in or near Buies Creek.

B.1: Support efforts by Campbell University and the private sector to define and brand the Village of Buies Creek.

- ◆ *Support public investment, infill and adjacent development that compliments the university, adds commercial opportunities and addresses the need for a mix of housing in this part of the county.*



B.2: Support streetscape upgrades along US 421 in the Village of Buies Creek.

B.3: Maintain and update the Highway Corridor Overlay (HCO) District to reinforce a sense of place near Campbell University.

- ◆ See the County Village District Guide in the Appendix for more information and detailed recommendations for village districts.

Strategy 4C: Support 1-2 Village districts in the southwest.

- ◆ Candidates include NC 87 and Carolina Lakes and Anderson Creek or a similar location with access to transportation, utilities, proximal residential or planned residential.

Strategy 4D: Consider supporting a village in the northwest in the future.

- ◆ This may not be feasible in the short-term due to transportation improvements that are needed along US 401. However a village district could be considered following a widening of US 401 from the Wake County line to Chalybeate Springs or at least Rawls Church Rd).

Village Design Precedents



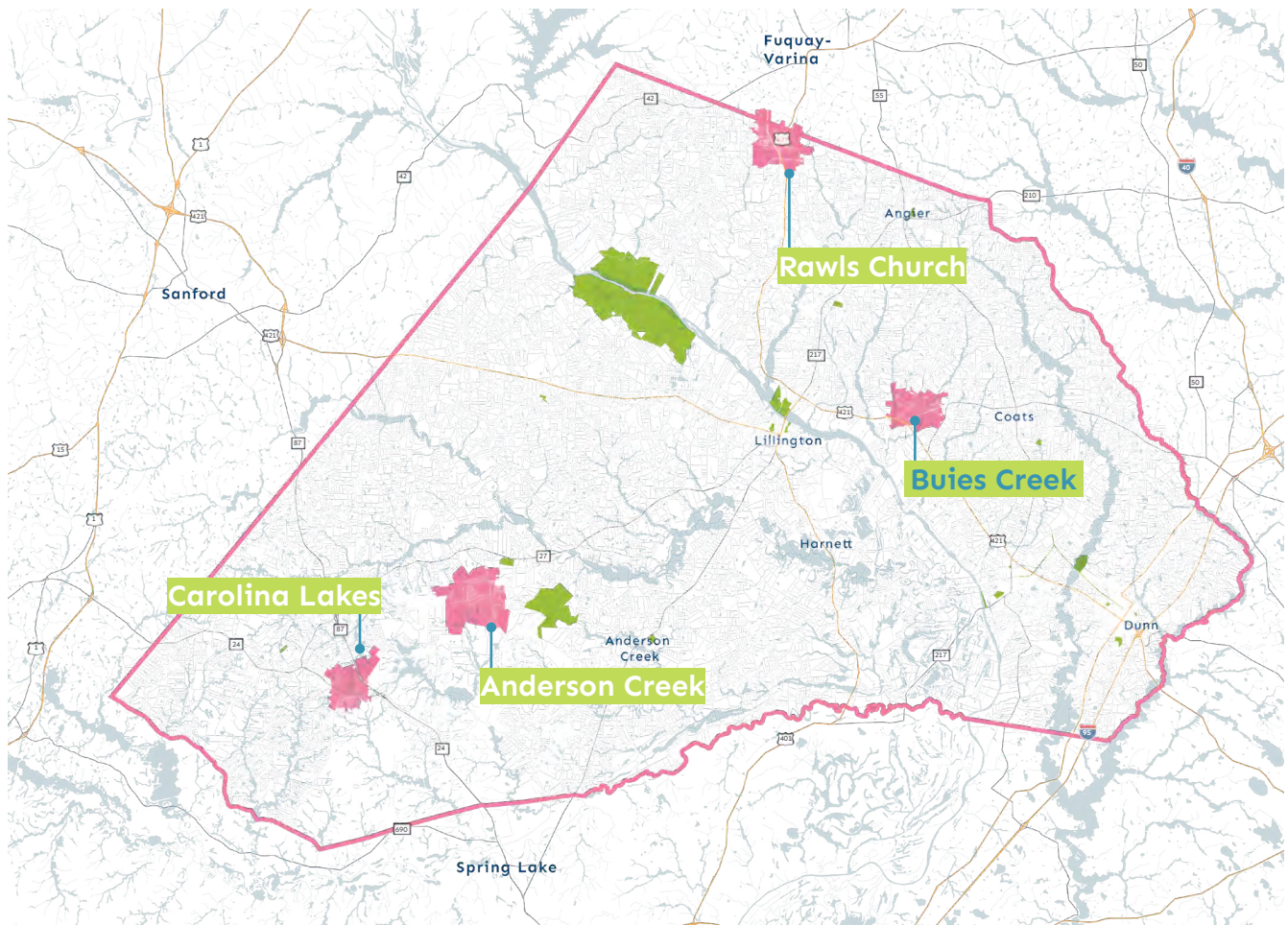
LAND USE - RECOMMENDATIONS

Village Districts

The creation of village districts in the county could accommodate a mix of land uses around a defined, walkable center with integrated greenspace. They could build on traditional development patterns in the county and help fulfill shopping needs, recreational, housing and employment options in unincorporated areas.

Four potential County Village Districts have been identified, however only three are shown on the Future Land Use Map. These include Buies Creek, Carolina Lakes and Anderson Creek. The fourth location was identified in the northwest portion of the county, however transportation improvements would be needed on the northern part of US 401 as well as intersections and cross streets to address traffic concerns in the area.

Potential Village Locations





Economic Benefits

A study was conducted by City Collective, a consulting firm assisting with the Comprehensive Plan, that analyzed existing development patterns in the county and annual tax revenue and service costs per acre. The study found that large lot single family development requires more County services to support, and ultimately, costs Harnett County over \$1,000/acre annually. Encouraging different patterns of development in key locations, such as Village Districts provides an opportunity to leverage incoming growth to strengthen the economy.

Harnett County's Town Centers and adjacent traditional residential neighborhoods are a large economic boom for the County when considering the annual tax revenue per acre, less the annual services cost per acre. This reinforces previous studies that have shown commercial, industrial and agricultural development provide more revenue than they consume in services.

57% of non-incorporated Harnett County is currently undeveloped. There are fiscal impacts to consider when imagining how different development patterns could impact the County. If 10% of the 223,000 acres of undeveloped land were developed as the different development patterns as outlined to the right, they would provide a wide range of impacts:

- **Town Center Pattern:**
Net +\$78M annually
- **Town Center Adjacent Pattern:**
Net +\$34M annually
- **Missing Middle Pattern:**
Net +\$23M annually
- **Compact Single Family Pattern:**
Net -\$17M annually
- **Large Lot Single Family Pattern:**
Net -\$23M annually

Tax Revenue vs. Costs by Land Use



Town Center Pattern (+\$3.5k/ac)

Traditional town center development patterns feature a walkable layout with commercial, civic, and residential buildings clustered around a main street. This pattern typically returns >\$3,500/acre in net annual taxes.



Town Center Adjacent Pattern (+\$1.5k/ac)

Traditional residential development patterns near town centers have grid-like streets and homes close together, within walking distance of downtown. This pattern typically returns \$1,000 to \$2,000/acre in net annual taxes.



Missing Middle Pattern (+\$1k/oc)

Missing middle development patterns consist of multi-unit housing types like duplexes and townhomes, bridging the gap between single-family homes and apartments. This pattern typically returns \$500 to \$1,500/acre in net annual taxes.



Compact Single Family Pattern (-\$750/ac)

Compact single-family development patterns feature smaller lots with homes built close together, maximizing space and community interaction. This pattern typically returns -\$500 to -\$1,000/acre in net annual taxes.



Large Lot Single Family Pattern (<-\$1k/ac)

Large lot single-family development patterns have spacious lots with homes set far apart, offering privacy and extensive outdoor space. This pattern typically returns less than -\$1,000/acre in net annual taxes.

LAND USE - RECOMMENDATIONS

Village Design

Design details for districts should include:

- ◆ *A short, walkable block network (block lengths less than 500ft)*
- ◆ *Pedestrian-oriented design of streets and buildings (i.e. active storefronts)*
- ◆ *Shared amenities that could include village greens or other central public space*
- ◆ *Access to daily needs including retail, healthcare and other services*
- ◆ *A diversity range of housing options that could include single family homes, cottages, townhomes and missing middle housing types, live-work units and some apartments*

Campbell's Main Street

Pedestrian improvements, new public spaces, and targeted infill and redevelopment along Main Street could help create a village center in the heart of Campbell University.

Campbell's Main Street





Implementation Recommendations / Options

The Village District Design Guide located in the appendix of this document explains the potential design strategies within village districts as well as implementation options. The Design Guide includes strategies to create and reinforce village character and includes hypothetical concepts for new development in the Buies Creek area. These concepts are only for illustration purposes and more study is needed to determine next steps. Additional small area planning is recommended and a new mechanism for the development of villages will need to be created. This could be a new zoning district or overlay with defined standards.

East Buies Creek

Key features of this area include contiguous land, compact structure, supported by a network of roads and infrastructure affording a cohesive urban village district design which prioritizes pedestrian access. Any potential site should be structured to support a mixed-use environment where residential, commercial, and recreational spaces are within a short walking distance. Options should encourage active transportation modes and foster a close-knit community atmosphere.

East Buies Creek Village Concept



HOUSING - BACKGROUND

Housing Trends

There have been nearly 8,000 housing units built in Harnett County between 2010 and 2020. The majority of housing growth has occurred in the unincorporated areas of the county, although Lillington and Angier also saw significant growth during that time period. Since 2020 residential activity has accelerated across the county, in towns and unincorporated areas, and currently there are thousands of lots in various stages of approval or review.

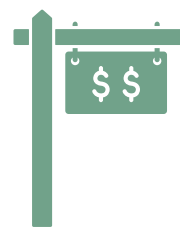
HOME VALUE AND AFFORDABILITY

In 2020, the median home value in Harnett County was \$160,700, which is up from the

median value of \$141,300 in 2010. While the median home value is one aspect, the listing and sold price of housing units is much higher. The median listing price for a home is \$339,900, while the median sold price is \$304,000.

HOUSING TENURE

Of the 52,531 housing units in Harnett County, 65.4% are owner occupied, while 34.6% are renter occupied. Since 2000, homeownership rates have dropped 4.9% and rental households rose by 4.9%.



Median Sold Price
\$304,000

Housing Affordability

Given recent increases in housing prices and interest rates many essential workers cannot afford to live in Harnett County without being "cost burdened" or paying over 30% of their monthly income on rent or a mortgage. For example a young couple has accepted jobs in Harnett County as a fire marshal and a first year teacher with a master's degree. This couple has been smart about their finances, has minimal monthly debt payments, and has saved up a fair amount for a down payment for a house. They have worked hard, and are about to work even harder to be active members of the Harnett County community, but they still can't afford to buy a home despite doing everything "right". Based on starting salaries, a \$20,000 down payment and reasonable other monthly debts (~\$1,000/month) this couple could only afford a home of around \$160,000 which is half the current median listing price for the County.



Fire Marshal
Salary: \$15.21/
hour = \$33k



Entry Level
Teacher
Salary:
\$41,960 -
Master's
Degree



UNIT TYPES

The housing units within Harnett County are predominantly single family detached dwellings making up 69% of the housing units. Mobile/manufactured homes make up 19.3% of the housing units. The remaining 11.2% of housing units are townhomes, duplex, triplex, and multi-family dwellings.

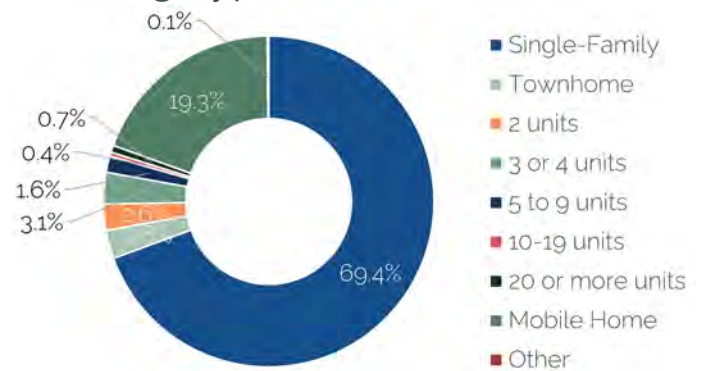
COST BURDENED HOUSEHOLDS

According to the US Census, "households are considered cost burdened when they spend more than 30% of their income on rent, mortgage and other housing needs." This includes, rent or mortgage payments, renters or home insurance, utilities, etc, and it can all add up. In many areas of the county, 37%-47% of the households are paying over 30% of their income on housing and are therefore considered housing cost burdened.

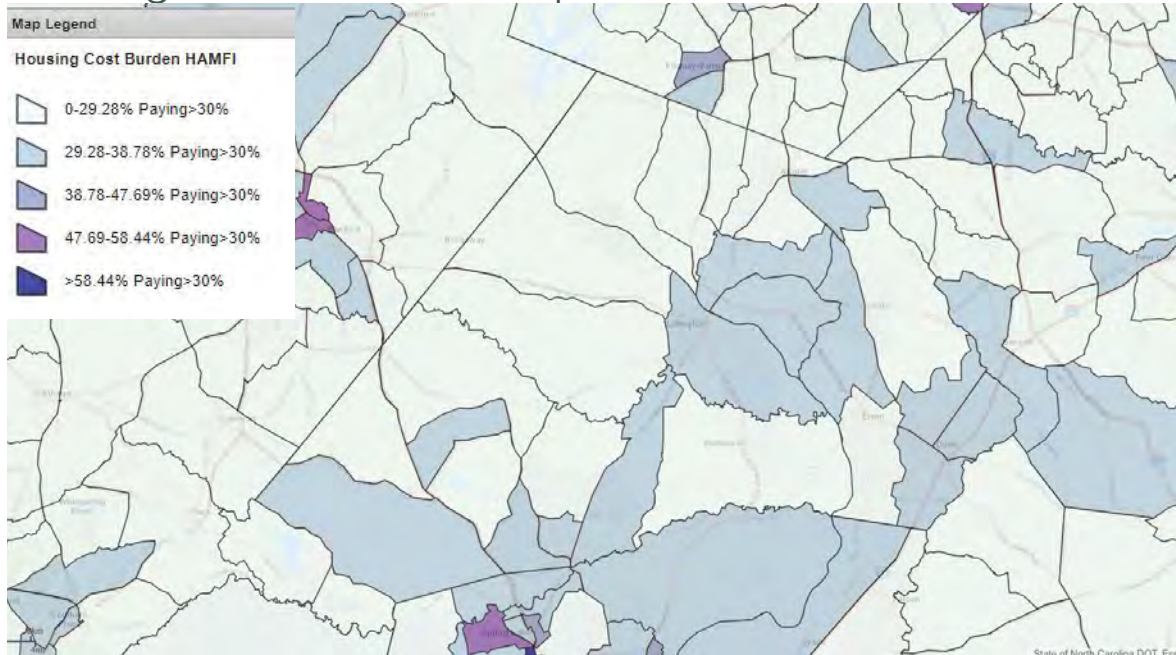
Own/Rent



Housing Type



Housing Cost Burdened Map



HOUSING - RECOMMENDATIONS

Overview

Harnett County has historically been a relatively affordable place to live. Home prices and interest rates have been on the rise which has impacted affordability. Changes in demographics including a growing population of those 50+ and an increase in people under 30 years of age have also lead to an increased demand for a greater variety of housing types. Based on survey results demand for alternatives to single family homes (e.g. town homes, apartments, etc.) exceeds the availability of these products. Currently almost 20% of the housing stock is made up of mobile homes which provide an affordable option in the county. Housing recommendations in this plan element provide guidance on how to encourage a greater mix of housing while protecting community character, how to encourage affordable and workforce housing and address a growing need to deal with increased homelessness.

Goals and Strategies

Goal 1: Accommodate a mixture of housing types in appropriate areas.

Strategy 1A: Encourage or require a mix of lot sizes in new development.

Affordability is #1 priority

for 21% of survey respondents when asked about housing options in Harnett County

A.1: Consider updates to the Planned Unit Development option or a new conditional zoning option in the Unified Development Ordinance (UDO) to require at least two lot sizes or housing products.

A.2: Encourage a mix of housing through a new conditional zoning process.

Strategy 1B: Remove regulatory barriers to meeting market demand for different housing types.

B.1: Consider updating the UDO to allow for smaller lots and/or attached housing types in certain areas or with enhanced design standards.

- ◆ *Allow for a mix of housing and reduced setbacks or parking requirements in new village districts if new development meets defined design criteria.*
- ◆ *Consider allowing duplexes on corner lots in some zoning districts.*



- ◆ *Establish standards for pocket neighborhoods / tiny home developments.*

Strategy 1C: Consider an allowance for smaller lots and/or attached housing types as part of conservation subdivisions.

- ◆ *Allow for smaller lots and/or up to 15-20% attached housing (duplexes, triplexes, quads or townhomes) in conservation subdivisions with at least 40%+ open space.*

Goal 2: Encourage the preservation and construction of affordable and workforce housing.

Strategy 2A: Continue to allow for secondary residents (accessory dwelling units).

Strategy 2B: Conduct a county-wide inventory of affordable housing units and track changes.

Strategy 2C: Coordination with municipalities on projects or studies to preserve or increase affordable or workforce housing.

Strategy 2D: Prioritize utility upgrades to serve growth in towns including downtown revitalization projects and housing.



Village residential was a preferred housing type according to input at the public meetings. This type of housing is located near a walkable village center with access to shopping and parks. Housing types could include single family homes on small lots, attached residential and/or live work units with residential above commercial. Barriers to this type of housing include large minimum lot sizes or widths, parking requirements and large street widths. Image source: Bynum Homes

Goal 3: Work with partners to prevent and reduce homelessness.

Strategy 3A: Coordinate with partners including Johnston-Lee-Harnett Community Action, Inc. (JLHCA), the Sanford Housing Authority and the Dunn Housing Authority to distribute information on existing housing resources.

Strategy 3B: Dedicate county staff resources to assist with the annual Point in Time (PIT) count of homeless individuals.

AGRICULTURE AND NATURAL RESOURCE

Agriculture

Harnett County is home to a variety of natural and cultural resources that define the county's identity, attract residents and visitors and contribute to our economy. Agriculture is a major contributor to the Harnett County economy.

PRESENT USE VALUE AND VOLUNTARY AGRICULTURE DISTRICTS

The present use value (*PUV*) program was established in 1973 to protect agricultural farmland through evaluations of property value in a way that would allow for bona fide farms to avoid being taxed at the market value of their property, and instead be taxed at a value determined by soil type and the value of the crops being grown on the land. This allows for farms to continue to operate with more financial options rather than sell the land to someone who would rather develop the land. In addition to the PUV program, Harnett County has also established a Voluntary Agricultural District in order to encourage preservation of farmlands through preservation funding opportunities, and advocacy for farm operations. The establishment of a district also provides an Agricultural Advisory Board which acts as an advising board to the governing board of the County.



County Agricultural Programs

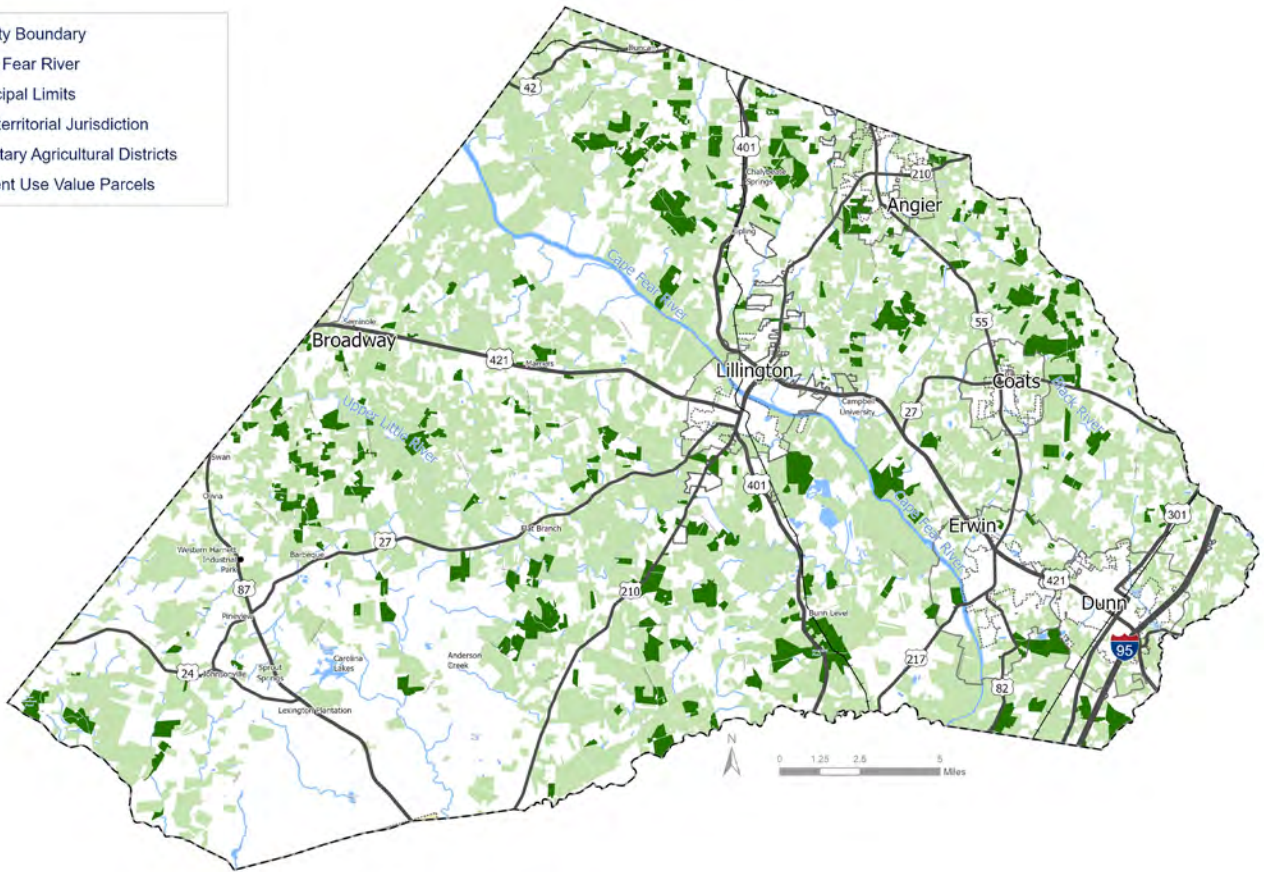
- ◆ **123,774 Acres of Present Use Value (PUV) Properties** - These properties receive a tax break based on agricultural, forestry or horticultural uses
- ◆ **25,103 Acres of Voluntary Agricultural Districts**

Census of Agriculture Statistics (2017)

- ◆ **Land in farms: 643 farms with 106,262 acres in farmland**
 - » 19% decrease from 797 farms in 2012
 - » 11% decrease from 119,775 acres of farmland in 2012
- ◆ **145% increase in per-farm net income**
 - » From \$45,764 to \$112,327 average net cash income per farm
- ◆ **7.5% increase in total sales from Harnett County farms**
 - » From \$190 million to \$204 million in total sales from Harnett County farms
- ◆ **Top 3 Agricultural Commodity groups:**
 - » Livestock, poultry and their products (*\$132 million*)
 - » Crops, including nursery and greenhouse crops (*\$71 million*)
 - » Tobacco (*\$39 million*)
- ◆ **Farmer Characteristics**
 - » 58 Years: Average Age of Farmers
 - » Approximately 20% With Military Service
 - » Approximately 30% New & Beginning Farmers

CS - BACKGROUND

Present Use Value and Voluntary Ag. Districts



AGRICULTURE IN HARNETT COUNTY

Harnett County is in the top 20% of top agriculture producing counties in the United States as of 2022, which is down compared to 2017 when the County was 135 places higher. From 2017 to 2022, Harnett County has seen a 12% decrease in the number of farms, while also seeing a 23% increase in total agricultural receipts. Livestock makes up 64% of the agricultural receipts, while crops make up 36%.

Agricultural Production Statistics

- ◆ **Tobacco**
 - » #6 Highest Producing County in the U.S.
- ◆ **Cotton/Cottonseed**
 - » Top 50% of U.S. Counties
- ◆ **Sweet Potatoes/Vegetables/Melons**
- ◆ **Nursery/Greenhouse/Floriculture/Sod**
 - » Top 10% of U.S. Counties
- ◆ **Poultry**
 - » Top 7% of U.S. Counties
- ◆ **Hogs/Pigs**
 - » Top 10% of U.S. Counties

AGRICULTURE AND NATURAL RESOURCE

Natural Resources

Harnett County Parks & Recreation maintains a number of parks and greenways for passive recreation opportunities (i.e. the Dunn-Erwin Rail Trail, Anderson Creek Park and Cape Fear River Trail Park). Reserving land for additional passive recreation and amenities (nature parks, trails, and greenways) will be important to preserving the quality of life in Harnett County.

FOREST COVER

Thirty-nine percent of Harnett County is forested (NLCD, 2021). This includes 191,140 acres of privately owned timberland. The forestry sector had a total economic contribution of \$78 million to the county's economy in 2022 (NC State Extension, 2022). There have been significant decreases in forest cover over the last twenty years. Harnett County lost 2.59 square miles of forest from 2001 to 2021. The majority of this loss was from logging however new development was also a significant contributor (NLCD, 2021).

CAPE FEAR RIVER WATERSHED

Water quality in the Cape Fear River watershed is valued by residents as seen in the comprehensive plan survey results. Stormwater runoff and sedimentation from development activities can impair water quality in creeks in Harnett County. Low impact development (LID) techniques such as reducing impervious surfaces and retaining

vegetated riparian (stream) buffers can help improve water quality. The Cape Fear River and Upper Little River also offer great opportunities for tourism. New and improved canoe/kayak launches could allow greater access to these natural resources.

NATURAL HERITAGE NATURAL AREAS, HABITATS AND RARE SPECIES

Harnett County is home to areas of moderate-high and very high biodiversity and habitat values. We see these areas concentrated along the Black River, Upper Little River, Cape Fear River, and their tributaries, as well as around Raven Rock State Park, and Fort Liberty. The Cape Fear Shiner, the Red-Cockaded Woodpecker, and the Rough-Leaved Loosestrife are federally endangered species that call Harnett County home. In addition 22 types of species are listed as Federal Species of Concern. Clean water and connected wildlife corridors and habitats are essential to preserving biodiversity. Through collaborative efforts, the U.S. Army, Fort Liberty, regional, state, and federal agencies have made tremendous efforts to conserve lands and the natural environment to ensure high levels of biodiversity throughout Harnett County and neighboring areas.

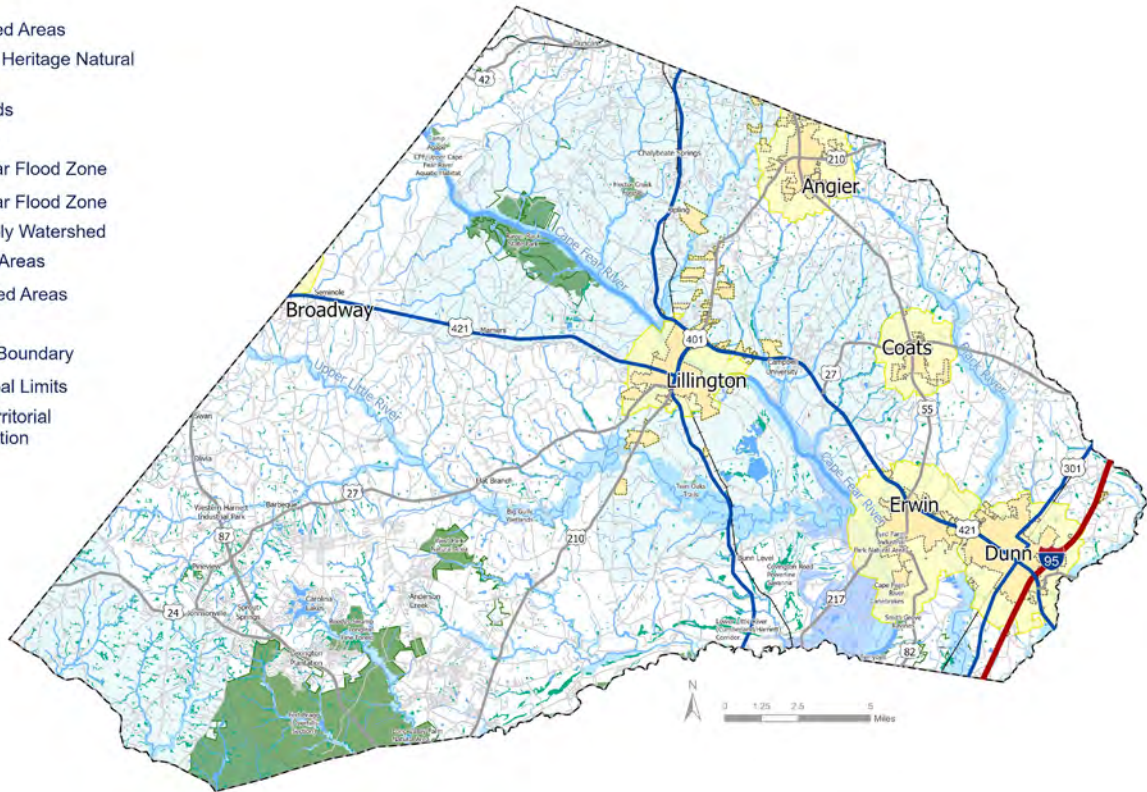


CS - BACKGROUND



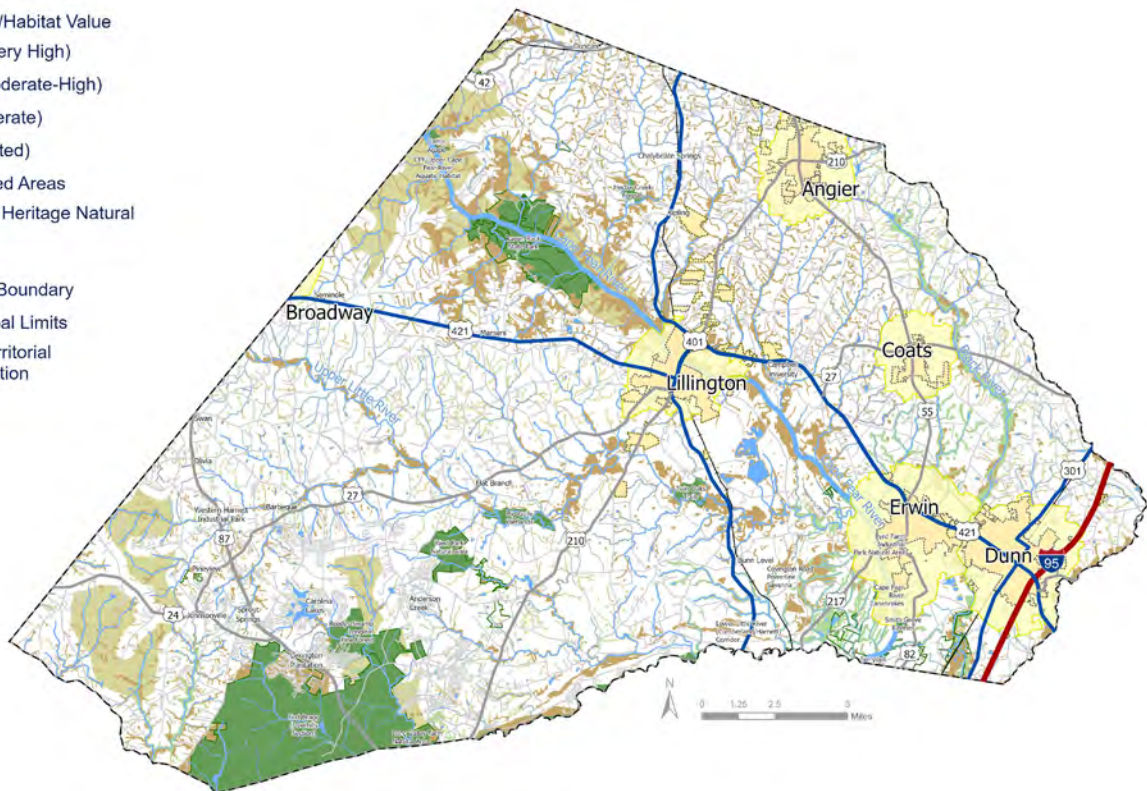
Natural Resources Map

- Managed Areas
- Natural Heritage Natural Areas
- Wetlands
- Flood Zone
- 100 Year Flood Zone
- 500 Year Flood Zone
- Water Supply Watershed
- Critical Areas
- Protected Areas
- Context
- County Boundary
- Municipal Limits
- Extraterritorial Jurisdiction



Biodiversity Wildlife Habitat Map

- Biodiversity/Habitat Value
- 7-10 (Very High)
- 2-6 (Moderate-High)
- 1 (Moderate)
- 0 (Unrated)
- Managed Areas
- Natural Heritage Natural Areas
- Context
- County Boundary
- Municipal Limits
- Extraterritorial Jurisdiction



AGRICULTURE AND NATURAL RESOUR

Overview

Farm and forest land is an integral part of Harnett County's identity. Many residents and rare species rely on water quality within the Cape Fear River watershed and other parts of the County. As development expands beyond the boundaries of the municipalities, Harnett County must put measures in place to protect its rural character and natural resources that residents value so that agriculture, parks and ecotourism can better coexist with the growing population. This includes requiring more protection of trees in subdivisions, planting more trees within developments, and protecting the land surrounding the County's waters.

Recommendations for supporting agriculture and conserving natural resources are included in this plan element.

Goals and Strategies

Goal 1: Encourage compatible development in areas with important natural resources.

Strategy 1A: Promote and maintain rural character and the agricultural economy.

A.1: Limit sewer extensions into prime agricultural areas.



A.2: Continue the protection of rural views by requiring frontage buffers in new subdivisions.

Strategy 1B: Minimize negative impacts development has on farms.

B.1: Ensure adequate setbacks and stormwater controls for new residential development.

B.2: Consider a requirement of agricultural buffers for major subdivisions in certain zoning districts.

◆ *Update the Unified Development Code to require the preservation or planting of buffers for major subdivisions that will be located adjacent to working farmland.*

CES - RECOMMENDATIONS



Strategy 1C: Maintain and promote agricultural support programs.

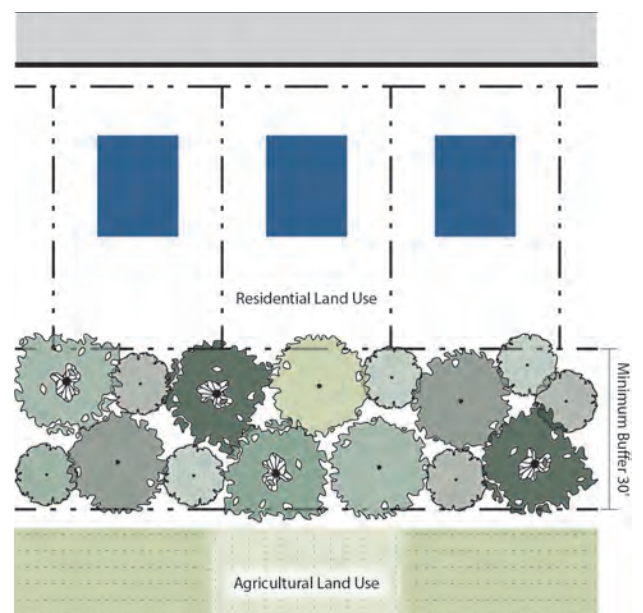
- C.1:** Promote existing agricultural support programs including the Present Use Value program and the Voluntary Agricultural Districts program.
- C.2:** Support activities of the Harnett County Soil and Water Conservation District and the North Carolina Cooperative Extension.
 - ◆ Consider additional staffing for programs or positions critical to implementing county agricultural goals.



Harnett County currently has 109,000 acres in farms according to the 2022 Census of Agriculture which is a slight increase compared to 2017.

Agricultural Buffers

To reduce impacts to working farmland new subdivisions in certain zoning districts with lots under 25,000 square feet could be required to preserve or install a landscape buffer. This would allow existing farmland operations to continue without potential conflicts from new development.



AGRICULTURE AND NATURAL RESOUR

Strategy 1D: Establish a Farmland Preservation Program and Fund

- ◆ *This voluntary purchase of development rights program could utilize local funds to match state and federal funds to protect land in key agricultural areas.*

D.1: Utilize Present Use Value (PUV) “roll-backs” and/or other sources to fund local farmland preservation program.

- ◆ *The PUV program provides a tax break to working farm and forestry acreage. Loss of PUV status results in a payment of three years of unpaid deferred taxes plus interest. Some counties are utilizing these payments to fund farmland preservation.*

Strategy 1E: Coordinate with Fort Liberty to protect lands critical to military operations.

E.1: Continue to coordinate with the Federal Government and the Regional Land Use Advisory Commission (RLUAC) to ensure development near Fort Liberty is compatible with existing and planned military operations.

E.2: Maintain and enforce the provisions of the Military Corridor Overlay District (MCO) in the zoning ordinance.

- ◆ *Consider updates to the MCO that provides additional notification, review or approval for structures exceeding 90 feet in height.*

E.3: Encourage land protection in priority areas including undeveloped areas that coincide with priority military buffer areas due to aviation routes, training exercises, farmland and high quality habitat.



Training flights paths to and buffers beside Fort Liberty in Southwestern Harnett County should be considered during development review to protect the long-term viability of military operations.

CES - RECOMMENDATIONS



Strategy 1F: Require the reservation of high-quality, connected open space in new development.

F.1: Encourage conservation subdivisions in areas with sensitive environmental resources through updates to the Compatibility Development Option.

F.2: Require a site conditions map showing existing natural resources as part of the review process for all or certain types of residential subdivision applications to identify areas that should be protected as open space.

◆ *Site analysis maps for compatibility developments and/or conditional rezonings should show habitat that could be contributing to rare species including streams, forested riparian areas and/or long leaf pine stands.*

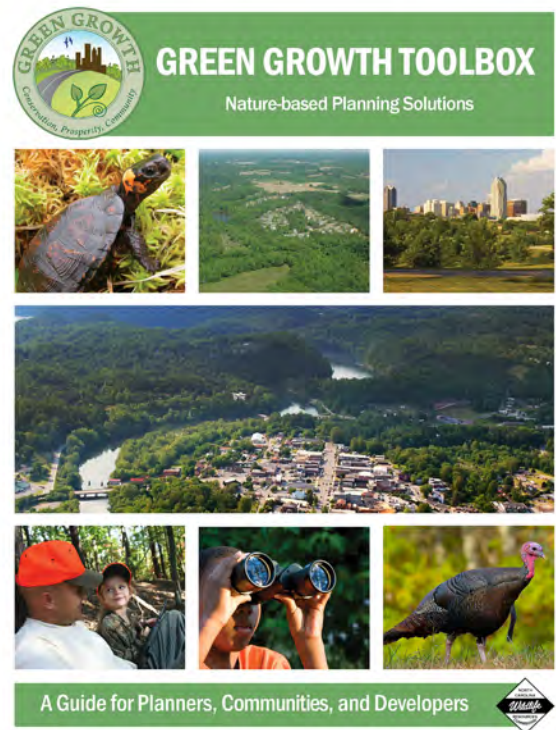
F.3: Specify how active and passive recreation options can be utilized to fulfill open space requirements.

F.4: Create and maintain an inventory of public and privately preserved open space in the County.

◆ *See Strategy 2A.5 in the Land Use Element for recommendations for priority open space types and code updates.*

The Green Growth Toolbox

The Green Growth Toolbox (GGT) Handbook is a guide that helps communities grow in a way that conserves natural resources. It is produced by the North Carolina Wildlife Resources Commission (NCWRC) and includes information on development design, wildlife threats, habitat priorities, and available data. The GGT Handbook offers a science-based approach to planning and development design. The Handbook provides recommendations for stream buffers, water quality, and habitat needs. Training and seminars are also offered to local government staff, elected officials, members of the public and the development community. More information is available at ncwildlife.org.



AGRICULTURE AND NATURAL RESOUR

F.5: Encourage the utilization of NC Natural Heritage Program GIS data during the development review process.

- ◆ *The North Carolina Natural Heritage Program has developed and maintains the state's most comprehensive database of natural resource information by combining on-the-ground surveys with advanced GPS and GIS technology. See www.ncnhp.org/data for more information.*

Strategy 1G: Raise awareness of the county's unique natural assets.

- G.1:** Develop programs, maps or other information related to local natural resources to educate youth and the general public.
- G.2:** Facilitate consultation with the U.S. Fish and Wildlife Service (USFS) on proposed development in areas with federally listed endangered species.
 - ◆ *Listed species with draft consultation areas include the Atlantic Pigtoe Mussel, Cape Fear Shiner and the Red-cockaded Woodpecker.*



CES - RECOMMENDATIONS



Strategy 1H: Establish tree preservation standards or incentives for new development.

- H.1:** Establish a tree preservation requirement for Compatibility Developments.
- H.2:** In areas where buffers are required, allow the preservation of existing vegetation to fulfill requirements.
- H.3:** Take steps to recognize and/or protect heritage trees.
 - ◆ *Establish a heritage tree recognition program to designate significant trees of native species in the county.*
 - ◆ *Consider a requirement that all or a portion of trees greater than 24 inches be identified and protected during development in accordance with International Society of Arboriculture requirements for tree protection.*
 - ◆ *Provide a mitigation option for defined exceptions that could include replanting or fee contributions that could fund replanting elsewhere.*

Avents Creek drains a large area in Northwestern Harnett County south of Duncan. This creek along with Hector Creek, Parkers Creek, Mill Creek and Coopers Branch are designated as High Quality Waters by the State of North Carolina. Protecting forests and limiting impervious surfaces will help safeguard these streams from degradation common to more developed areas.

Goal 2: Maintain and improve water quality.

Strategy 2A: Discourage development in floodplains.

Strategy 2B: Update the extent of the Conservation Zoning District to factor in the best available GIS data.

Strategy 2C: Encourage stream buffers that meet and exceed state minimums in new development.

- C.1:** Review development applications to ensure minimum stream buffers are met.
- C.2:** Continue to require single family dwelling setbacks from rivers and creeks.
 - ◆ *Minimum Yard for Cape Fear River: 250 ft.*
 - ◆ *Minimum Yard for Black River: 150 ft.*
 - ◆ *Minimum Yard for other creeks: 100 ft.*



AGRICULTURE AND NATURAL RESOUR

C.3: Encourage stream buffer commitments that exceed state minimums during conditional zonings.

- ◆ *100ft buffers are recommended along perennial streams without federally listed aquatic species.*
- ◆ *200ft buffers are recommended along perennial streams with federally listed species.*
- ◆ *See the Green Growth Toolbox for recommendations for buffers on intermittent streams.*

C.4: Incentivize buffers via the Compatibility Development Option in the Unified Development Ordinance (UDO).

Strategy 2D: Encourage Low Impact Development (LID) techniques in watersheds with High Quality Waters and impaired streams.

- ◆ *LID Techniques include reduced development footprints, disconnected impervious surfaces, and innovative stormwater infrastructure including bio-swales, rain gardens and green roofs.*

Unique Habitats and Rare Species

Harnett County is located on the edge of the Piedmont and Sandhill regions which creates a unique combination of habitats within the Rivers and floodplain forests serve as habitat corridors and offer recreational opportunities such as hiking, camping, nature photography, bird watching, boating, hunting, and fishing to name a few. county that support a variety of rare species. The Sandhills supports one of the best remaining examples of the rare and diverse longleaf pine ecosystems which supports the only population of red-cockaded woodpeckers that has met its recovery goal. Other rare, threatened or endangered species in the county include the Atlantic Pigtoe Mussel, Cape Fear Shiner, Northern Pine Snake, Pine Barrens Tree Frog, Northern long-eared bat and the Tricolored Bat.

There are
68 Species
in Harnett County
that are considered
rare, or recognized
by the state or
federal government
as threatened or
endangered.

CES - RECOMMENDATIONS



Strategy 2E: Preserve habitat and development design that reduces sediment loads on tributaries that drain to the Cape Fear River.



The Cape Fear Shiner is an imperiled minnow species that is endemic (found nowhere else in the world) to the Cape Fear River Basin in Harnett County. These fish prefer clean substrates composed of gravel, cobble and boulders. Increased sediment loads from erosion can have a detrimental impact on existing populations.
Image Source: Brena Jones, NC Wildlife

PARKS AND GREENWAYS - BACKGROUND

Parks and Greenways

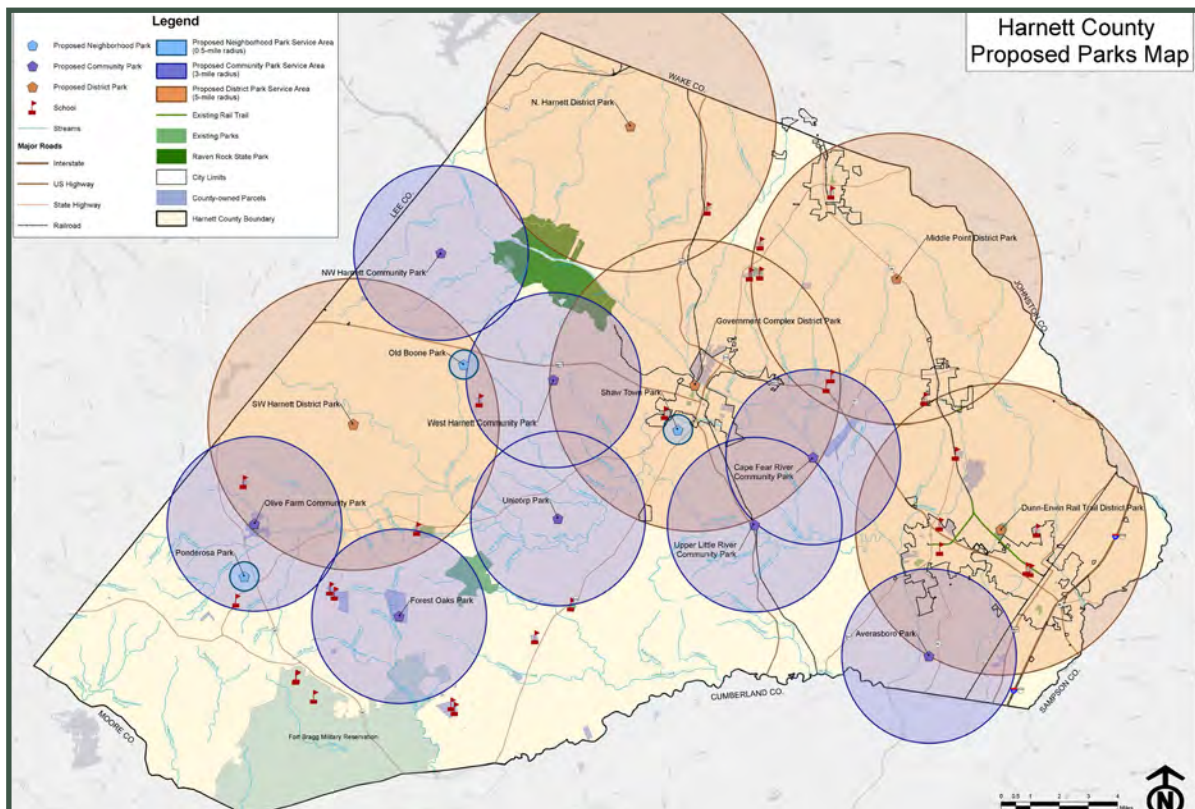
Harnett County Parks & Recreation maintains a number of parks and greenways for active and passive recreation opportunities. In total the County maintains 9 parks, 3 community centers and the Dunn-Erwin Rail Trail. Raven Rock State Park provides a variety of outdoor recreation activities including 26 miles of hiking trails, biking, horseback riding, camping, fishing and paddling opportunities.

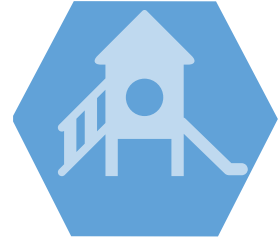
Reserving land for additional active recreation (*sports fields, playgrounds, gyms*) and passive recreation and amenities (*nature parks, trails, and greenways*) will be important to preserving the quality of life in Harnett County. The 2017 Parks & Recreation Master Plan calls for the acquisition of 1,200 acres parkland by 2030.

Existing Parks and Greenways

- ◆ Anderson Creek County Park
- ◆ Anderson Creek Senior Center
- ◆ Barbecue Creek Park
- ◆ Benhaven Community Park & Gym
- ◆ Boone Trail Community Center & Library
- ◆ Cape Fear River Trail Park
- ◆ Cape Fear Shiner Park
- ◆ Dunn-Erwin Rail Trail
- ◆ Neills Creek County Park
- ◆ Patriots Park
- ◆ Shawtown Community Park
- ◆ South Harnett Park
- ◆ Raven Rock State Park

Planned Park Locations Map



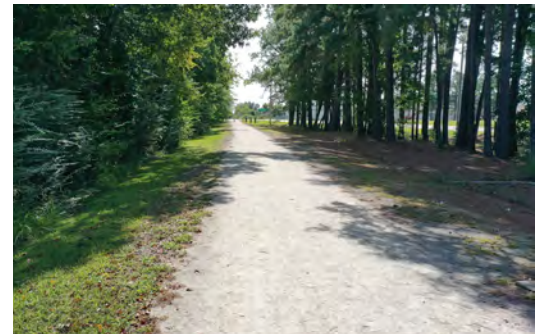


PLANNED FACILITIES

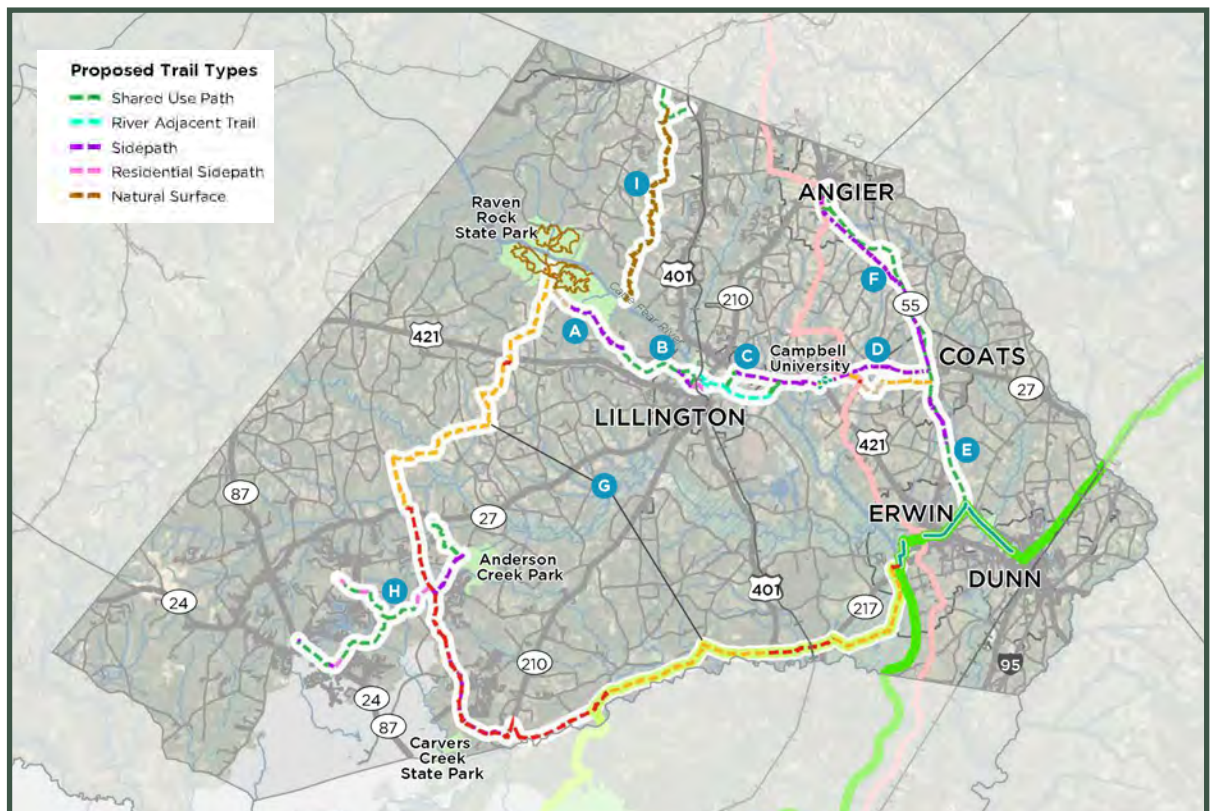
The most recent Harnett County Parks & Recreation Master Plan, completed in 2017, recommended the acquisition of parkland in key areas of the county, an indoor recreation facility and a build out of system of greenways and blueways to increase recreational access.

A Bicycle, Pedestrian and Greenway Plan was completed in 2021 that refined long-term plans for trails and greenways in Harnett County. The plan identified priority projects which included the following connections:

- Raven Rock State Park to the Town of Lillington
- Lillington River Park to Campbell University and eventually Coats
- Coats to the Dunn-Erwin Rail Trail
- Coats to Angier Rail Trail
- Southwest Harnett County Bicycle Loop
- Barbecue to Spout Springs
- Hector Creek Trail



Planned Greenways Map



PARKS AND GREENWAYS - RECOMM

Overview

Parks and recreational opportunities enhance quality of life and support economic development. Recommendations for improving access to parks, greenways, trails and other recreational opportunities are included in this plan element.

Goal 1: Provide active and passive recreation opportunities to preserve and enhance the quality of life.

Strategy 1A: Implement and regularly update the Parks and Recreation Plan.

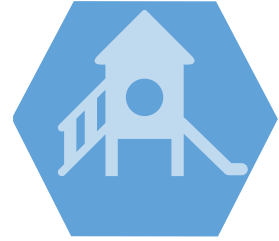
- A.1:** Support continued maintenance and improvements at existing parks.
- A.2:** Work with public and private partners to acquire land for new parks and nature preserves in land acquisition target areas and growing areas of the county.
- A.3:** Undertake site specific master plans for planned parks.
- A.4:** Work with public and private partners to plan for and construct additional indoor recreation facilities.
- A.5:** Enhance parks and recreational program offerings based on ongoing citizen input.



Strategy 1B: Improve recreation opportunities in under-served areas.

- B.1:** Pursue the co-location of parks and school sites in growing areas.
- B.2:** Establish joint-use agreements between schools and the Harnett County Parks and Recreation Department for sites in under-served areas.
- B.3:** Continue to coordinate with municipalities to provide unique and desired recreational opportunities.

Strategy 1C: Evaluate and update base requirements for development related to open space, recreation facilities and/or the recreation fee schedule.



Goal 2: Position Harnett County as a destination for outdoor recreation.

Strategy 2A: Pursue the completion of the Harnett County Greenway System.

- A.1:** Regularly evaluate and update greenway and trail priorities.
- A.2:** Participate in feasibility studies to refine alignments, determine right-of-way acquisition needs, plan support facilities and develop strategies for funding and partnerships.
- A.3:** Seek local, state and federal funding to design, construct and maintain priority greenways.
- A.4:** Consider updates to the Unified Development Ordinance (UDO) to require the reservation of greenway easements or construction of planned greenways in new development.
- A.5:** Encourage or require pedestrian and bicycle connections to existing and planned greenways, parks and other destinations in new developments.



Cape Fear River Trail Park

A.6: Coordinate with the Triangle Trails Initiative to connect trails in Harnett County to existing and planned trails in Wake County.

A.7: Conduct future studies of village locations to determine recommendations for open space and greenway networks.

Strategy 2B: Develop and promote the Cape Fear River as a blueway.

B.1: Plan for and develop river access points every 4-6 miles along the Cape Fear River.

Strategy 2C: Improve marketing material (online and print) and wayfinding signage for parks, trails and other outdoor recreation destinations.

ECONOMIC DEVELOPMENT - BACKGROUND

Economy

Harnett County is a vibrant, rapidly expanding county located in central North Carolina, strategically positioned between Raleigh and the Research Triangle to the north and Fayetteville and Fort Liberty to the south. The county seat, Lillington, is 30-miles from downtown Raleigh and Fort Liberty. Located along the I-95 Corridor and minutes to I-40, the county offers access to extensive transportation networks, including major highways (*U.S. 421, U.S. 401, and NC 87*), rail lines, and proximity to Raleigh-Durham International Airport (*41 miles*) and the Port of Wilmington (*120 miles*). Moreover, Harnett Regional Jetport serves corporate users and private flights.

Home to over 141,000 residents, Harnett County neighbors three of North Carolina's largest counties, creating access to a skilled regional workforce of over one million people. The county boasts the most competitive property tax rate in the Triangle Region, a favorable cost of living (*nearly 10% below the national average and 4.4% lower than the state average*), and continued investments in infrastructure, including Harnett Regional Water, a large regional water and wastewater utility that draws from the Cape Fear River.

KEY INDUSTRIES

According to 2023 data from Lightcast, Harnett County is home to 32,600 jobs and \$3.6 billion gross regional product (*GRP*). Major employers such as ADUSA Distribution, Walmart, Carlie C's, Rooms To Go, Champion Home Builders, Boon Edam, and Godwin Manufacturing have contributed to the area's economic growth. Harnett County provides a supportive, business-friendly environment where key industries - including

	2020 Top 10 Taxpayers	2020 Top 10 Employers
1	Atlantic Coast Pipeline LLC	Harnett County Public Schools
2	Duke Energy Progress	Delhaize America (<i>Food Lion</i>)
3	Rooms to Go	Campbell University
4	South River EMC	Harnett County
5	Delhaize American (<i>Food Lion</i>)	Harnett Health System
6	Central EMC	WalMart Centers
7	ADUSA Transportation LLC	Carlie C's Operations (<i>IGA</i>)
8	WalMart Real Estate	NC Dept. of Corrections
9	Wincor	Rooms to Go
10	Piedmont Natural Gas Co.	Champion Home Builders

Industry Sector Growth (2010-2024)

- Professional, Scientific, and Technical Services: 69%
- Retail: 64%
- Distribution & Logistics: 58%
- Manufacturing: 38%
- Healthcare: 2%

Source: Lightcast Q3 2024 Dataset

BACKGROUND



manufacturing, distribution and logistics, retail and services, and healthcare - can thrive.

COMMUTE TRENDS

While Harnett County has a large number of jobs, only a small portion of residents live and work in the County. There are 19,300 employees that commute from other counties in to Harnett County for work, and 39,000 employees that live in the county but commute outside of the County for work.

Commute Trends



Commute statistics indicate that there is a net outflow of workers on a daily basis.
Source: Lightcast (2024, Q2)

RETAIL LEAKAGE

Harnett County recently partnered with Retail Strategies, a firm that provides a market analysis, to identify existing gaps in retail and proactively recruit retail partners to the area. Findings from a recent support for a trade area that includes Harnett County include:

- There is more consumer demand than market supply for all retail categories. This amounts to an "opportunity gap" of \$1,976,308,076 in total consumer demand
- Significant shortages exist for auto and parts dealers, building material and garden equipment, food and beverage, and clothing

Total Market Supply
\$2,412,298,998



Total Market Demand
\$4,388,607,073

Opportunity Gap
\$1,976,308,076



Top Retail Opportunities



Source: Retail Strategies

ECONOMIC DEVELOPMENT - RECOMMENDATIONS

Overview

Harnett County has a substantial out-bound commuter population, with roughly 39,000 residents traveling outside the County for employment, according to Lightcast (2024, Q2). By attracting more businesses and industries to Harnett County, we can create quality, local job opportunities that reduce commute times, increase local spending, and enhance the vibrancy of our communities as our daytime population grows.

To support this vision, Harnett County is proactively identifying and preparing prime properties for commercial and industrial development, advancing business attraction and recruitment efforts, and furthering our existing business and industry. This strategy will strengthen the County by diversifying the tax base and increasing above average job opportunities for residents. This will not occur overnight, but with planned and continuous activities, more new companies will call Harnett County home and more existing companies will expand locally.



Goals and Strategies

Goal 1: Grow Harnett County's inventory of market-ready buildings and sites.

Strategy 1A: Continue to maintain an inventory of available buildings and land on the Harnett County Economic Development website.

Strategy 1B: Transition available and candidate sites to market-ready sites through the completion of environmental due diligence activities.

Strategy 1C: Pursue grants and annual budget allocations for site readiness, infrastructure improvements and site development activities.

COMMENDATIONS



Strategy 1D: Seek grants and other funding to construct shell or speculative buildings, and/or partner with developers to accomplish the same.

Goal 2: Continue and expand business attraction and recruitment efforts.

Strategy 2A: Create storytelling narratives and leverage multiple communication platforms to support business attraction and expansion activities, and to further our rapport with community, partners and stakeholders.

A.1: Engage in outreach activities in conjunction with regional and state economic development partners, and apart from partners.

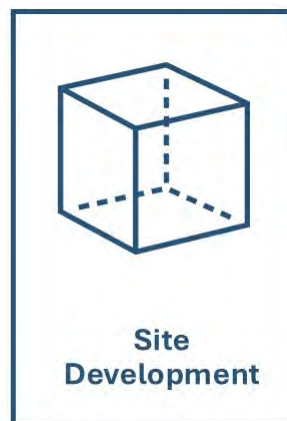
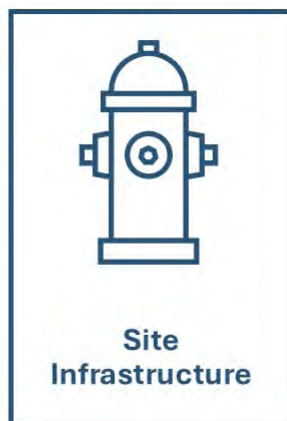
A.2: Coordinate with the Triangle Partnership, the North Carolina Economic Development Partnership (NCEDP) and municipal Chambers of Commerce to attract and retain businesses.

A.3: Continue efforts to market the County based on competitive advantages including strategic location (proximity to I-95, Wake County and Fort Liberty, Campbell University and Central Carolina Community College (CCCC)), low costs and water and sewer infrastructure.

Strategy 2B: Leverage data to inform our economic development team of targeted supply-chain company leads.

Strategy 2C: Establish a compelling brand identity through effective communication and engagement

Economic Development Site Readiness Process



ECONOMIC DEVELOPMENT - RECOMMENDATIONS

to increase Harnett County's visibility and new and expanding company interest.

C.1: Build an internal library of print, electronic, and video materials to be used for storytelling to multiple audiences.

Strategy 2D: Host an annual event to highlight Harnett County and our available buildings and sites.

Strategy 2E: Create attractive and functional development sites for new and growing businesses.

E.1: Conduct focused recruitment of retail and restaurants to meet local market demand for new businesses.

E.2: Promote new employment, mixed-use development and housing in key area to enhance economic development through zoning and land use regulations, public investments and incentives.

E.3: Study potential improvements and tenants for the area surrounding the Harnett Regional Jetport.

E.4: Support the continued growth of towns as residential and commercial centers in the County.

E.5: Protect important industrial land from incompatible uses including large-scale residential development.

Competitive Advantages of Harnett County

- Strategic Location
- Taxes
- Pro-Business Environment
- Skilled Workforce
- Low Cost of Living
- Infrastructure and Utilities

Source: HarnettEdc.org

Strategy 2F: Support neighborhood improvements and reinvestment.

F.1: Provide resources through existing and new programs to revitalize targeted under-performing residential and non residential areas.

F.2: Continue programs to address code enforcement issues such as abandoned buildings.

F.3: Consider the establishment of a small neighborhood grant program to fund community improvement projects and reverse conditions of disinvestment and decline.

COMMENDATIONS



Furniture retailer Rooms to Go recently announced plans to expand its 1,450,000 square foot distribution center along I-95.

Goal 3: Support, grow, and strengthen existing businesses and industries across Harnett County.

Strategy 3A: Maintain an industry visitation program.

A.1: Meet regularly with local business leaders to determine priorities and barriers.

Strategy 3B: Support entrepreneurship and business development.

B.1: Maintain an inventory of available business resource partners and applicable resources for start-ups, small business, and industry.

- B.2:** Connect, coordinate, and or convene businesses and resource partners as applicable to needs.
- B.3:** Provide training, technical assistance, incentives to foster business growth.
- B.4:** Assist Harnett County's largest employment sectors, including the education, health care, social services, and public administration sectors, to resolve land use conflicts so that they can continue to grow, expand job opportunities, and provide a stable economic base.
- B.5:** Support the diversification of industries including technology and bioscience, energy, and blue collar and green collar jobs.
- B.6:** Work with Harnett County's many higher education institutions to encourage entrepreneurial education and commercialization of research innovations to fuel growth of start-up business.
- B.7:** Support the provision of incubator facilities in targeted areas, as appropriate.
- B.8:** Support low-impact home based businesses and support "cottage industries" in mixed-use districts, residential areas, and agricultural areas, while reducing

ECONOMIC DEVELOPMENT - RECOMMENDATIONS

negative impacts on adjacent residential areas.

Goal 4: Coordinate with partners on workforce development.

Strategy 4A: Work closely with education and workforce training partners to support immediate and future hiring and training needs of local companies.

- A.1:** Work with the Harnett County Public School System, training providers, and the private sector to ensure that Harnett County's workforce has the basic skills, literacy, and job-specific training necessary to gain employment.
- A.2:** Encourage coordination between area employers, Campbell University, Central Carolina Community College and Harnett County schools to prepare graduates for high demand careers.
- A.3:** Encourage partnerships with existing organizations that provide training in "soft skills" vocational skills, child care, and other services that enable people entering the workforce and earn a living wage.
- A.4:** Ensure that training and services are accessible to and located near those with the greatest need.



Campbell University and Central Carolina Community College provide local opportunities for continued partnerships for workforce development.

Strategy 4B: Study ways to increase access to job opportunities by providing improved transit to Harnett County's regional employment clusters.

Goal 5: Support agriculture and tourism and related cultural recreational and natural resources.

Strategy 5A: Develop strategies to retain and expand agriculture and agribusiness.

- A.1:** Consider updating the Harnett County Working Lands Protection Plan (2010).

COMMENDATIONS



A.2: Continue and expand education and marketing efforts.

A.3: Consider incentives or specialized programs to recruit or retain agribusiness.

A.4: Support expanded agritourism in Harnett County.

Strategy 5B: Support a farmers market program including a new venue and special events.

B.1: Consider the incorporation of an indoor facility in future phases of a farmer's market that can be utilized for an exposition or convention center.

Strategy 5C: Support Visit Harnett and coordinate with area chambers of commerce to promote visitation to downtowns, historical sites, parks, and agritourism venues.

Strategy 5D: Promote outdoor recreation by providing information on experiences and destinations in the county.

D.1: Invest in and leverage parks, leisure, and cultural amenities as integral economic development assets and part of the County's economic development infrastructure.

D.2: Study the potential for a Regional Sports Complex.

Visit Harnett along with local government partners provides information on things to do and places to stay in the county. See visitharnett.com for more information.



TRANSPORTATION - BACKGROUND

Overview

Transportation in Harnett County falls under the purview of two metropolitan planning organizations (MPO) and one regional planning organization (RPO) - the Capital Area Metropolitan Planning Organization (CAMPO) and the Fayetteville Area Metropolitan Planning Organization (FAMPO), and the Mid-Carolina Rural Planning Organization. Together these organizations work to coordinate with the North Carolina Department of Transportation (NCDOT) on municipal and county needs and funding for transportation improvements.

TRAFFIC VOLUMES

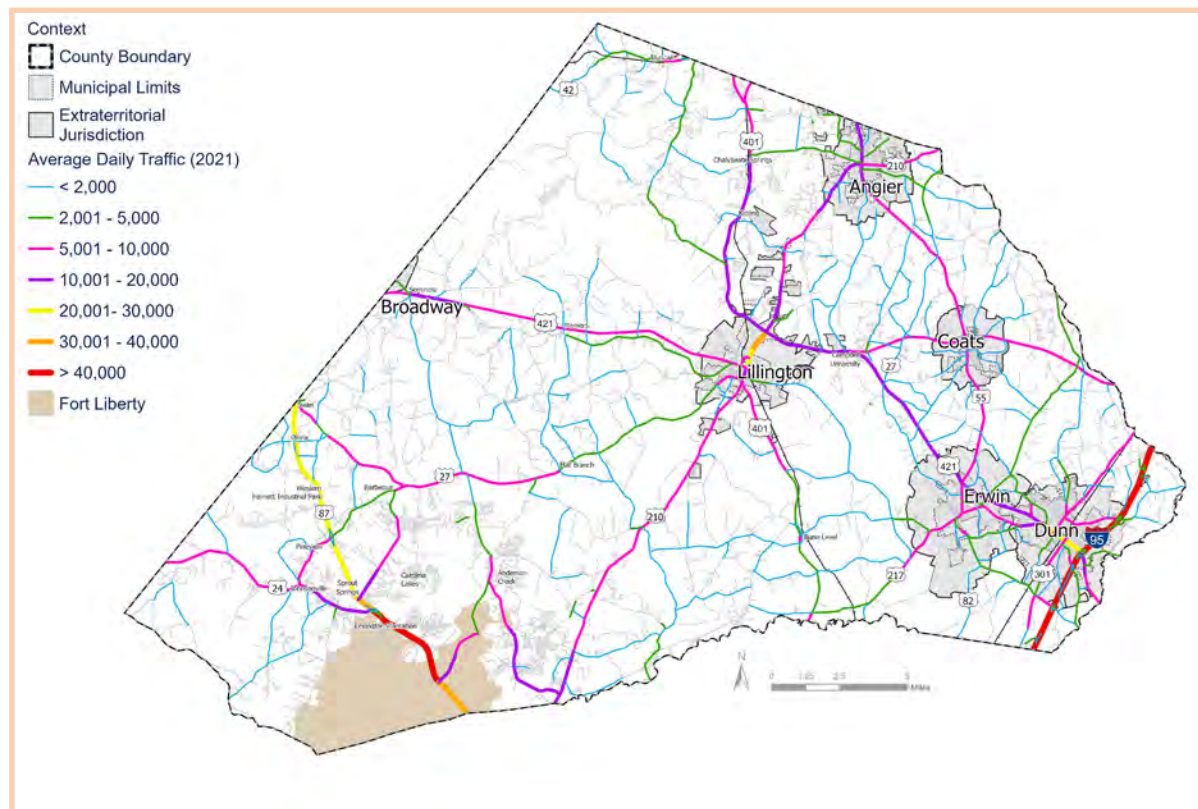
Annual average daily traffic (AADT) volume represents the traffic average for a specific

year. The highest traffic volumes in the County are on I-95 east of Benson where 69,000 cars travel on a daily basis (NCDOT, 2023). Other high traffic roadways include NC 87 (42,500 cars/day), US 401 north of Lillington (27,000 cars/day) and NC 55 north of Angier (19,500 cars/day). Traffic forecasting models show future volumes increasing on major roadways throughout the County between now and 2045. See AADT and modeled traffic volume maps in the Appendix for more information.

STATE TRANSPORTATION IMPROVEMENT PLAN (STIP)

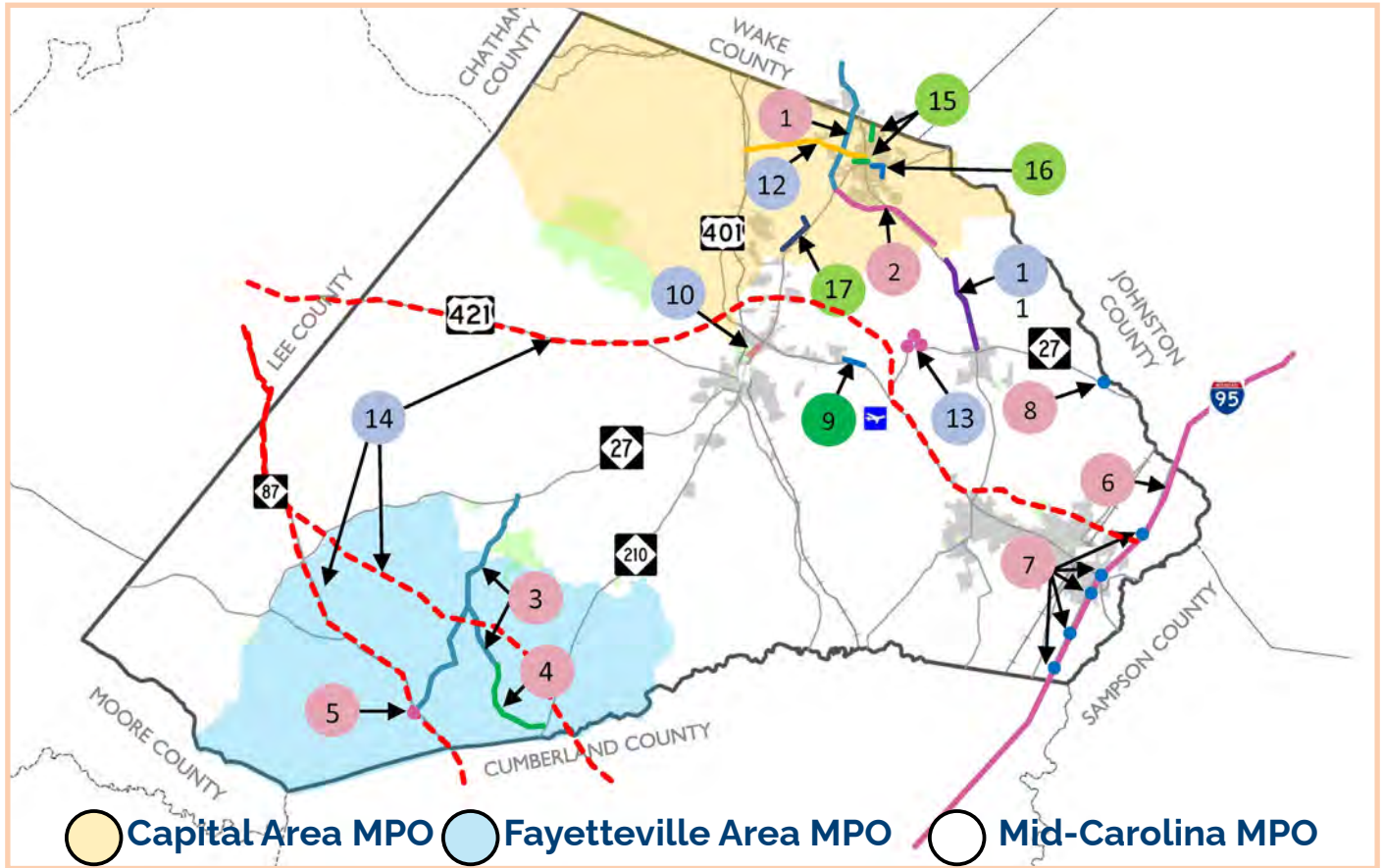
The State Transportation Improvement Program (STIP) 2024-2033 identifies transportation projects that will receive funding between 2024 and 2033. The STIP covers a 10-year period. In this time frame, there

Average Daily Traffic Map





2024-2033 STIP Projects



Highway Projects Under Construction

- 1 NC 55 (NC 210 to SR 4809 (Jicarilla lane). **Part on new location**. CY: 2023
- 2 NC 55 (Just South of SR 1532 (Oak Grove Church Road) to NC 210. **Part on New Location**.) CY: 2024
- 3 SR 1117, SR 3242, SR 1615. **Widen** Curves and Install Rumble Strips. CY: 2022
- 4 SR 1121 (Ray Road)-NC 210 to SR 1120 (Overhills Road). **Widen** to Multi-Lanes, Part on New Location. CY: ---
- 5 NC 87/24 (SR 1117 (Nursery Road). **Intersection Improvements**. CY: 2023
- 6 I-95 (**Widen** to Eight Lanes) CY: 2019/2020
- 7 I-95 (**Improve Interchanges**) CY: 2020/2022
- 8 NC 27 at SR 1581- **Realignment / Intersection Improvements**. CY: 2022

Bicycle and Pedestrian Projects Under Construction

- 9 Campbell University Sidewalk (Wade Stewart Circle to Pearson Road in Buies Creek. **Construct Sidewalk**) CY: 2021

Highway Projects

- 10 US 401 (North Main Street)--Parker Lane to McKinney Parkway. **Construct Median** CY: Funded for Preliminary Engineering Only
- 1 NC 55 (NC 27 in Coats to SR 1006 (Old Stage Road (North))). **Widen Roadway**. CY: Not Funded
- 12 SR 1441 (Chalybeate Springs Road)- **Curve and Pavement Marking Improvements**. CY: 2025
- 13 NC 27 (**Construct Roundabouts** at two Intersections and **Close** NC 27/SR 1516) CY: 2024
- 14 I-685 **New Alignment** Connecting Sanford and I-95 (Three Alternatives) CY: Not Funded

Bicycle and Pedestrian Projects

- 15 SR 1501 (Junny Road); North Willow Street; West Lillington Street - **Construct Sidewalk Extensions** CY: 2024
- 16 East McIver Street to South Wilma Street in Angier- **Construct Sidewalk Extensions and Install a Crosswalk**. CY: 2024
- 17 NC 210 -- **Construct a Multi-Use Path** from Harnett Central Road to North Harnett Primary School Road CY: 2024

TRANSPORTATION - BACKGROUND

are 16 projects that have been identified for funding in Harnett County. NCDOT updates this plan approximately every two years to accurately reflect the department's current financial situation. The STIP covers funding for projects such as interstates, bridges, bike and pedestrian projects, ferry projects, and aviation projects. Projects that are under construction and future projects can be seen on the STIP Map on the previous page.

TRANSPORTATION PLANS

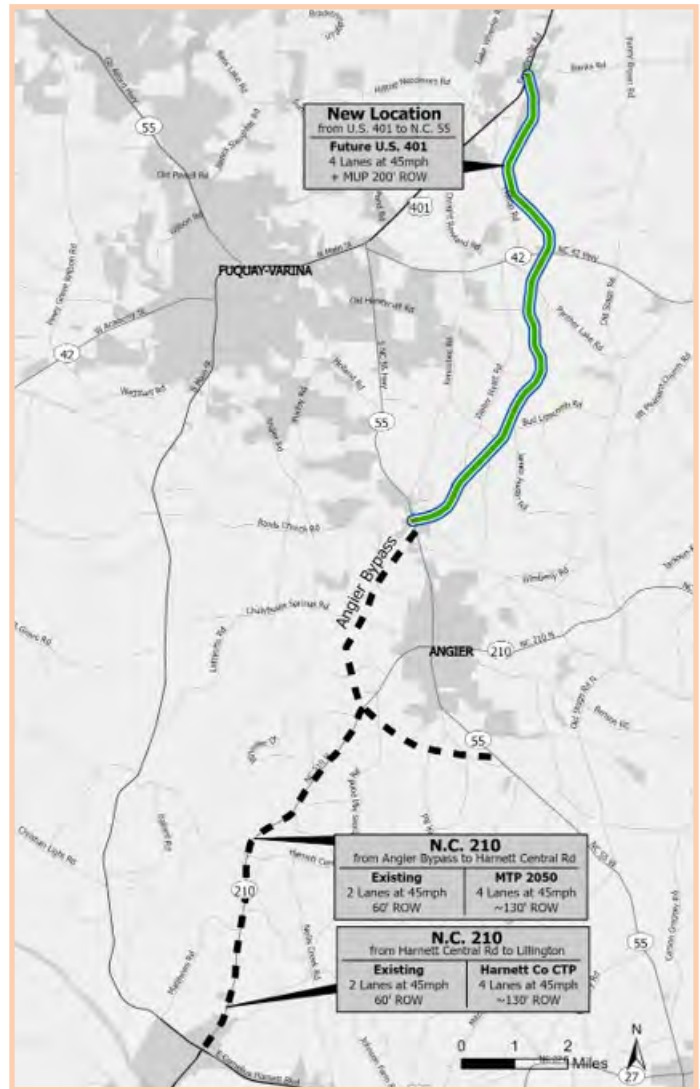
The Harnett County Comprehensive Transportation Plan was originally adopted in 2013, but more recently in 2017 an amendment to the plan was adopted by the County, the municipalities within the county, and the MPO's and RPO's that overlap with the County. The CTP is a cooperative effort between these entities and NCDOT to provide details on the existing roadway infrastructure, as well as information about what could be planned further out past the STIP.

A study was recently completed for the US 401 Corridor between Lillington and Fuquay Varina. Major recommendations included:

- New location roadway in Wake County
- Alignment along Angier Bypass (*under construction*) and NC 210 in Harnett County
- Cross-section will be four-lane median divided with 10' sidepath

Other previous studies, including the Northwest Harnett Area Plan have recommended targeted road and intersection improvements and the construction of collector streets parallel to major roadways in order to disperse traffic and preserve capacity.

US 401 Corridor Study



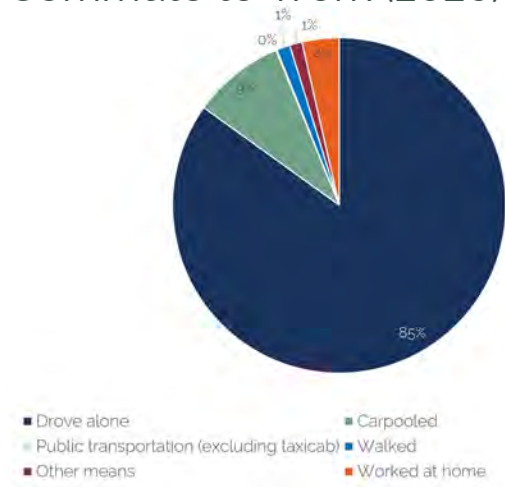


COMMUTING

The primary mode of transportation for commuters was individual vehicles/driving alone making up 85% of commuters. This is followed by 9% of commuters carpooling, and 4% of residents working from home and not commuting at all. The mean travel time to work is 31.9 minutes, which is also reflective of the large amount of Harnett County residents that work outside of the County.

Households with 3 or more vehicles make up 43.76% of all households, while those with two vehicles make up 37.56%, followed by 16.38% of households with access or only one vehicle, and 2.3% of households without access to any vehicle.

Commute to Work (2020)



TRANSIT

The Harnett Area Rural Transit System (*HARTS*) provides transportation for the Harnett community for education, employment, medical and personal trips. Operating hours are from 8:00 a.m. to 5:00 p.m. Monday through Friday. Services include subscription routes, Dial-A-Ride demand-response service trips. The system also offers daily routes to Senior Citizen Centers and Central Carolina Community College and transportation to nearby counties for medical appointments only on designated days.

A study (*The North Harnett Transit Study*) is currently underway to develop transit service recommendations for the portion of Harnett County that overlaps with the Capital Area Metropolitan Planning Organization (*CAMPO*) boundary, including Angier, Lillington, Coats, Buies Creek, Raven Rock State Park, and Campbell University.



HARTS is a Community Transportation program that serves the public as well as human service agencies for medical, personal, employment, and education trips.

TRANSPORTATION - BACKGROUND

Bicycle and Pedestrian Facilities

The Dunn-Erwin Rail Trail is the longest greenway in the County. It is a crushed stone trail that runs 5 miles between Downtown Erwin and Dunn. Shorter segments of trails and greenways exist in parks and along major roadways. A number of greenway segments are being built with development. For instance, the Capeton Greenway on the north side of Lillington will be 12,500 ft of new greenway along the Cape Fear River. Sidewalks are required in many new subdivisions, depending on the type of development. Connecting existing greenway segments and sidewalk facilities to planned greenways will provide recreational opportunities and alternative transportation options.



Greenways and trails have been identified as the #1 park and recreation priority on a number of recent County surveys.

Improvements and Critical Corridors

Roadway connections within and outside of Harnett County are critical to serving the needs of citizens and connecting them to the places where they live, work, and play. The rate of population growth, however, has strained the capacity of many roads and led to increased traffic congestion and wear on infrastructure. To address these challenges, roadway improvements are essential. Expanding road capacity and enhancing intersections can alleviate congestion and improve traffic flow. Implementing advanced traffic management systems and upgrading existing roadways can also enhance safety and reduce travel times. These improvements are crucial for supporting the county's continued growth, ensuring efficient vehicle movement, and maintaining the quality of life for its residents.

Harnett County is served by several critical routes that facilitate regional connectivity and support local transportation needs. These routes are essential for commuting, commerce, and access to neighboring counties and cities. They traverse the county in various directions, linking communities and providing vital connections to larger urban centers, economic hubs, and recreational areas. A few of the major roads are grouped below by their general geographic orientation within Harnett County.

East Area:

- NC 421: Runs through Lillington and Dunn, providing an important east-west connection. It supports regional commerce and offers an alternative route to I-40 and I-95 for travelers heading to the coast or central North Carolina. There are numerous educational and medical facilities along this route east of Lillington, as well as the Harnett Regional Jetport.



- NC 55: A north-south route that passes through Angier and Erwin. This road, which is projected to experience significant growth in the coming years, connects to Research Triangle Park and serves as a critical corridor for commuters and businesses.
- NC 27: Another east-west route connecting Lillington and Coats, extending further to Dunn. This road is crucial for local travel, connecting residential areas to shopping centers and medical services.

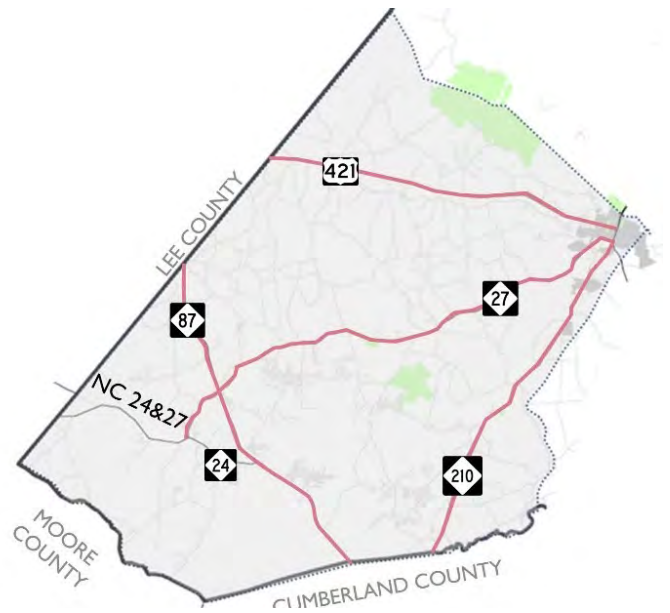
Northwest Area Map



Northwest Area:

- US 401: A major north-south route that runs through the northern part of the county, connecting to Raleigh in the north. It is a vital route for regional travel and commerce, providing access to major employment centers.
- NC 210: Travels north-south, passing through Lillington and Angier. This road connects to major highways and serves as a critical route for accessing healthcare, education, and commercial centers in the region.

Southwest Area Map



Southwest Area:

- NC 87: A north-south route, connecting Sanford and Fayetteville. It is a major thoroughfare for both local and regional traffic, supporting economic activities and providing access to major highways like US 1 and I-95.
- US 421: An east-west route, connecting Sanford to Lillington. It is crucial for regional connectivity, linking Harnett County to larger cities and facilitating the movement of goods and services.

These routes are not only essential for everyday commuting and local travel but also play a critical role in supporting the county's economy and linking residents to essential services and amenities.

TRANSPORTATION - RECOMMENDATIONS

Overview

Transportation recommendations focus on encouraging good development, improving coordination with state and regional transportation stakeholders, and enhancing existing infrastructure. Emphasizing these areas can create a more efficient and sustainable transportation network that addresses both current and future needs. Strategic planning and collaboration will ensure that the county's transportation systems are well-integrated and capable of supporting future development.

Improving the existing transportation network by identifying and prioritizing critical corridors for growth is vital. This includes planning both large road widening projects and smaller intersection improvements to accommodate increasing traffic volumes and enhance safety and accessibility. Targeted investments in key corridors will support economic development, reduce congestion, and improve connectivity within the county and neighboring regions. Proactively addressing these infrastructure needs will prepare Harnett County for future growth and ensure a well-maintained, efficient transportation system.

Harnett County does not own or maintain roadways. The County requires private development to construct roads to serve new subdivisions

and relies on the North Carolina Department of Transportation (*NCDOT*) to maintain roads. Strengthening communication and collaboration with key transportation partners, including *NCDOT*, the Capital Area Metropolitan Planning Organization (*CAMPO*), and the Fayetteville Area Metropolitan Planning Organization (*FAMPO*), is necessary to plan for and prioritize needed improvements. Enhancing these partnerships will help the county advocate more effectively for its transportation needs, secure funding through *NCDOT*'s SPOT program, and obtain safety funding for critical crash hotspots.

Additionally, maintaining and supporting current transit services while exploring new transit options is recommended. Conducting studies on fixed-route bus services, express routes, and park-and-ride facilities can provide insights into expanding the transit network. These studies could identify high-demand areas, optimize routes, and explore ways to reduce traffic congestion by encouraging transit use. Investing in a comprehensive transit strategy will enhance connectivity, reduce environmental impact, and offer more transportation options for Harnett County's growing population.



Goals and Strategies

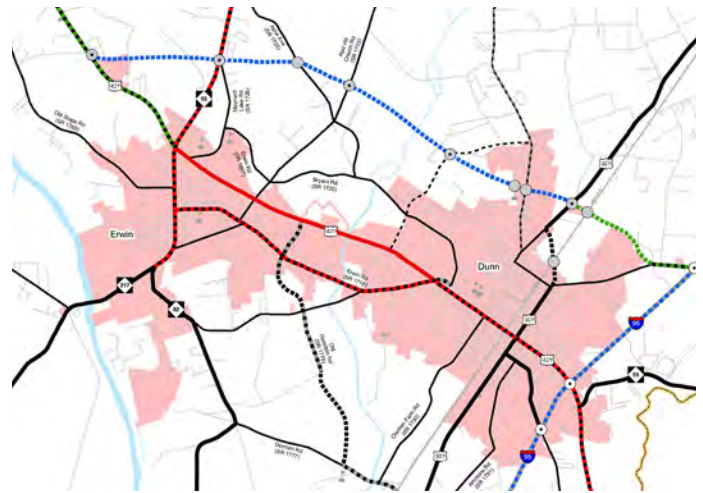
Goal 1: Continue to build on transportation planning partnerships and prioritize projects at the regional level.

Strategy 1A: Collaborate with transportation stakeholders through active participation in the Capital Area Metropolitan Planning Organization (CAMPO) and Fayetteville Area Metropolitan Planning Organization (FAMPO).

A.1: Coordinate with CAMPO and FAMPO to ensure regional travel model updates reflect recent land use trends and approved developments.

Strategy 1B: Coordinate with NCDOT to update the Harnett County Comprehensive Transportation Plan (CTP).

B.1: During the CTP update or as part of a separate effort clarify future right-of-way needs for key roadways and consolidate and refine collector street plans for growing areas.



The Harnett County Comprehensive Transportation Plan (CTP) was updated in 2016 and identifies needed improvements to major roads.

Strategy 1C: Organize or participate in a US 401 Advisory Group that includes representatives from Harnett County, Wake County and Fuquay Varina.

◆ *The group could coordinate transportation and land use decisions along the corridor and discuss transportation priorities..*

Strategy 1D: Prioritize improving access into and out of the County from the north.

D.1: Support short-term improvements along NC 210 and US 401.

◆ *Short-term improvements may include the addition of traffic signals or turn lanes at intersections or where new development is planned.*

TRANSPORTATION - RECOMMENDATIONS

◆ *Key intersections include Harnett Central Road, Piney-Grove Rawls Road, Chalybeate Springs Road and Rawls Church Road.*

D.2: Support incremental or long-term road projects to widen NC 210 between Lillington and Angier and US 401, especially north of Chalybeate Springs.

D.3: Manage access on NC 210 and US 401, encourage cross access, and create parallel collector streets to preserve roadway capacity.

D.4: Implement key roadway and intersection improvements recommended in the Northwest Harnett County Area Plan.

D.5: Coordinate with the Town of Lillington on future transportation improvements.

D.6: Study transportation improvements, access management and land use along NC 42 through Duncan.

Strategy 1E: Prioritize mobility to and from Fort Liberty in the southwestern part of the County.

E.1: Manage access along NC 87 and encourage or require the construction of parallel collector streets or frontage roads to preserve capacity.

E.2: Identify corridor and intersection improvements and work with Fort Liberty and FAMPO to help alleviate congestion on NC 87 and other major corridors including Nursery Road and Overhills Road.

Strategy 1F: Plan for roadway and pedestrian improvements in the vicinity of Carolina Lakes and Anderson Creek villages.

Strategy 1G: Prepare for growth in the eastern part of the County.

G.1: Identify corridor and intersection improvements along US 421 and NC 55.

G.2: Coordinate with Campbell University to study roadway, pedestrian, streetscape, greenway, and transit improvements needed near Buies Creek Village.

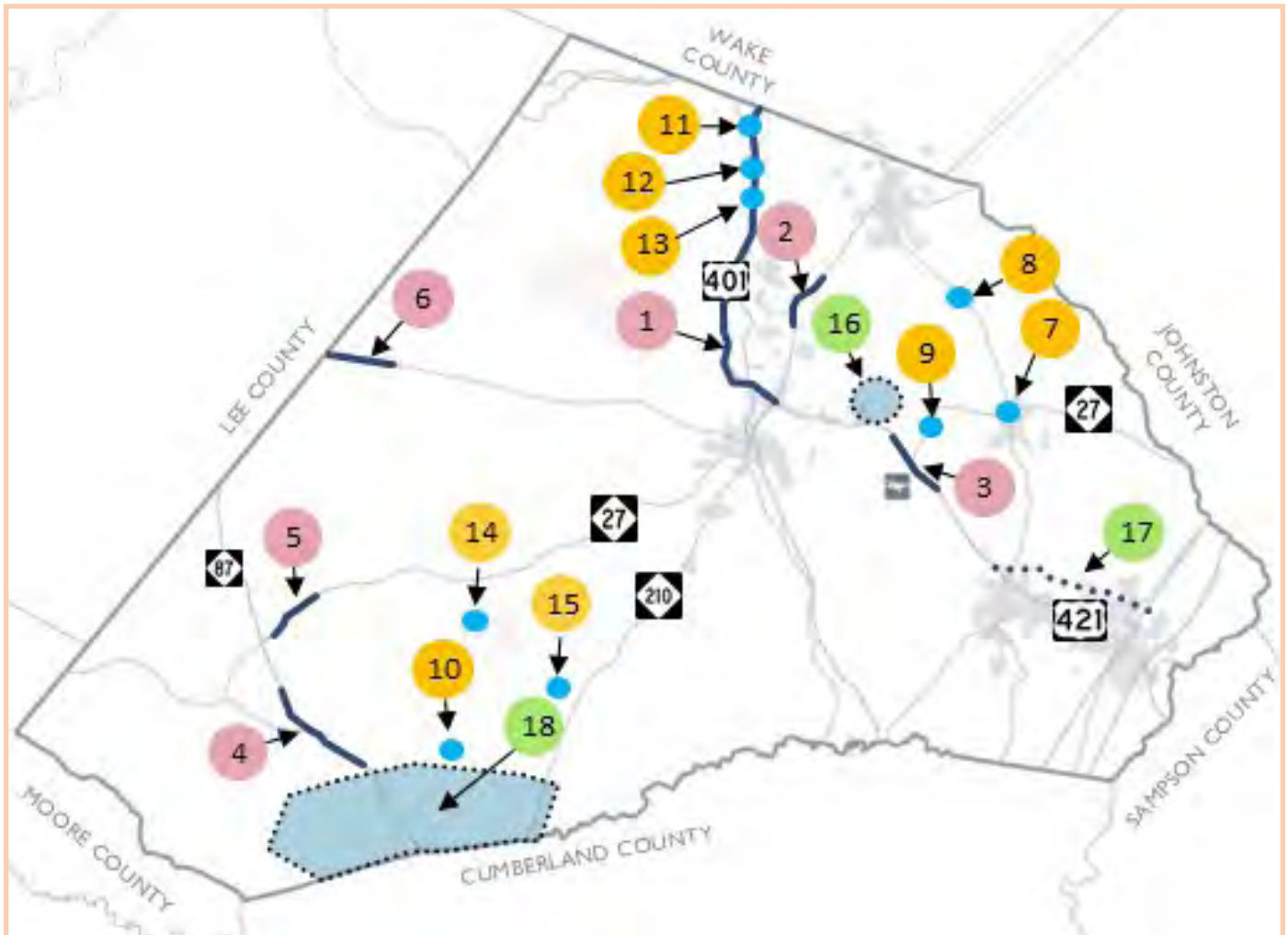
G.3: Continue to plan for access improvements in the vicinity of the Harnett Regional Jetport.

G.4: Refine land use, access and transportation plans for the area around the planned US 421 Bypass.

G.5: Study potential improvements near I-95 interchanges.

ATIONS

Priority Transportation Corridors



Priority Corridors

- 1 US 401 Widening (North of Chalybeate Springs)
- 2 NC 210 Near Harnett Central HS
- 3 US 421 Jetport Area changes
- 4 NC 87 Near Spout Springs
- 5 NC 27 north of NC 87
- 6 US 421 through Seminole

Priority Intersections

- 7 NC 55 @ NC 27
- 8 NC 55 @ Old Stage Rd
- 9 NC 27 @ Old Stage Rd
- 10 Nursery Rd @ Overhills Rd
- 11 US 401 @ Piney-Grove Rawls Rd
- 12 US 401 @ Rawls Church Rd
- 13 US 401 @ Chalybeate Springs Rd
- 14 Nursery Rd @ Docs Rd
- 15 Overhills Rd @ Anderson Creek School Rd

Connectivity Priorities

- 16 Buies Creek Village Area Traffic Improvement
- 17 US 421 Bypass (Erwin / Dunn) - (Location not Final)
- 18 Potential Connections to Fort Liberty

Add US 401 parallel routes as connectivity priority

Add Harnett Central and 401 as priority Intersection

TRANSPORTATION - RECOMMENDATIONS

Strategy 1H: Identify locations to recommend for inclusion in SPOT evaluation.

- H.1:** Identify known locations with operational deficiency on an annual basis.
- H.2:** Advance recommendations from the US 401 corridor study.
- H.3:** Consider future traffic demand projects and approved development when prioritizing recommended improvements.

Strategy 1I: Identify and study locations to recommend for safety improvement projects.

- I.1:** Identify crash hotspots using NCDOT historical crash data
 - ◆ *NCDOT provides statewide crash data online. This data can be used to identify locations with higher than average crash rates, or higher than average severity of crashes. Appropriate countermeasures can then be studied at these locations, including options such as advisory signing, improved intersection control, or speed limit reductions.*

NCDOT SPOT Evaluation

SPOT stands for the Strategic Prioritization Office of Transportation. The prioritization and inclusion of projects in the State Transportation Improvement Program (STIP) is a critical step in the development of North Carolina's transportation infrastructure. Once projects are ranked through the SPOT process, they must navigate the complexities of funding and resource allocation to move from planning to implementation. Understanding the funding mechanisms and sources of financial support is crucial for comprehending how the STIP ensures that the state's most critical transportation needs are met. This knowledge directly informs the process of securing and allocating funds to bring these priority projects to life.

Funding for projects in the STIP comes from a mix of federal, state, and local sources. The NCDOT allocates these funds based on the prioritization process, which considers factors like safety and economic impact. Federal funds typically support larger-scale projects, such as highways and major transit systems, due to specific eligibility requirements. State funds, from sources like gas taxes, are crucial for significant projects and maintenance. Local governments also contribute through matching funds or local sources, enhancing a project's appeal and positively influencing its ranking. This contribution helps make projects more feasible and attractive by reducing reliance on state and federal resources. The STIP is updated biennially, allowing NCDOT to adjust funding based on priorities, project readiness, and emerging needs and to address critical transportation challenges and support long-term infrastructure goals.



Goal 2: Develop improved base standards for developments.

Strategy 2A: Continue to enforce and refine tiered subdivision standards based on district and density.

A.1: Update requirements and standards in the Unified Development Ordinance related to:

- ◆ *Standard street sections*
- ◆ *Collector streets*
- ◆ *Driveway spacing along arterials*
- ◆ *Connectivity requirements*
- ◆ *Sidewalks*
- ◆ *Parking standards*

Strategy 2B: Enhance transportation requirements for large commercial and residential development

B.1: Create multiple tiers of traffic impact analysis requirements based on daily trips required by new development projects.

B.2: Hire a consulting traffic engineer to advise the County on TIA requirements and reviews.

B.3: Require the addition of turn lanes (left turn and right deceleration lane) with appropriate stacking for subdivisions and development projects as needed.

Traffic Impact Analysis

Establishing clear development agreements, robust standards, and Traffic Impact Analysis (TIA) standards are essential. These measures guide developers to align new projects with the County's transportation network, ensuring appropriate infrastructure planning. Setting clear expectations for traffic impact analyses helps manage the effects of new developments on the existing road network, mitigating congestion and ensuring safety. This proactive approach supports orderly growth and enhances residents' quality of life by maintaining an efficient transportation system.

B.4: Require the reservation of right-of-way for planned and necessary improvements during the development review process.

Strategy 2C: Create a structure within the development review process that enables the creation of development agreements to implement Comprehensive Plan goals and strategies.

- ◆ *Consider the use of developer agreements to require that transportation improvements be constructed alongside developments and/or the collection of funds to be used to fund part of a larger transportation improvement project.*

TRANSPORTATION - RECOMMENDATIONS

Goal 3: Improve multi-modal transportation options in growing areas of the County.

Strategy 3A: Continue to support the incorporation of pedestrian facilities in roadway improvement projects.

Strategy 3B: Encourage or require the incorporation of sidewalks and/or greenways in new residential and commercial developments.

B.1: Require the reservation of right-of-way or easements for planned greenways.

Strategy 3C: Develop a County wide Greenway System.

C.1: Continue to build capacity and designate funding for designing, constructing and maintaining public greenways.

C.2: Evaluate and update greenway priorities on a biannual basis.

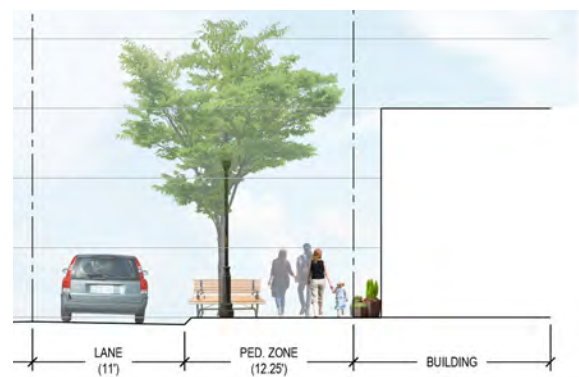
C.3: Partner to develop feasibility studies for priority greenway segments.

Strategy 3D: Promote pedestrian-oriented design in commercial and mixed-use areas.

Pedestrian-Oriented Design

Pedestrian-oriented design refers to design changes to the built environment that can lead to increased comfort and safety for pedestrians and more pedestrian activity. The following design details are important to increase walkability through pedestrian-oriented design:

- Require short block lengths, connected streets, connected pedestrian facilities and safe street crossings.
- Provide guidance in the Unified Development Ordinance on when planting strips are required on external and internal streets.
- Update commercial site design standards to address building orientation, design and parking location.





D.1: In Village and Village Center areas allow for and encourage innovative street design including on-street parking, alley-loaded homes and shared streets.

Strategy 3E: Evaluate the feasibility of fixed route and express transit services.

E.1: Partner with municipalities and regional planning organizations to conduct studies on fixed-route bus services, express routes, stop locations and on-demand services.

E.2: Plan for transit service to areas with high ridership potential including town centers and planned village locations.

E.3: Identify locations and work to establish two park and ride locations north of the Cape Fear River on major corridors.

E.4: Coordinate with large developments to include park and ride lots or transit stops in appropriate locations.

JETPORT - BACKGROUND

Existing Conditions

Harnett Regional Jetport (HRJ) is publicly owned and operated by Harnett County, North Carolina. It is a general aviation (GA) airport located approximately four miles northwest of the town of Erwin, North Carolina. The Airport is 42 years old as of December 2023, and has a total acreage of approximately 267 acres. With its key location Harnett Regional Jetport plays a significant role in the local and regional economy and in the future this role is likely to increase. The most recent HRJ Master Plan projects the Airport's total annual operations at HRJ will increase from 51,300 to 62,596 in 2040. Using this forecast level of growth, the Airport Master Plan forecast projects operations by aircraft type, with jets notably increasing by over 1,400 annual operations during that time. In addition to more aircraft, larger aircraft will visit more frequently which will likely increase noise contours.



Expansion Plans

The new terminal building is almost complete. This 7,000 square foot facility replaces a much smaller building. The most recent Jetport Master Plan calls for additional expansion of airport facilities including:

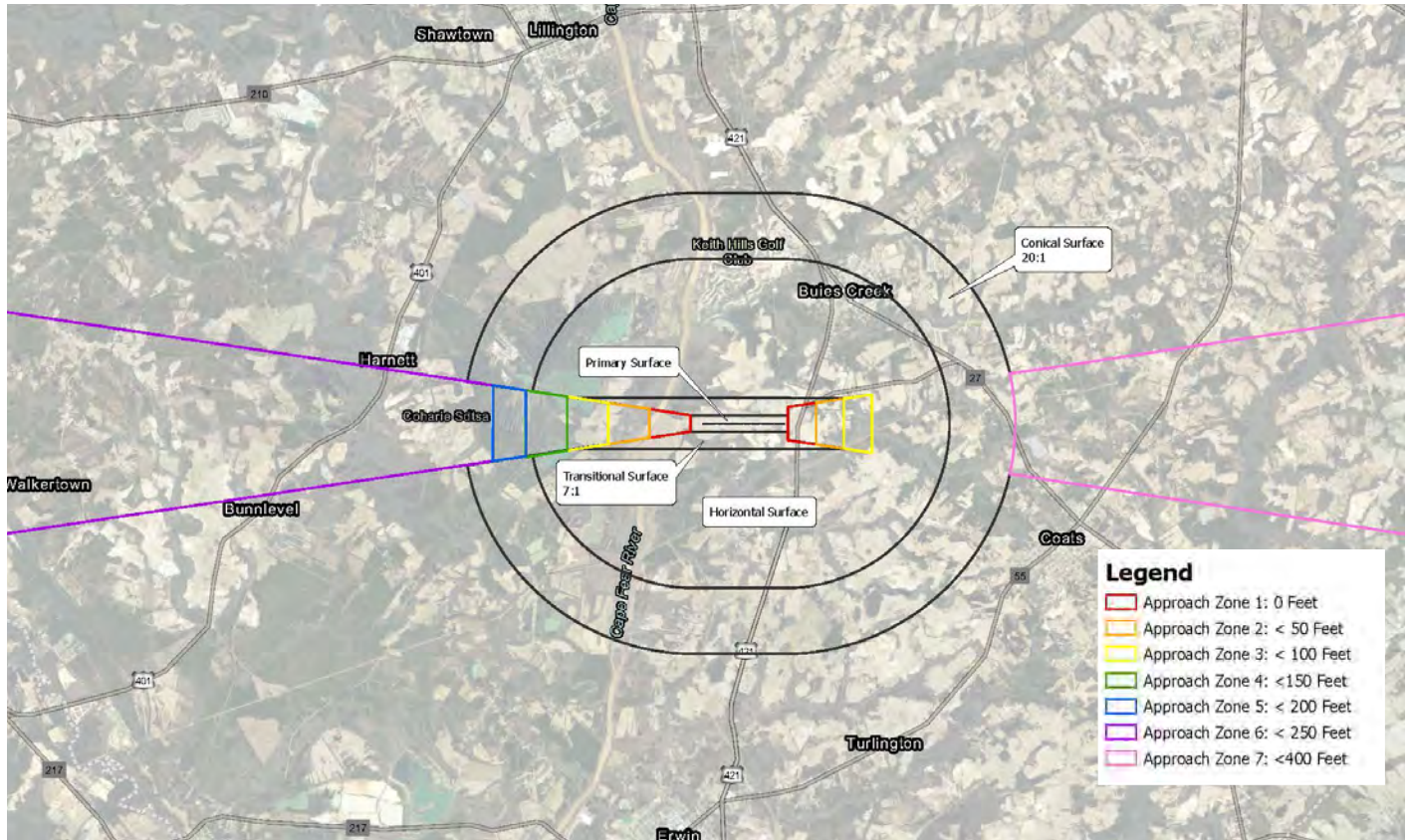
- ◆ Runway Length – An increase in the length of Runway 5-23 from 5,005 feet to 5,505 feet.
- ◆ Runway Width – An increase in the width of Runway 5-23 from 75 feet to 100 feet.
- ◆ Runway Safety Area Increases.
- ◆ Improved Navigational Lighting
- ◆ Expanded parking - The Jetport's automobile parking facilities have a shortage of 35 parking stalls over the 20-year period.
- ◆ Land acquisition for hangars and apron expansion - The anticipated

11,000 additional
annual operations
expected by 2040

Source: Jetport Master Plan



Airport Approach Zones



increase in based aircraft would require approximately 25 acres of land acquisition for the following hangar and apron development projects:

- » Apron expansion by 24,960 square yards, with three additional Tie-downs
- » 42 T-hangar Units
- » 12 Small/Medium Hangars
(Approximately 39,600 square feet total)
- » Three conventional Hangars
(Approximately 23,600 square feet total)
- ◆ Extension and realignment of Airport Road.
- ◆ Upgrades to perimeter fence (6-8 foot fence needs to be replaced with a 10 foot fence).
- ◆ Replacement and relocation of fuel tanks.

Airport Safety

With the extension of the runway aeronautical safety areas will increase in size. The FAA expects airport sponsors (*Harnett County*) to take all appropriate steps available to establish and exercise zoning controls necessary to prevent any new incompatible land uses. Currently Harnett County's Unified Development Ordinance includes height limitations in areas covered by defined navigable airspace zones defined by federal regulations. These areas and aeronautical safety areas will increase with runway expansion. Zoning in the vicinity of the airport includes large areas of Industrial, Commercial, and Residential (*RA-40 and RA-30*) zoning. Additional zoning controls to limit residential development and other potentially conflicting uses may be needed.

JETPORT - RECOMMENDATIONS

Overview

Harnett Regional Jetport (HRJ) is an economic asset for Harnett County to protect and preserve. The most recent HRJ Airport Master Plan has stressed the importance of the Airport expanding and developing to accommodate the aviation activity demand of its users. Continued implementation of the HRJ Airport Master Plan and updates to county land use policies and standards in the vicinity of the jetport will benefit the local and regional economy.

\$146 million

Annual economic output of the Harnett Regional Jetport

Source: Insert

Goals and Strategies

Goal 1: Plan for the continued expansion and development of the Jetport.

Strategy 1A: Support key facility improvements included in the HRJ Airport Master Plan.

- ◆ *Planned facility improvements include additional runway width and length, the extension and realignment of Airport Road, aircraft storage hangars, and other airfield developments,*

A.1: Pursue state and federal funding for jetport facility improvements.

Strategy 1B: Consider public-private partnerships to aid in the implementation of the Airport Master Plan.

Strategy 1C: Encourage compatible development including industrial, distribution and commercial near the Jetport.

Strategy 1D: Plan for the periodic update to the Airport Master Plan.

Strategy 1E: Sustain and expand marketing efforts related to Jetport services.



Goal 2: Minimize potential harm to people and property, protect aircraft operations, and provide for the long-term viability of the airport.

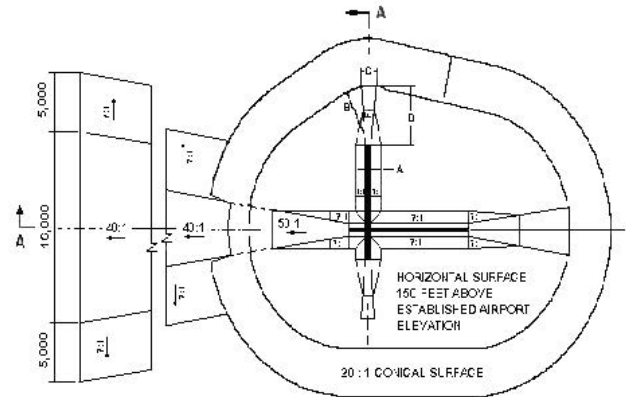
Strategy 2A: Continue to limit height of buildings and other structures within designated airport safety zones in the Unified Development Ordinance (UDO).

- ◆ Airport Zone Height Limitations are specified in Section 3.0 in the UDO for areas designated by Title 14 Code of Federal Regulations (CFR) Part 77. Except where otherwise provided, no structure shall be erected, altered, or maintained, and no tree shall be allowed to grow in any airport zone to a height in excess of the applicable height limit.

Strategy 2B: Plan for the expansion of aeronautical safety areas following the extension and widening of Runway 5-23.

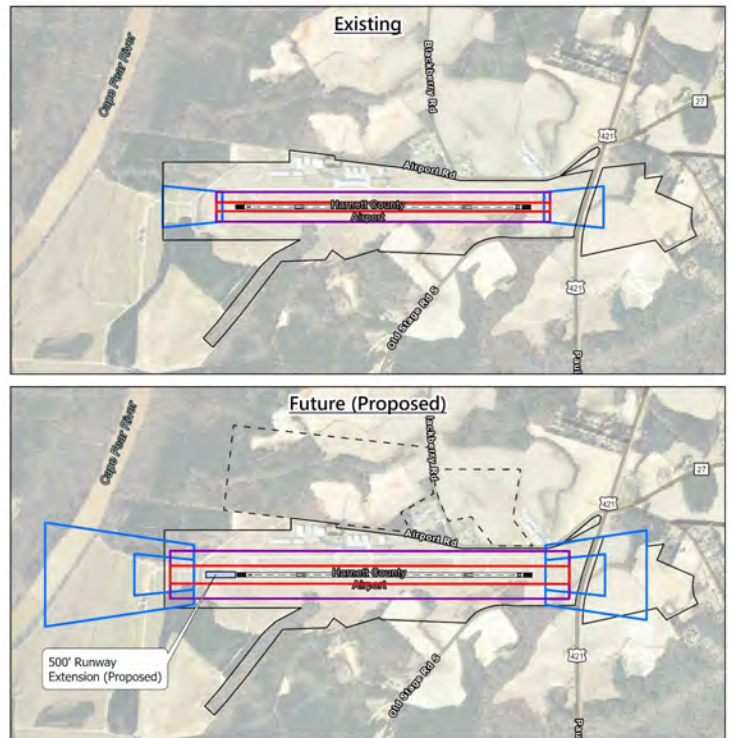
- ◆ Aeronautical safety areas are established by the Federal Aviation Administration (FAA), in FAA Advisory Circular (AC)150/5300-13B, Airport Design.

FAR Part 77 Surfaces Diagram



Source: NGS NOAA

Aeronautical Safety Area Impacts



- Legend**
- Airport Property Line
 - Future Airport Property (Proposed)
 - ▭ Runway Safety Area (RSA)
 - ▭ Runway Object Free Area (ROFA)
 - ▭ Runway Projection Zone (RPZ)

Source: VHB, 2023; HRJ Master Plan Update, 2023

JETPORT - RECOMMENDATIONS

- ◆ The three main aeronautical safety areas that will require modification include the Runway Safety Area (RSA), Runway Object Free Area (ROFA), and Runway Protection Zones (RPZ).
- ◆ An overlay with three zones could limit potentially conflicting uses near runway approaches, in areas adjacent to the jetport and in other safety zones.
- ◆ Noise Level Reduction (NLR) measures should be encouraged.

Strategy 2C: Establish a Jetport Overlay that ensures compatible uses in the vicinity of the airport approaches.

Jetport Overlay Purpose and Need

There is a need to preserve land around the jetport to allow for continued operations and encourage economic development. Currently Harnett County only regulates height in the vicinity of the Harnett Regional Jetport. Most of the land surrounding the airport is zoned for industrial and commercial uses, however there is some land zoned as Residential/Agricultural (*RA-40 and RA-30*) within the defined approach zones. It may be beneficial to apply an airport overlay zone to preserve existing operations and reduce land use conflicts in the future given potential for expanded airport operations. This new overlay could provide flexibility for land owners while discouraging certain types of uses such as schools, churches and higher density residential subdivisions. The map on the next page illustrates potential zones and the text below outlines potential permitted uses and other requirements.

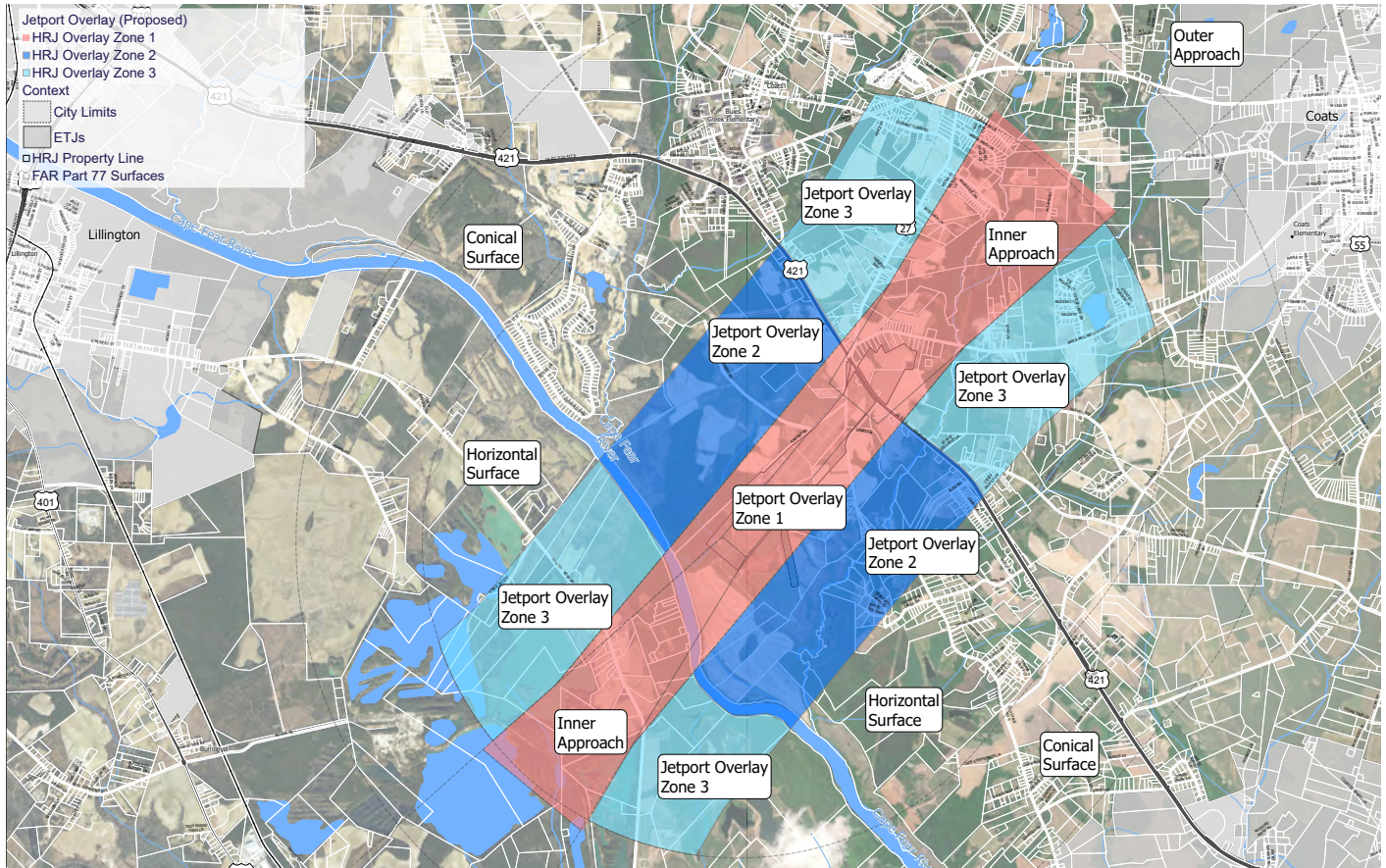
Zone 1:

This zone covers the inner approach zones that are beneath the primary flight paths. Regulations should continue to limit height of structures and not permit conflicting uses such as:

- ◆ Glare from solar panels
- ◆ Potential electronic interference from wind turbines
- ◆ Smoke stacks and thermal plumes from industrial operations
- ◆ Wildlife attractants such as certain types of crops, large open water and landfills
- ◆ Institutional uses such as schools and churches
- ◆ Major subdivisions: Some low density residential (*minor subdivisions with lots > 1 acre*) could be permitted, potentially with a Special Use Permit (*SUP*). Noise Level Reduction (*NLR*) measures should be implemented and may be established as a condition for approval.



Proposed Overlay



Zone 2:

This zone corresponds with a portion of the horizontal surface within 3,500 ft of the inner approach zones and areas south of US 421 and North of the Cape Fear River. Height should be limited as well as large scale solar installations, wind turbines, smoke stacks and wildlife attractants such as certain crop types, large open water and landfills. In addition, institutional uses such as schools, churches and major residential subdivisions would not be permitted.

Zone 3:

This zone covers a portion of the horizontal surface within 3,500 ft of the inner approach zones and areas north of US 421 and South of the Cape Fear River. Major conflicts such as solar panels, wind turbines, smoke stacks and wildlife attractants should not be permitted.

INFRASTRUCTURE AND SERVICES

Overview

Harnett County provides water and wastewater services to the majority of County residents, as well as many of the municipalities and Fort Liberty. Other key services are provided by County departments and other public and private partners.

Water System

Harnett Regional Water manages the Central Water Treatment Plant, located in Lillington. This plant serves Harnett County as well as customers in the surrounding counties, including towns in Wake and Cumberland Counties. The United States Army base Fort Liberty (*formerly Fort Bragg*), located in Cumberland and Hoke Counties, is also a large Harnett Regional Water customer.

The Cape Fear River serves as the water source for the Central Water Treatment Plant. The Plant currently has treatment capacity of 42 million gallons per day (*MGD*) and an average usage of 22 MGD and a peak usage of 30-32 MGD. Significant increases in capacity have been made due to plant upgrades in the last twenty years. Additional water treatment capacity will be needed in the coming years.

Sewer System

Harnett Regional Water has two wastewater treatment plants. The North Harnett Regional WWTP is located in Lillington and the South Harnett Regional WWTP is located on the Cumberland County line.

NORTH HARNETT REGIONAL WWTP

The North Harnett Regional WWTP has a treatment capacity of 16 MGD. The plan

was recently upgraded from 7.5 MGD in 2023 to accommodate growth in northern part of County. Sewer service is provided to customers in Harnett County and also the towns of Angier, Fuquay-Varina and Lillington.

SOUTH HARNETT REGIONAL WWTP

The South Harnett Regional W/WTP has a treatment capacity of 15 MGD. This plant covers the entire southern region of Harnett County, but two-thirds of the plant's capacity is committed to Fort Liberty. While this plant has plenty of capacity, the challenge is the ability to serve the NC Highway 87 and Anderson Creek area because of the long distance from the plant. Harnett Regional Water has future plans to enhance the sewer line and other infrastructure to better serve this area.

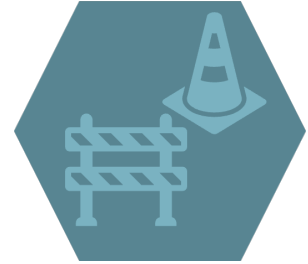
Stormwater

Residential subdivision storm sewers are owned and maintained by the developer or Homeowner's Association. On state-maintained rights-of-way, NCDOT approves and accepts maintenance of stormwater runoff.

Solid Waste

Harnett County Solid Waste Department is responsible for the management and operation of its landfills and convenience centers. Curbside pickup is managed privately by waste collection companies that serve the unincorporated areas of the County.

Solid waste manages 7 Convenience Centers, located across the County. Additionally, the County's 2 landfills collect construction and demo waste, land clearing debris, bulky items, electronics, metal and tires. The landfills are



- BACKGROUND

Anderson Creek in Spring Lake and Dunn-Erwin in Dunn.

Recycling bins are located at all convenience centers and both landfills.

Fire and EMS

Harnett County's Fire Marshal's office serves as the liaison between the County Administration and the many fire departments and EMS agencies located throughout the County. Both Fire and EMS services have paid and volunteer staff. There are currently 13 stations in the County.

Emergency Management

The Emergency Management Department is responsible for organizing the response and responding to disasters and emergencies that occur. They work closely with North Carolina Emergency Management and FEMA to ensure that the staff has the proper training, experience, and equipment needed to respond effectively.

Other Departments and Services

A number of other County departments provide essential services to citizens. These departments include the Sheriff's Office, Social Services, Tax Department, Veterans Services, the Library, Health Department and others.

Electricity is provided by Duke Energy, Central Electric or South River Electric, while Piedmont Natural Gas is the County's natural gas provider. Multiple internet providers operate throughout Harnett County.



Sewer Usage and Capacity

42 MGD

Current Water Treatment Capacity

32 MGD

Peak Water Usage

22 MGD

Average Usage



Water Usage and Capacity

42 MGD

Current Water Treatment Capacity

32 MGD

Peak Water Usage

22 MGD

Average Usage

INFRASTRUCTURE AND SERVICES

Overview

Significant investments have been made in the Harnett County water and sewer systems in recent years. The County is unique in that the majority of the county is served by water and an extensive sewer system is maintained that also provides service to surrounding municipalities. Moving forward, it will be critical to define expectations regarding future capacity and levels of service to ensure that growth is encouraged where infrastructure and services exist.

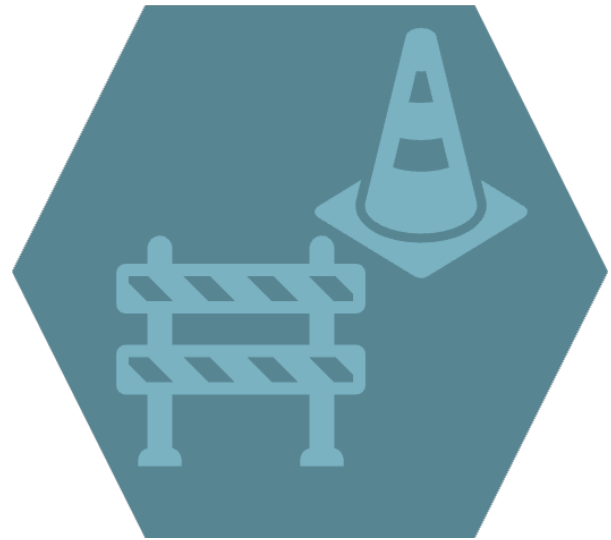
Other utilities, including electric, natural gas and high-speed internet are key to attracting certain types of development including commercial, industrial, professional services, technology and even certain residents. Continued coordination with private utility providers that determine where these services are extended is essential to encouraging economic development.

In addition to utilities a variety of other services including public safety and emergency response, social services, educational services and other key public services are provided by the County. Increasing development in many areas is likely to lead to future personnel, equipment and facility needs to maintain and improve existing levels of service.

Goals and Strategies

Goal 1: Maintain and improve the utility system.

Strategy 1A: Maintain and implement a multi-year Capital Improvement Plan (CIP).



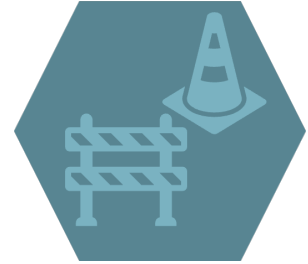
Strategy 1B: Regularly evaluate and update fee structure and cost share policies as needed to adequately fund and maintain utility system.

Strategy 1C: Plan for efficient sewer service provision.

C.1: Continue to pursue consolidation of pump stations where feasible.

C.2: Plan for future gravity mains and continue to pursue public/private cost shares and developer agreements for reimbursement of upfront investments in infrastructure that serves future development.

Strategy 1D: Plan for expanded water treatment plant capacity to serve Northeast Harnett County.



- RECOMMENDATIONS

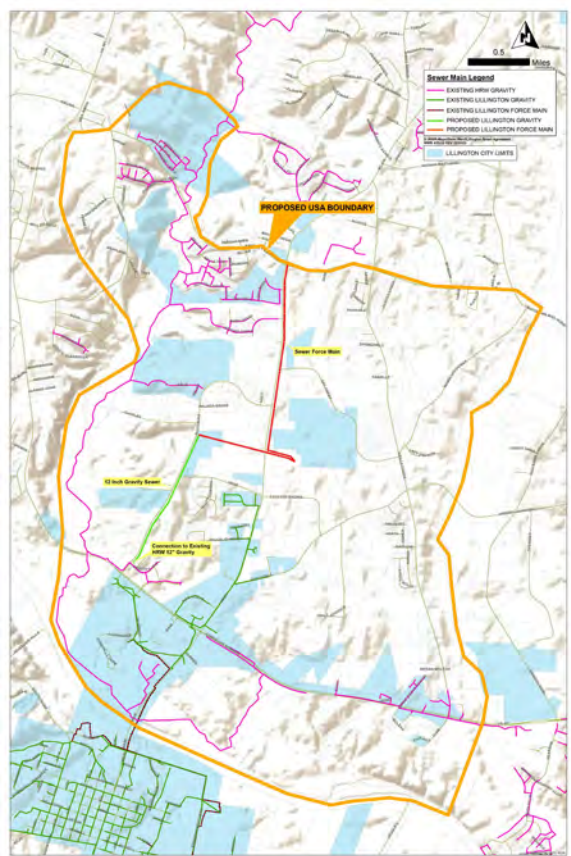
- ◆ A new water treatment plant is planned to be located near Erwin on the Cape Fear River with an expected capacity of 8-10 MGD.

Draft Utility Service Area Map for Lillington

Goal 2: Prioritize utility capacity upgrades and improved services that support economic development and land use goals.

Strategy 2A: Refine plans for water and sewer service to support the development pattern and land uses shown on the Future Land Use Map.

- A.1:** Plan for targeted upgrades to serve residential, mixed-use and employment areas identified on the Future Land Use Map.
- A.2:** Carefully evaluate extensions or upgrades to water and sewer infrastructure in Agricultural Protection Areas.
- ◆ Increasing utility service capacity in agricultural areas should be carefully evaluated due to potential to lead to increased residential development and fragment agricultural lands.



Strategy 2B: Consider partnerships to extend utility service to potential commercial and industrial areas.

Strategy 2C: Coordinate with municipalities to define Utility Service Areas (USAs) in the vicinity of municipal boundaries.

- C.1:** Update utility agreements with Angier and Lillington and Fuquay Varina to reflect future utility service areas

INFRASTRUCTURE AND SERVICES

Strategy 2D: Coordinate with other utility providers to support economic development opportunities with natural gas, electric and internet services.

Strategy 2E: Maintain and improve public safety services.

E.1: Plan for facility, equipment and personnel needs for the Harnett County Emergency Services.

E.2: Continue to act as a liaison between fire departments and EMS agencies throughout the County.

E.3: Support crime prevention and law enforcement activities of the Harnett County Sheriff's Office.

Strategy 2F: Collaborate with Harnett County Schools.

F.1: Coordinate with school board to ensure adequate facilities and programs to support economic development efforts.

F.2: Enhance communication with Harnett County Schools related to school enrollment trends and capacity issues.

◆ *Information related to capacity issues could be provided during the development review or approval process in a standardized format.*

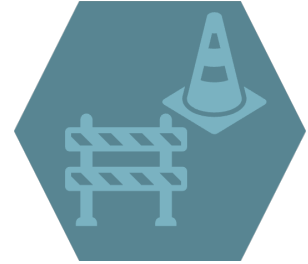
F.3: Determine future needs and identify target locations for schools in growth areas.

F.4: Discourage the location of new schools in the Agricultural Protection Area shown on the Future Land Use Map.

Strategy 2G: Maintain adequate government services and facilitate inter-agency coordination.

G.1: Monitor demand for services and evaluate needs on an annual basis.

G.2: Encourage and facilitate regular coordination between County departments, municipalities and adjacent communities.



- RECOMMENDATIONS

Goal 3: Maintain and improve the resiliency of critical facilities and infrastructure.

Strategy 3A: Implement and update hazard mitigation plans.

Strategy 3B: Maintain and improve the resiliency of critical facilities.

Strategy 3C: Pursue state and federal funding to assist with upgrades to vulnerable infrastructure.



IMPLEMENTATION



ACTION PLAN

The following table identifies priority implementation actions that can be taken in the next 1-5 years to advance recommendations of the Harnett Horizons 2040 Comprehensive Plan.



LAND USE & HOUSING

Action	Detailed Tasks	Strategy Reference	Time-frame
1 Update the Unified Development Ordinance to enhance growth management.	Review and revise zoning districts, permitted uses, standards and processes.	Strategy 1B.2	Short Term (1-2 Years)
	Update zoning to reduce density and improve design in Agricultural Protection Areas. <ul style="list-style-type: none"> • Consider targeted rezonings • Create one or more Agricultural Protection Overlays • Require working farmland buffers 	Strategy 1D	Short Term (1-2 Years)
	Improve open space standards for new development in residential zoning districts.	Strategy 2A	Short Term (1-2 Years)
	Increase standards for the Compatibility Development / Conservation Subdivision Option.	Strategy 2A.2	Short Term (1-2 Years)
2 Promote quality commercial and retail design through updates to overlays or enhancing base standards.	Consider expanding the Highway Corridor Overlay overlay district to US 401 North and NC 210.	Strategy 2C.1	Short Term (1-2 Years)
	Improve commercial site design through updates to overlays or enhancing base standards.	Strategy 2C.2	Short Term (1-2 Years)
	Consider a conditional zoning option.	Strategy 3B, 3C, 4A	Short Term (1-2 Years)

Action	Detailed Tasks	Strategy Reference	Time-frame
3 Enable the creation of village districts in key areas of the county.	Create an overlay or conditional zoning option in the zoning code that allows for village districts and corresponding walkable, mixed-use development.	Strategy 4A	Short Term (1-2 Years)
	Participate in and encourage future planning efforts related village district locations	Strategy 4A.2	Medium Term (2-3 Years)
	Support efforts by Campbell University and the private sector to define and brand the Village of Buies Creek.	Strategy 4B.1	Medium Term (2-3 Years)
4 Encourage and remove barriers to a mixture of housing types in appropriate areas.	Encourage a mix of lot sizes and/or housing products through the Planned Unit Development option in the UDO or a new conditional zoning process.	Strategy 1A	Short Term (1-2 Years)
	Remove regulatory barriers to meeting market demand through updates to allow for smaller lots or attached housing in certain areas with defined criteria.	Strategy 1B	Short Term (1-2 Years)
5 Encourage the preservation and construction of affordable and workforce housing.	Conduct a county-wide inventory of affordable housing units and track changes.	Strategy 2B	Medium Term (2-3 Years)
	Coordination with municipalities on projects or studies to preserve or increase affordable or workforce housing. <ul style="list-style-type: none"> • Apply to participate in the Our State, Our Homes program to develop capacity, analyze challenges and implement strategies to address affordable housing issues. • Consider funding an housing study or strategic plan to develop a toolkit to address affordable and workforce housing needs. 	Strategy 2C	Medium Term (2-3 Years)
6 Work with partners to prevent and reduce homelessness.	Dedicate county staff resources to assist with the annual Point in Time (PIT) count of homeless individuals.	Strategy 3B	Short Term (1-2 Years)

ACTION PLAN



AGRICULTURE AND NATURAL RESOURCES

Action	Detailed Tasks	Strategy Reference	Time-frame
7	Maintain and promote agricultural support programs.	Promote the Present Use Value program and the Voluntary Agricultural Districts program.	Strategy 2A Ongoing
		Consider an Enhanced Voluntary Agricultural Districts Program.	Strategy 2A Medium Term (2-3 Years)
		Support activities of the Harnett County Soil and Water Conservation District and the North Carolina Cooperative Extension.	Strategy 2A Ongoing
		Consider additional staffing for programs or positions critical to implementing county agricultural goals.	Strategy 2A Medium Term (2-3 Years)
8	Establish a Farmland Preservation Program and Fund	Establish a voluntary purchase of development rights program utilizes local funds to match state and federal funds to protect land in key agricultural areas	Strategy 2B Medium Term (2-3 Years)
9	Coordinate with Fort Liberty to protect lands critical to military operations.	Coordinate with the Federal Government and the Regional Land Use Advisory Commission (RLUAC)	Strategy 1E Ongoing
		Maintain, enforce and consider updates to the Military Corridor Overlay District (MCO)	Strategy 1E Ongoing / Medium Term (2-3 Years)
		Encourage land protection in priority areas including undeveloped areas that coincide with priority military buffer areas due to aviation routes, training exercises, farmland and high quality habitat.	Strategy 1E Long Term (3-5 Years)

Action	Detailed Tasks	Strategy Reference	Time-frame
10	Require the reservation of high-quality, connected open space in new development.	Require a site conditions map showing existing natural resources as part of the review process for all or certain types of residential.	Strategy 1F Short Term (1-2 Years)
		Create and maintain an inventory of public and privately preserved open space in the County.	Strategy 1F Medium Term (2-3 Years)
11	Establish tree preservation guidelines or standards for new development.	Establish a tree preservation requirement for Compatibility Developments (i.e. a percentage of the overall site or a percentage of required open space).	Strategy 1H Medium Term (2-3 Years)
		Take steps to recognize and/or protect heritage trees.	Strategy 1H Medium Term (2-3 Years)
12	Encourage stream buffers that meet and exceed state minimums in new development.	Update the extent of the Conservation Zoning District to factor in the best available GIS data.	Strategy 2B Medium Term (2-3 Years)
		Encourage stream buffer commitments that exceed state minimums during conditional zonings.	Strategy 2C Medium Term (2-3 Years)
		Incentivize buffers via the Compatibility Development Option in the Unified Development Ordinance (UDO).	Strategy 2C Short Term (1-2 Years)



PARKS AND GREENWAYS

Action	Detailed Tasks	Strategy Reference	Time-frame
13	Implement and regularly update the Parks and Recreation Plan.	Support continued maintenance and improvements at existing parks.	Strategy 1A Ongoing
		Acquire land for new parks and nature preserves in land acquisition target areas and growing areas of the county.	Strategy 1A Long Term (3-5 Years)

ACTION PLAN

Action	Detailed Tasks	Strategy Reference	Time-frame
<p>Implement and regularly update the Parks and Recreation Plan. (Continued)</p>	Undertake site specific master plans for planned parks.	Strategy 1A	Medium Term (2-3 Years)
	Work with public and private partners to plan for and construct additional indoor recreation facilities.	Strategy 1A	Long Term (3-5 Years)
	Enhance parks and recreational program offerings based on ongoing citizen input.	Strategy 1A	Ongoing
	Pursue the co-location of parks and school sites in growing areas.	Strategy 1B	Medium Term (2-3 Years)
	Establish joint-use agreements between schools and the Harnett County Parks and Recreation Department for sites in underserved areas.	Strategy 1B	Medium Term (2-3 Years)
<p>14 Pursue the completion of the Harnett County Greenway System.</p>	Participate in feasibility studies to refine alignments, determine right-of-way acquisition needs, plan support facilities and develop strategies for funding and partnerships.	Strategy 2A	Medium Term (2-3 Years)
	Update requirements related to greenways, pedestrian and bicycle facilities in the Unified Development Ordinance (UDO)	Strategy 2A	Short Term (1-2 Years)
<p>15 Develop and promote the Cape Fear River as a blueway.</p>	Plan for and develop river access points every 4-6 miles along the Cape Fear River.	Strategy 2B	Long Term (3-5 Years)
	Improve marketing material (<i>online and print</i>) and wayfinding signage for parks, trails and other outdoor recreation destinations.	Strategy 2C	Short Term (1-2 Years)



ECONOMIC DEVELOPMENT

Action	Detailed Tasks	Strategy Reference	Time-frame
16	Transition available and candidate economic development sites to market-ready sites.	Complete environmental due diligence activities.	Strategy 1B Short Term (1-2 Years)
		Seek funds for site infrastructure and site development activities.	Strategy 1C, 1D Short Term (1-2 Years)
17	Support business attraction and expansion activities	Engage in outreach activities in conjunction with regional and state economic development partners,	Strategy 2A Ongoing
		Market the County based on competitive advantages and establish a compelling brand identity.	Strategy 2A Short Term (1-2 Years)
		Host an annual event to highlight Harnett County and our available buildings and sites.	Strategy 2D Medium Term (2-3 Years)
		Support neighborhood improvements and reinvestment.	Strategy 2F Long Term (3-5 Years)
18	Support entrepreneurship and business development.	Provide training, technical assistance, incentives to foster business growth.	Strategy 3B Ongoing
19	Coordinate with partners on workforce development.	Work closely with education and workforce training partners to support immediate and future hiring and training needs.	Strategy 4A Ongoing

ACTION PLAN

Action	Detailed Tasks	Strategy Reference	Time-frame
20	Support strategies to retain and expand agriculture and agribusiness.	Consider updating the Harnett County Working Lands Protection Plan (2010).	Strategy 5A Medium Term (2-3 Years)
		Consider incentives or specialized programs to recruit or retain agribusiness.	Strategy 5A Medium Term (2-3 Years)
		Support a farmers market program including a new venue and special events.	Strategy 5B Medium Term (2-3 Years)

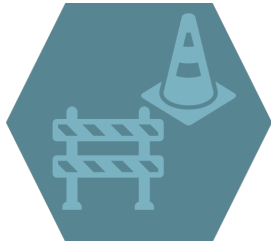


TRANSPORTATION AND JETPORT

Action	Detailed Tasks	Strategy Reference	Time-frame
21	Actively participate in the Capital Area Metropolitan Planning Organization (CAMPO) and Fayetteville Area Metropolitan Planning Organization (FAMPO).	Coordinate with CAMPO and FAMPO to ensure regional travel model updates reflect recent land use trends and approved developments.	Strategy 1A Ongoing
		Coordinate with NCDOT to update the Harnett County Comprehensive Transportation Plan (CTP). <ul style="list-style-type: none"> During the CTP update or as part of a separate effort clarify future right-of-way needs for key roadways and consolidate and refine collector street plans for growing areas. 	Strategy 1B Medium Term (2-3 Years)

Action	Detailed Tasks	Strategy Reference	Time-frame	
22	Support short-term and long term improvements along priority corridors.	Support roadway and intersection improvement projects along key corridors in the County.	Strategy 1C, 1D, 1E, 1F, 1G	Long Term (3-5 Years)
		Identify and study locations to recommend for safety improvement projects.	Strategy 1I	Short Term (1-2 Years)
23	Develop improved base standards for developments.	Update transportation requirements and standards in the Unified Development Ordinance.	Strategy 2A, 2B, 2C	Short Term (1-2 Years)
		Create multiple tiers of traffic impact analysis requirements based on daily trips required by new development projects.	Strategy 2B	Short Term (1-2 Years)
		Create a structure within the development review process that enables the creation of development agreements.	Strategy 2C	Medium Term (2-3 Years)
24	Improve multi-modal transportation options in growing areas of the County.	Evaluate the feasibility of fixed route and express transit services.	Strategy 3E	Short Term (1-2 Years)
		Identify locations and work to establish two park and ride locations north of the Cape Fear River on major corridors.	Strategy 3E	Long Term (3-5 Years)
25	Plan for the continued expansion and development of the Jetport.	Support key facility improvements included in the HRJ Airport Master Plan.	Strategy 1A	Ongoing
		Plan for the periodic update to the Airport Master Plan.	Strategy 1D	Long Term (3-5 Years)
26	Establish a Jetport Overlay that ensures compatible uses in the vicinity of the airport approaches.	Implement a Jetport Overlay with three zones that limits potentially conflicting uses near runway approaches, in areas adjacent to the Jetport and in other safety zones.	Strategy 2C	Short Term (1-2 Years)

ACTION PLAN



INFRASTRUCTURE AND SERVICES

Action	Detailed Tasks	Strategy Reference	Time-frame
27 Maintain and implement a multi-year Capital Improvement Plan (CIP).	Maintain and implement a multi-year Capital Improvement Plan (CIP).	Strategy 1A	Ongoing
	Plan for expanded water treatment plant capacity to serve Northeast Harnett County.	Strategy 1D	Medium Term (2-3 Years)
	Refine plans for water and sewer service to support the development pattern and land uses shown on the Future Land Use Map.	Strategy 2A	Medium Term (2-3 Years)
28 Coordinate with partners to serve municipalities and extend utility service to potential commercial and industrial areas.	Consider partnerships to extend utility service to potential commercial and industrial areas.	Strategy 2B	Ongoing
	Coordinate with municipalities to define Utility Service Areas (USAs) in the vicinity of municipal boundaries.	Strategy 2B	Short Term (1-2 Years)

Action	Detailed Tasks	Strategy Reference	Time-frame
29 Maintain and improve public services.	Maintain and improve public safety services.	Strategy 2E	Ongoing
	Collaborate with Harnett County Schools.	Strategy 2F	Ongoing
	Maintain adequate government services and facilitate inter-agency coordination.	Strategy 2G	Ongoing
30 Maintain and improve the resiliency of critical facilities and infrastructure.	Strategy 3A: Implement and update hazard mitigation plans.	Strategy 3A	Medium Term (2-3 Years)
	Strategy 3B: Maintain and improve the resiliency of critical facilities.	Strategy 3B	Medium Term (2-3 Years)
	Strategy 3C: Pursue state and federal funding to assist with upgrades to vulnerable infrastructure.	Strategy #C	Medium Term (2-3 Years)



HARNETT

C O U N T Y

— *Horizons 2040* —

COMPREHENSIVE PLAN

