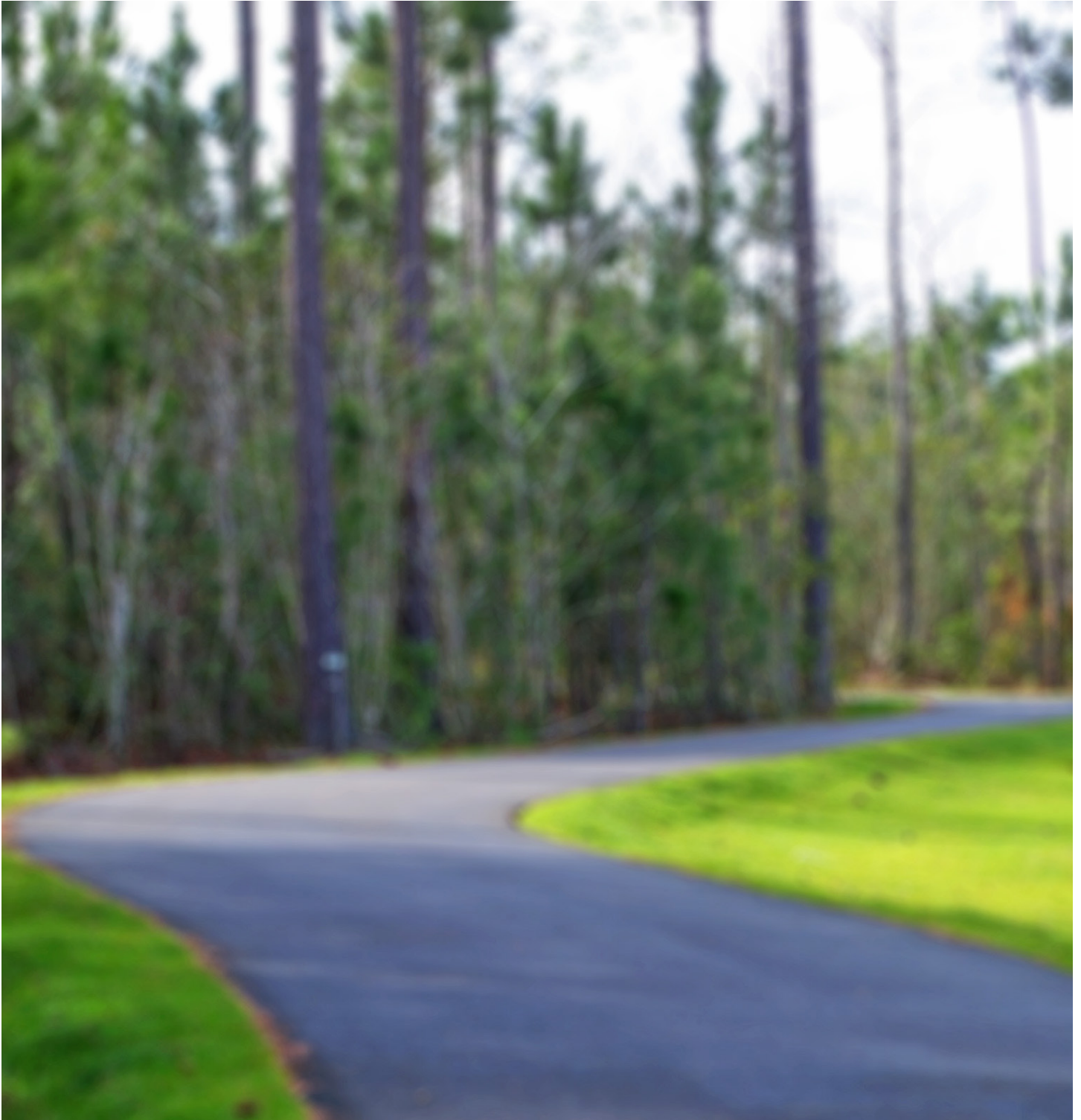


# LELAND 2020

planning for growth







# LELAND 2020 MASTER PLAN

ADOPTED AUGUST 25, 2016



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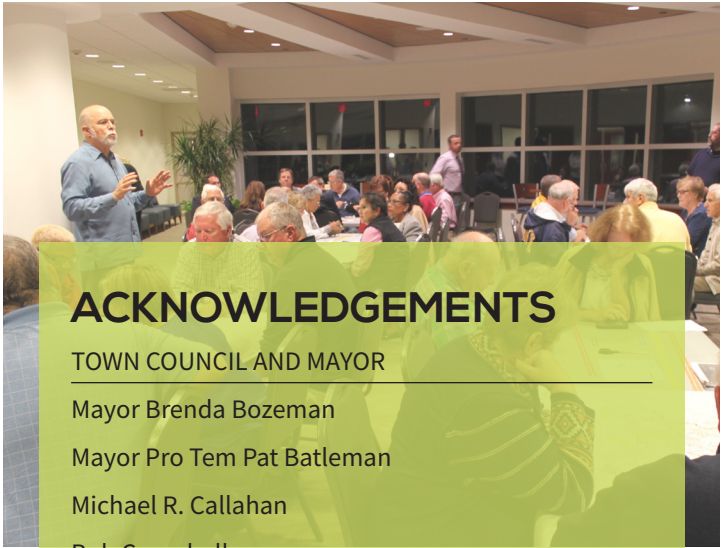
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## ACKNOWLEDGEMENTS

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# // LELAND 2020 INTRODUCTION

## // OVERVIEW //

Leland, along with all of the Wilmington metropolitan area and northern Brunswick County, have experienced extremely rapid growth over the last decade, and that growth is expected to continue for the foreseeable future.

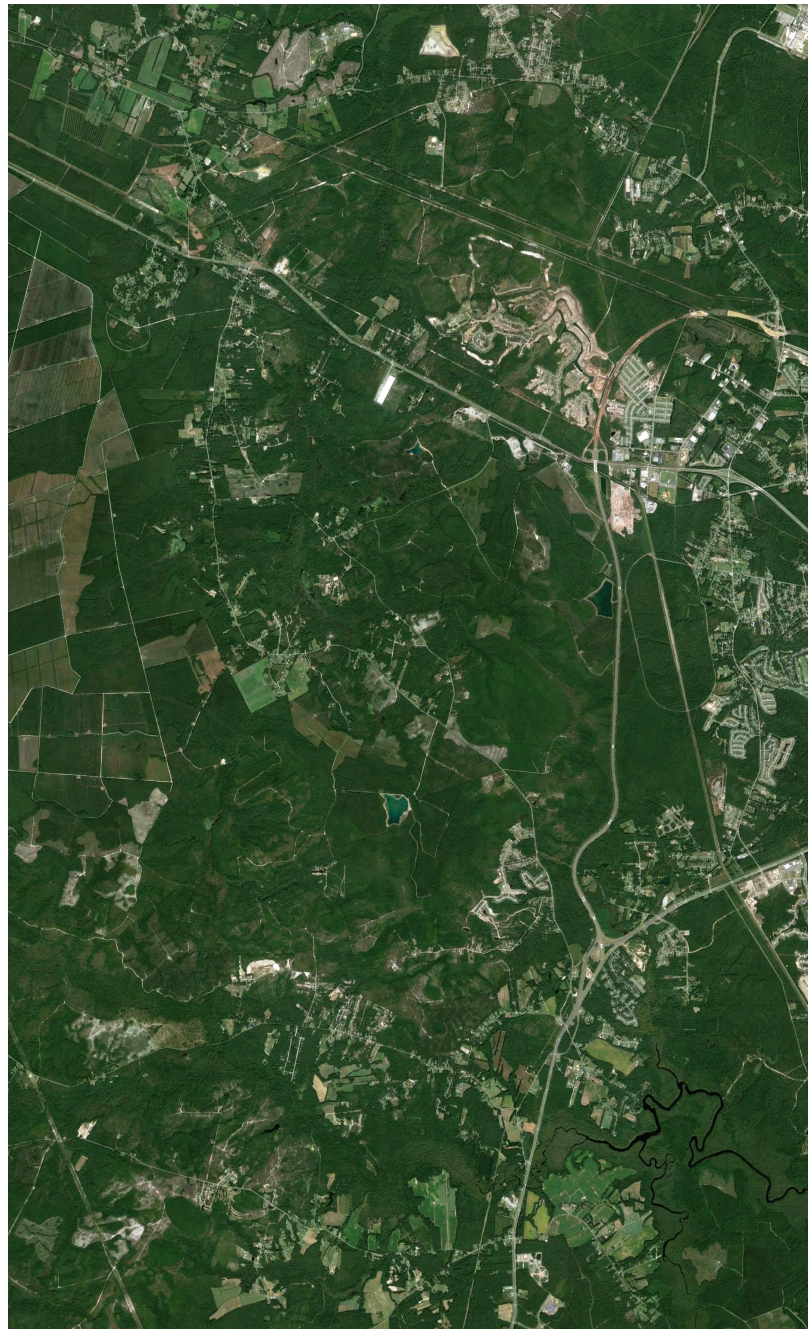
With such rapid change, and North Carolina's limitations on annexation for expansion, the Leland Master Plan must focus on immediate actions to best accommodate this growth in a manner that builds the greatest value to the community while considering the impacts upon, and benefit to people, places and profit. Therefore, instead of a ten, or twenty year plan, this Master Plan is structured around the actions the Town can take over the next five years that will best leverage long-term growth. While many of the strategies and actions will be ongoing, the short-term actions are the priority of this Plan.

Leland 2020 is organized into three major parts: Citizens, Community, and Commerce:

**CITIZENS** form the basis of the Plan and examines the growing population, the resulting need for housing diversity to be prepared for the requirements of the retiring Baby Boomer and rising Millennial cohorts, and the public issues that must be considered for the well being of all residents.

The second part, **COMMUNITY**, considers the specific goals and actions that will help achieve the Town's vision for how and where to grow. This part includes land use, parks and open space, and transportation.

The final part, **COMMERCE**, considers how the Town can best leverage the growth to maximize the economic opportunities that can come with it. This includes employment, regional commutes, and the consideration of transportation costs along with housing to assess true community affordability.





## A Vision for Leland

Maintain the quality of life and the community for the citizens of Leland by enhancing development, redeveloping the Gateway District, recognizing and protecting natural resources, encouraging economic growth, and providing new community facilities.

## // HOW TO USE LELAND 2020 //

The primary product generated by this Plan is the Sector Map, on p. 14. This Map considered the 2009 Sector Map, discussed it during the public workshops in November of 2015, and revised it to reflect existing growth and public preference for future growth.

The Vision Statement above explains **WHY** planning is important, provides a basis for choosing among development options, and grounds for evaluation of conditions within the Town.

The Sector Map and the strategic Goals on p. ix describe **WHAT** needs to be done in order to align development with the community vision.

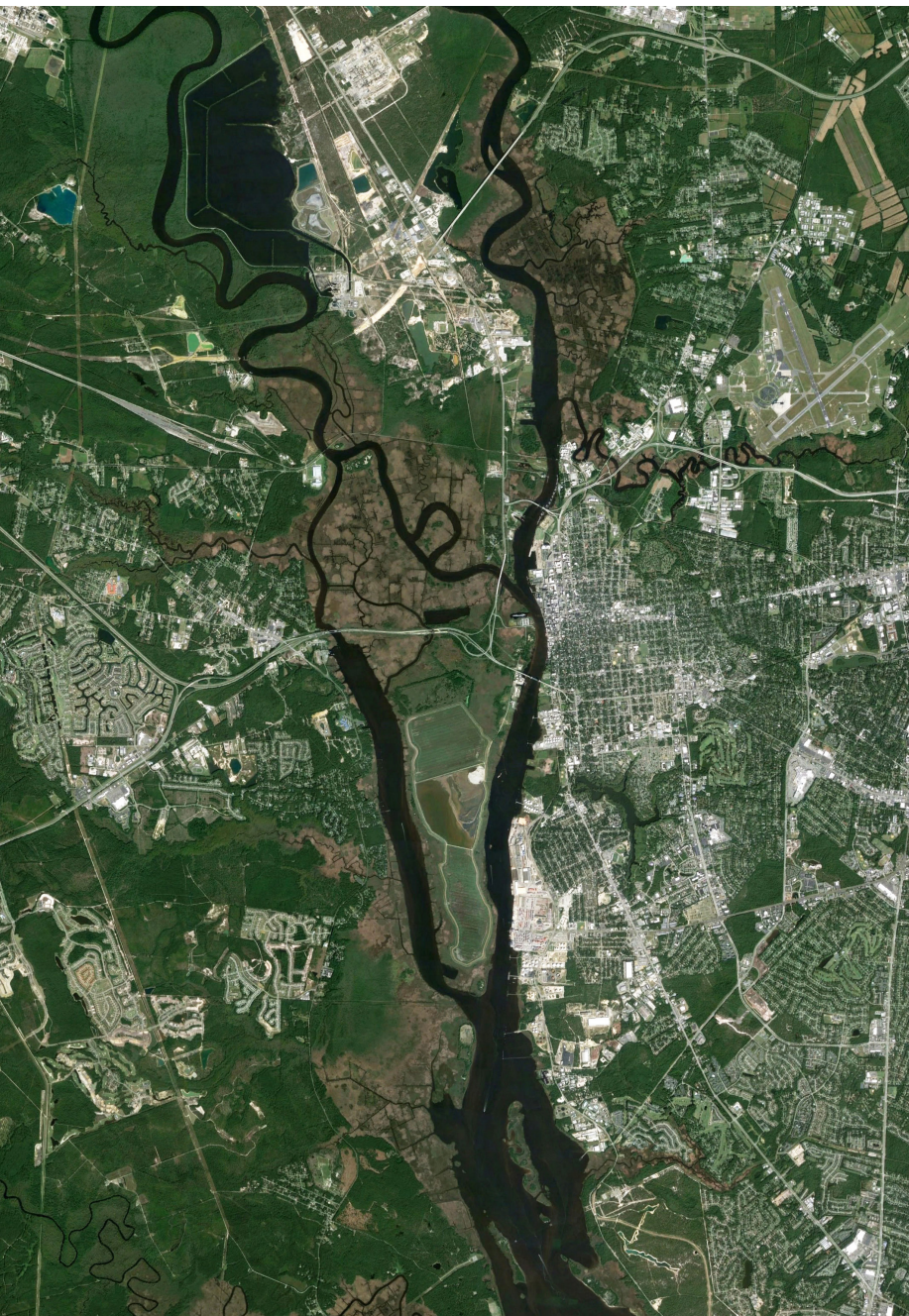
Actions throughout each of the three parts outline **HOW** desired future conditions can be realized. Actions are tagged with the gear icon to the right for easy visibility.



Each Action also has an optimal Timing associated with it. A primary goal of this plan is to focus on what must be accomplished in the near term, so most actions are within a year or ongoing.

// Leland 2020 establishes a framework for the Town of Leland's regulations and policies that will shape physical and economic development over the next five years and for the next generation.

**NOTE:** All illustrations in this Master Plan are merely illustrations. They provide guidance, but are not regulatory.



(Google Earth, 2016)





*Illustration of infill in the Gateway District*

## // LELAND 2020 VISION + GOALS

Leland encourages business growth and retention and this results in well-paying local jobs. Business is located in vibrant commercial centers on Ocean Highway and the traditional downtown on Village Road. The Town has quality neighborhoods with housing opportunities and designs for people of all income levels, life stages, and personal abilities. Leland's neighborhoods are convenient to community amenities; they are connected with recreation facilities, open space corridors, sidewalks, and walk-bike trails. *(CAMA Update 2011)*

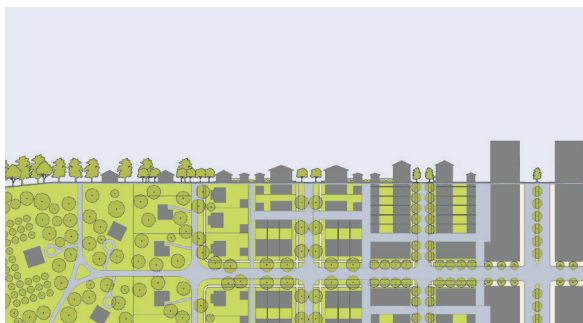
**GOALS** provide a framework for decision-making. The specific objectives and actions defined in this Plan support the principles below. As decision makers face questions that were not answered through this planning process, keeping these goals in mind can keep Leland moving on track toward the community vision.

All of the goals in the community vision assume the principle of connectivity: a fine network of thoroughfares should knit together the community. The goals also all draw upon the principle of sustainability: places must be ecologically, fiscally, and socially sustainable.



### // 1. LOCAL CHARACTER BUILDS REGIONAL ECONOMIES

Keep investments circulating at home and attract new resources to encourage economic growth. Communities with character are more successful in attracting investment. A healthy economy helps to bring jobs closer to Leland's households, increases transit options, and completes communities by adding the missing components to develop and connect walkable neighborhoods.



(Image credit: DPZ)

### // 3. THERE IS A PLACE FOR EVERYTHING

There are models for development from the most rural lands, through suburban developments, to the center of Town. Planning policy should acknowledge those separate environments and maximize choice compatible with connectivity and sustainability.



### // 2. STRONG COMMUNITIES CREATE A STRONG FOUNDATION FOR NEW DEVELOPMENT

This Plan assures choices for living, working and playing in many contexts, but it also recognizes the Gateway District provides the most opportunity for intensification. Economic and civic life will thrive where a critical population can comfortably walk to a variety of destinations. Infrastructure investment enjoys the highest returns where policy encourages compact neighborhoods.



### // 4. AFFORDABLE LIVING INCLUDES HOUSING PLUS TRANSPORTATION

True community affordability depends upon leveraging value across all these sectors. Infrastructure investments and development policies should employ strategies that balance affordable options for a variety of family sizes, incomes, and life cycle stages.





confidence that community decision-making is responsive, both to challenges imposed by changing social and economic conditions and to the concerns of families and businesses. That confidence is earned in two stages: By listening and deliberating together; and by responding to those deliberations with action that produces measurable results.

While much of the 2009 Master Plan is still relevant and will not be repeated in this update, the many community and market changes in the last six years required a fresh discussion. The Town's engagement strategy included everything from low-tech personal visits, phone calls, and street banners to e-newsletters, Web-enabled social networking and an interactive project website. Everyone with a potential stake in planning outcomes – property owners, developers, Town staffers, planning board members and elected officials – was invited to focused discussion

## // COMMUNITY DIALOGUE

As a bedroom community grows into a town, the public discussions necessary to build and sustain community consensus must become more intentional. The informal give and take among neighbors is still essential. But it's not sufficient. As the intersecting activities and responsibilities of a growing community increase in complexity, citizens and their leaders need strategies for meaningful community engagement equal to the task.

The strategies' goal should be to continually renew





## Growing our future. Nourishing our roots.



sessions and, when appropriate, one-on-one meetings to explore concerns and to get answers to specific questions. There was a plan for outreach to local and regional media at key stages.

At a week-long charrette, held in November of 2015, attendees were reassured they had been heard by team members who repeated back to them the goals and concerns of the 2009 Master Plan. The project team made it clear that those issues, along with the new post-recession economy, and the development that has occurred over the last six years, shaped the agenda for the week. The charrette specially targeted meetings to address key topics such as economic development, land use, and transportation.

“This is what we hear you saying you want to accomplish,” team members told the groups. “Are we hearing you correctly? If we are, what do you think about these alternatives?” In that way, ideas were

tested in collaboration. The best ones rose to the top, then were refined and critiqued again before making it into the workshop’s concluding presentation and into the first draft of the community-backed plan.

Over the course of the workshop, more than 150 people participated in the discussion. But the most valuable result was how the participation made for better informed, better tested outcomes - outcomes likely to overcome the usual challenges confronting even the best ideas when it comes to adoption, implementation and enforcement. That’s because people with the power to advance or undercut the Plan’s effectiveness were partners in its production.

This update is a collaborative community process in which we explored what we’ve learned since we last drew up our Master Plan. It now uses those discoveries to tune up the policies that help us, as our Town slogan says, “grow our future, nourish our roots.”



LELAND'S 20 YEAR GROWTH

(Google Earth, 2015)

MARCH, 1994

OCTOBER, 2005



OCTOBER, 2009

OCTOBER, 2014





# // CITIZENS

## HOW WE LIVE & GROW

Leland 2020 updates the 2009 Master Plan with new census data for the Town, Brunswick County, and the Wilmington Metropolitan Planning Organization (WMPO), and takes into account current local development dynamics. The biggest change in the Town of Leland since 2009 is the number of new residents. The Town has grown 24.4% in the last four years, with almost 9,000 total homes conservatively expected in Leland by 2030 and over 18,000 total homes expected with current trends. (*United States Census Bureau, 2014*) (*NC Office of State Budget and Management, Demographic and Economic Analysis Section, 2014*) The Google Earth photo series on the facing page captures the trajectory that this Plan sets out to measure and learn from.

### // POPULATION

In July of 2014 the population of Leland was **17,015**. (*United States Census Bureau, 2014*) Leland, the Wilmington region, and Brunswick County are some of the fastest growing areas in the state.

Most of North Carolina's rural counties are anticipated to continue to lose population over the next ten years, but Brunswick County is in the highest growth rate projections in the state. (*North Carolina Office of Budget and Management, 2014*)

*Leland has grown*

**24.4%**

*in just four years.*

Residents are almost evenly split between male and female. (*United States Census Bureau, 2014*)



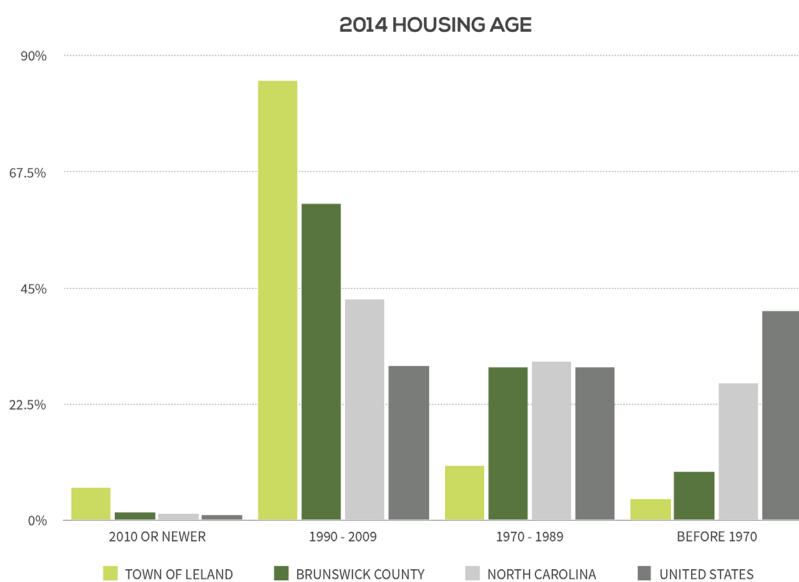
### // AGING POPULATION

A quarter of the population of Brunswick County is 65 and older, and the 2010 Census counted 15% of Leland as seniors, which was higher than the US as a whole at 13%. Both the US and Brunswick County are showing an increase in the aging population, and while this data is not available for Leland, with the aging Baby Boomer population, it is likely the same trend is occurring within the Town. (*United States Census Bureau, 2014*)

## // HOUSING INSIGHTS



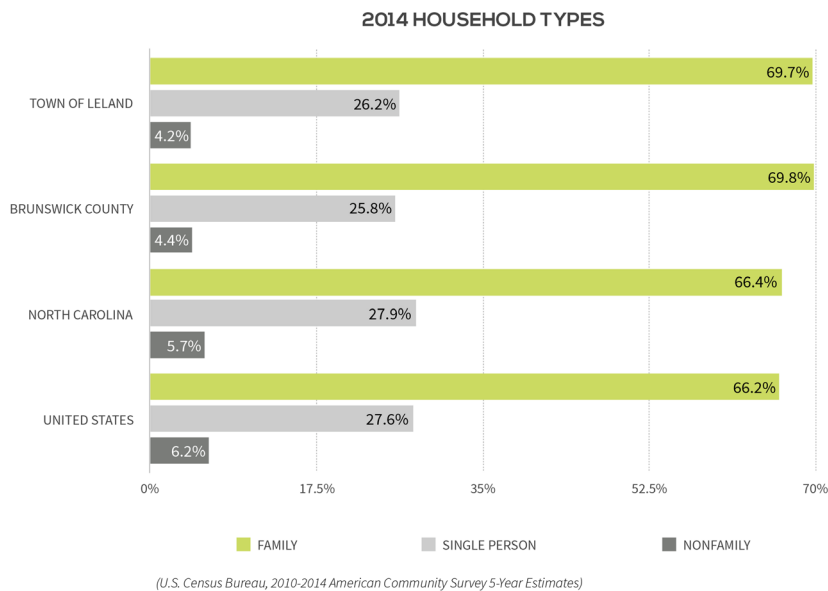
Leland had an estimated 7,244 homes, including apartments, in 2014. The Census expects the Town to add almost 11,000 new residences over the next fifteen years. (See Method 2 on p. 60.) With limited land area, and high demand both regionally and nationally for rentals, the Town will need to add diversity to the current housing stock in order to leverage this growth. Rentals and owned homes each have a vacancy rate below 5% in Leland. The national vacancy rates are almost 7% for owners and only 2% for rentals. (*U.S. Census Bureau, 2015*) Regional builders are active within Leland, and the area is in demand because more affordable housing is available in close proximity to the amenities and employment opportunities of Wilmington. However, the Town needs to encourage development that will better prepare for the growing population and preferences of the Millennial and Boomer generations.



## // HOUSING AGE

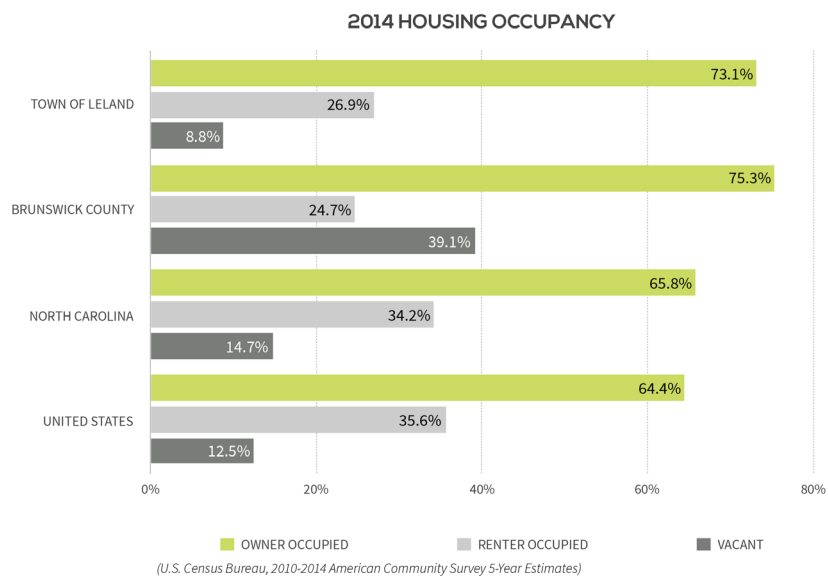
The housing stock in Leland is remarkably new with the majority being built in the last twenty years. While more amenities and lower maintenance are available with newer homes, affordability increases with older and rental housing. And location is usually better in older homes and areas with rental units. These tend to be closer to the amenities and employment of town centers while new homes continue to develop further and further away. This decreases affordability with a necessity for more cars per household. (*Pan, 2016*)





## // TYPES OF HOUSEHOLDS

Leland's household types are virtually identical to Brunswick County and very similar to both the state and the country. Housing for families is still a top priority with just over 25% of households are people living alone. (*U.S. Census Bureau, 2015*)



## // HOUSING OCCUPANCY

More than 70% of Leland's housing is owned by the occupant, and less than 10% of the housing stock is vacant. (*U.S. Census Bureau, 2015*) With the rising preference for rental housing and the mobility of the Millennial generation, Leland must begin to diversify its housing stock in preparation for the continued growth.

# \$192,200

*is the median value of owner occupied housing in Leland.*

## // HOUSEHOLD ECONOMY

Leland's median household income is very high for the county, the state, and the country at \$65,625. Income has **DOUBLED** since the 2000 US Census. Only 7.9% of the Town's residents are in poverty in comparison with 14.5% nationally, 17.2% statewide, and 14.8% county-wide. But the cost of housing is also high, both for ownership and for rental. The rental median is **\$1,024** while the state's is \$790 and the county's is \$860. (*U.S. Census Bureau, 2015*)

## // HOUSING ACTIONS

**A1** Encourage infill and a diverse range of housing ownership and building types by permitting the Flex Code, a mixed-use, walkable urban development code, developments by right throughout Town. This action may be achieved via text amendment to the zoning ordinance.



Timing: 6 Months

Actions are consolidated for ease of use in the Implementation Matrix, beginning on p. 52.

// EDUCATION

Leland’s population is very well educated compared with county, state and national averages. According to data from 2014, Leland has one of the lowest concentrations of people with no high school diploma in the southeastern region of the North Carolina. The high levels of education likely contribute to the high household income. (Brunswick County, North Carolina, 2013)

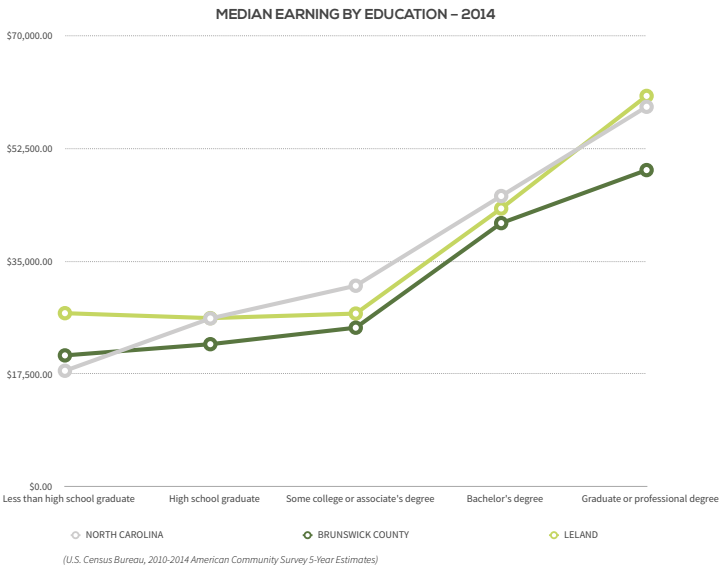
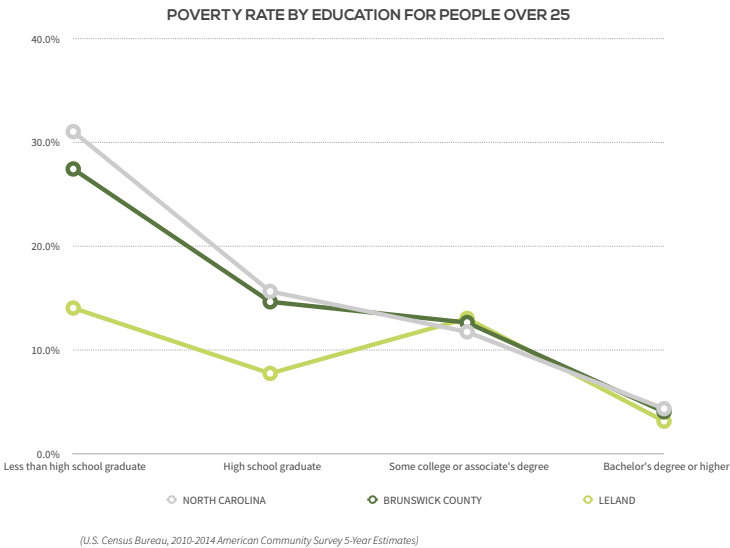
In almost every age group Leland exceeds the high school and bachelor degree statistics for the state, the county, and neighboring Wilmington as is shown in the table below. While one might expect this in older people who relocate after retirement, the workforce age groups have consistently higher attainment levels than all other comparison groups. (U.S. Census Bureau, 2015)

This asset could be leveraged to attract employers and investment. High educational levels are key to workforce development, and these statistics help set the stage for keeping more jobs at home.

Census data in the graphs to the right show clearly that employment earnings and poverty rates are closely tied to educational attainment. While Leland generally has low poverty rates, improvements in attainment would raise the quality of life for Town residents. (U.S. Census Bureau, 2015) A concern in the area that may limit growth is the poor performance of Brunswick County schools. The County performs below State levels for both proficiency and cohort graduation rates. (Department of Public Instruction, 2015)

An education in knowledge pays the best interest.

- Benjamin Franklin



EDUC.

Area	Population 18 to 24 years		Population 25 years and over		Population 25 to 34 years	
	High school graduate	Bachelor's degree or higher	High school graduate	Bachelor's degree or higher	High school graduate	degree
North Carolina	29.4%	8.7%	85.4%	27.8%	86.6%	
Brunswick County	43.1%	5.2%	86.4%	25.4%	80.9%	
Leland	40.2%	5.7%	92.7%	40.9%	90.0%	
Wilmington	20.7%	9.2%	89.6%	39.8%	89.9%	

## // HEALTH



Obesity is rampant throughout the US, and North Carolina and Brunswick County are no exception. Excess weight leads to both heart disease and diabetes, two of the primary causes of death in this country. There are many causes of obesity, but it is more common in areas with low income, low educational attainment, and low employment. There are no specific data tied to childhood obesity rates available for the Town of Leland, but the Brunswick County data show the prevalence of overweight children is increasing. (*Brunswick County, North Carolina, 2013*)

Other health concerns in the County include 21% of adults who smoke, 13.6% of mothers smoke during pregnancy, half of the state average for primary care physicians per person, and 28% of children living in poverty as of 2013. However the County is making strides in reducing diabetes death rates, dramatically reducing colon cancer, and maintaining a low level of hypertension deaths compared to the state and the US. (*County Health Rankings, 2015*).

// PUBLIC ISSUES  
ACTIONS

**A2** Revise zoning and subdivision ordinances to require pedestrian and bicycling facilities in new development. Continue to prioritize sidewalk improvements in the Gateway District when planning for capital improvements.



Timing: 1 Year +  
Ongoing

## // CITIZENS

## CRITICAL ISSUES

Leland's growth is anticipated to exceed the Brunswick County projection of 27.6% from 2010 to 2020 and another 22.6% by 2030. (*North Carolina OBM, 2014*) This means over 2,500 new homes by 2020 plus 8,000 more by 2030.

However, the aging population is also growing. While the anticipated growth can bring prosperity and new opportunities, issues associated with the cost of health care and the impact on working caregivers must be anticipated. While the Town as a whole is prosperous and well educated, special care must be given to continue to support those who struggle to meet the rising costs of housing.

## ATION

	Population 35 to 44 years		Population 45 to 64 years		Population 65 years and over	
	High school graduate	Bachelor's degree or higher	High school graduate	Bachelor's degree or higher	High school graduate	Bachelor's degree or higher
Bachelor's degree or higher	30.7%	87.5%	31.8%	87.8%	27.5%	77.7%
	21.6%	84.1%	24.2%	88.7%	23.7%	86.8%
	38.7%	94.7%	49.6%	94.7%	42.5%	90.5%
	37.2%	90.6%	44.9%	90.1%	40.7%	87.8%
						33.9%
						37.1%

(U.S. Census Bureau, 2014)





*(Image Credit: Gateway Master Plan, 2012)*



# // COMMUNITY

## WHERE & HOW WE GROW

### // DEVELOPMENT PATTERNS

Based on the Community Vision and Key Goals, we can describe the Town structure and community design for the desired future development patterns for Leland. Much of what came out of the November workshop affirmed the vision established and the framework developed in the 2009 Master Plan.

The fundamental building block for North Carolina's best towns and cities is the walkable neighborhood. Examples of walkable neighborhoods include the very urban, historic areas of Wilmington, to more rural, small town examples like Southport. While early regional development was based on a walkable neighborhood structure, more recent development has followed very different patterns more characteristic of suburban bedroom communities. A central goal of the 2009 Master Plan, and this update, is to restore and reinforce a neighborhood-based town structure to Leland. This goal not only supports the community vision, but also sets the stage for the expected growth.

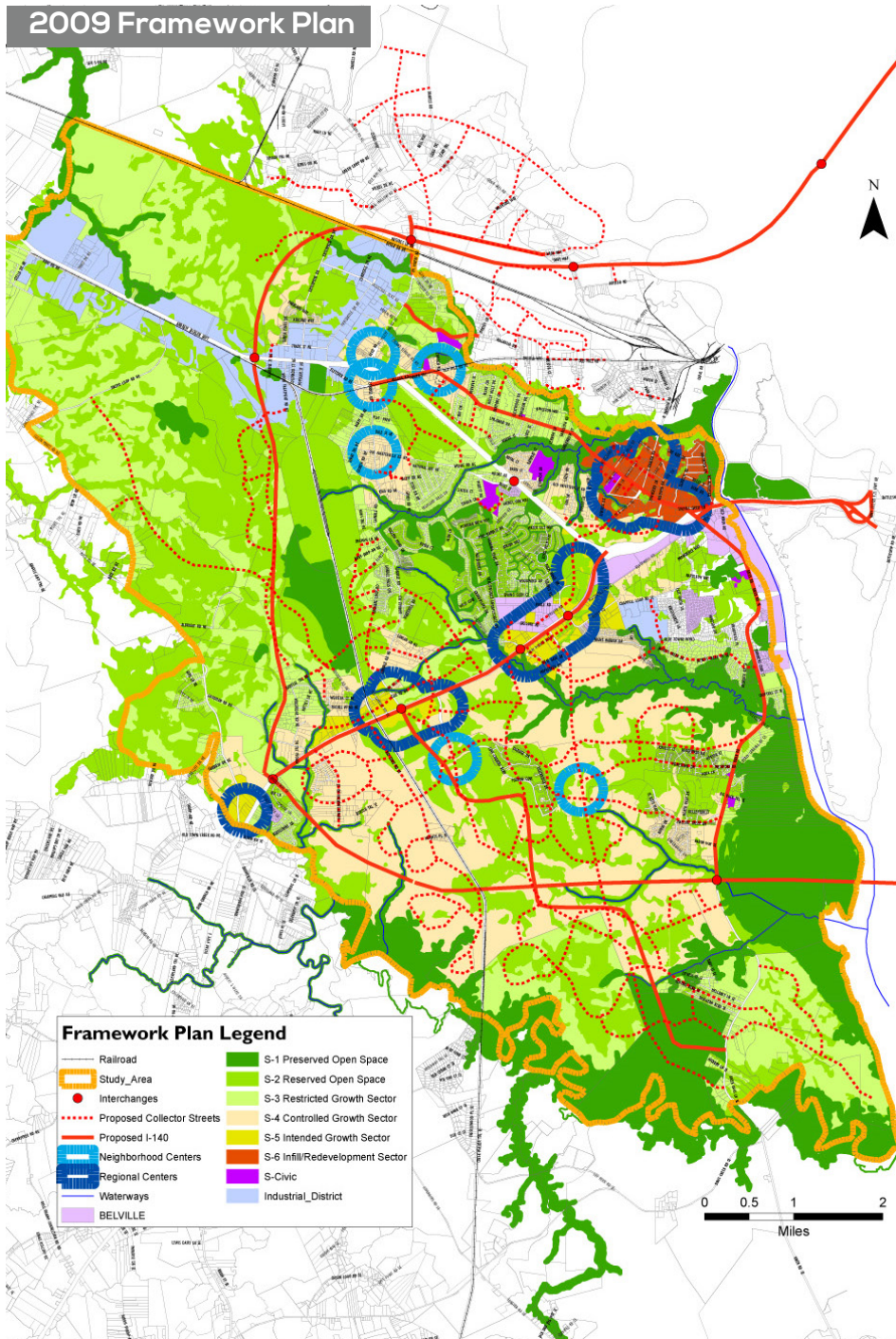
The National Association of Realtors' 2015 Community Preference Survey of American priorities in housing reached this conclusion:

"...Americans prefer walkable communities more so than they have in the past. Forty-eight percent of respondents reported that they prefer to live in communities containing houses with small yards but within easy walking distance of the community's amenities, as opposed to living in communities with houses with large yards but they have to drive to all amenities. And while 60 percent of adults surveyed live in detached, single-family homes, 25 percent of those respondents said they would rather live in an attached home and have greater walkability." (*National Association of Realtors, 2015*)



## // CURRENT CONDITIONS

### 2009 Framework Plan

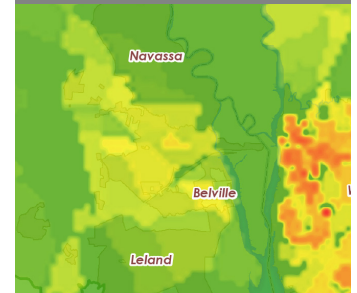


With a current population of 17,015 as of July, 2014, Leland's gross density is quite low for an urban area at 1 unit of housing per two acres of area.

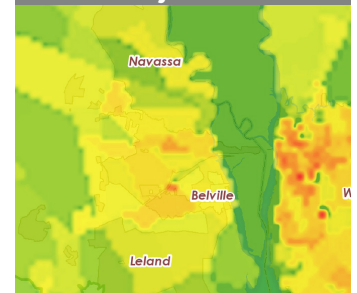
**1 unit per  
2 acres**

However, with anticipated growth, the Wilmington Urban Area Metropolitan Planning Organization (WMPO) projects in the Cape Fear Transportation 2040 plan (*Wilmington Urban Area Metropolitan Planning Organization, 2015*) that density will increase throughout Leland, and most notably in the Gateway District and south of US 17.

### 2010



### 2030 Projection

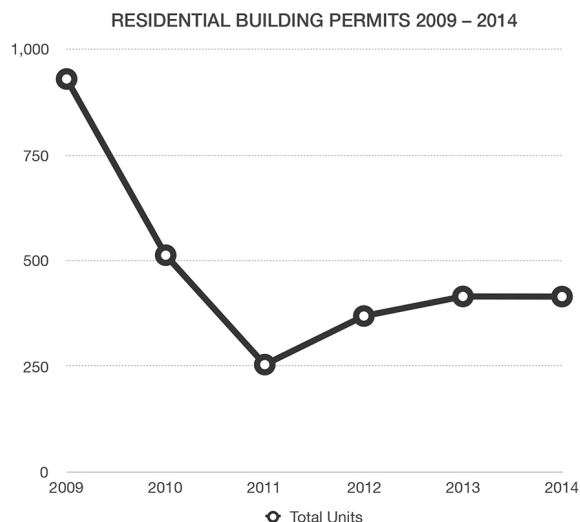


Map Credit: WMPO, 2014

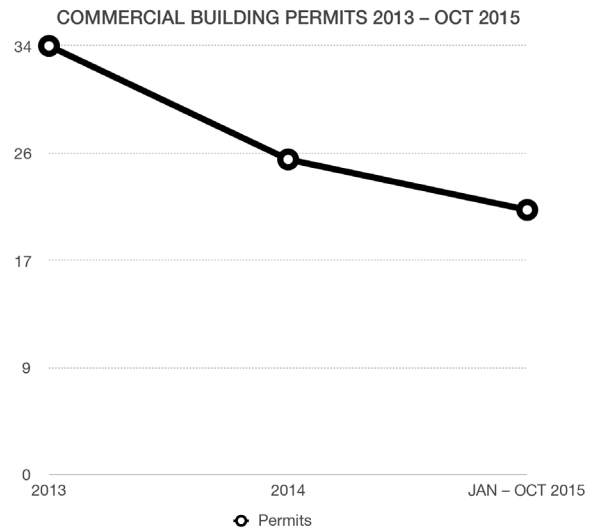
WMPO also projects significant employment density developing in Leland by 2020, centered on the US 17/ US 74 interchange. By 2035, significant employment is anticipated between US 17 and Town Creek. (*Wilmington Urban Area Metropolitan Planning Organization, 2015*)

## BUILDING PERMITS

All of the **RESIDENTIAL** building permits in 2013 and 2014 were for single-family houses. (*Town of Leland, 2015*) The FOCUS SENC Regional Framework indicates there is an oversupply of large lot single family homes in the region with an unmet demand for small lot single family and attached homes. (*Renaissance Planning, 2015*)



**COMMERCIAL** construction has seen more dramatic changes over the last three years in Leland. Although the numbers of permits are down, value of construction has notably increased.



(*Town of Leland, 2015*)

## LAND USE





Adopted plans in Leland, the County, and the region share several common themes with the 2009 Master Plan. They include:

- **DEVELOPMENT FOCUSED WITHIN COMMUNITY CENTERS** promotes compact development patterns, reinvestment in existing neighborhoods, and maximizes investments in infrastructure and transit services.
- **RANGE OF HOUSING OPTIONS** that meets local needs and supports economic development efforts.
- **PARKS AND TRAILS** provide networks linking schools, commercial areas and neighborhoods and provide health and recreational benefits.
- **OPEN SPACE PRESERVATION** supports the coastal environment and waterways. Preserved lands are useful for stormwater management and trail networks.



## NEIGHBORHOOD STRUCTURE



-  Blocks are created by context sensitive streets that are suitable for pedestrians and bicyclists, as well as for motorists and transit. These streets connect to adjacent development and existing streets where possible.
-  Parks and open space are also context sensitive. Large parks for structured recreation and natural conservation occur at edges of neighborhoods and are shared by multiple neighborhoods.
-  Squares, greens, and spaces for gathering and informal recreation are located throughout the neighborhoods. Small playgrounds should be readily available to all residences.
-  Mixed use areas are located in proximity to the greatest density and larger thoroughfares. These may be shared by the adjacent neighborhood.



To prepare for the preference identified by the National Association of Realtors, Leland must begin to build in the form of neighborhoods rather than subdivisions. Complete neighborhoods require a mix of land use, housing types, and prices arranged to provide a variety of living and working options within walking distance of each other. The Pedestrian Shed circle indicates the maximum area within which a pedestrian could walk to the center within approximately 5 minutes, depending on the street network's connectivity.

Over time Leland will need to develop strategies to renovate existing subdivisions into complete neighborhoods. See // Subdivision Center on p. 24.

### 3 STEPS TO A NEIGHBORHOOD

#### 1. PEDESTRIAN SHED

**A.** The circular pedestrian shed provides an approximate guide for the location of a neighborhood. **B.** The boundaries should be adjusted in response to parcel lines, topography, and streets. **C.** The center of the pedestrian shed should have a civic space suitable for community gathering. The quadrants of the neighborhoods should each have a playground reserved. The pedestrian shed serves as the basis for Transect allocations under the Flex Code. Civic spaces and buildings deserve important places in the neighborhood. They provide character, wayfinding, and visibility.



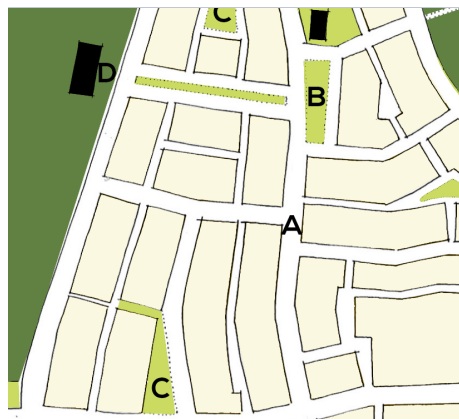
#### 2. BLOCK STRUCTURE

Neighborhoods must have a consistently good pedestrian experience. Walkable streets are visually stimulating, while environments that are hostile or uninteresting turn pedestrians away. Streets shape blocks. **A.** Begin the block structure at the neighborhood center. **B.** Determine block size permitted for each Transect zone. **C.** Identify streets that may support commercial uses based on their proximity to the existing major streets. **D.** Larger voids in the block structure allow for public spaces such as squares, playgrounds, and parks.



#### 3. PUBLIC SPACES

The most successful neighborhoods have meaningful public spaces within and in proximity to residents. When planning a new neighborhood: **A.** after establishing the block structure, **B.** locate squares or greens in important central locations. **C.** Attached greens and/or playgrounds provide neighborhood civic spaces. Small community gardens or pocket parks may also be located throughout the neighborhood. **D.** Larger civic spaces such as parks and schools are typically at the neighborhood edge and may be shared by the adjacent neighborhood.





Coordinate land use and transportation as a means to preserve the quality-of-life cherished by the residents of the Town.

## DISTRICTS AND CORRIDORS

The other components of this town structure are districts and corridors. Districts are unique areas that are not suitable for neighborhoods, such as existing residential subdivisions, employment centers, industrial areas, but that play an important role in the Town's economy. Corridors are linear trajectories and may be natural, like streams and their buffers, or for trans-

portation, like US 17 or US 74.

Corridors link several neighborhoods or districts and connect the various places within Leland. Strong corridors both link and buffer neighborhoods from traffic by lining busy streets and roads with buildings and civic spaces that benefit the neighborhood but are not necessarily compatible with being inside the neighborhood. The buildings along corridors tend to be built and rebuilt on a faster cycle than do the buildings behind them.



(Image Credit: Leland Master Plan, 2009)



## // SUBURBAN & COMPACT URBAN

For the purposes of this Plan, we further define neighborhoods as a Compact Urban development pattern, and districts and corridors as a Suburban development pattern. This helps establish transportation context and priority. A major focus of the Compact Urban areas is to prioritize character and function over traffic capacity and to size the street network to yield smaller blocks and more total people moving capacity. Compact Urban areas are places of greater efficiency in deploying governmental services,



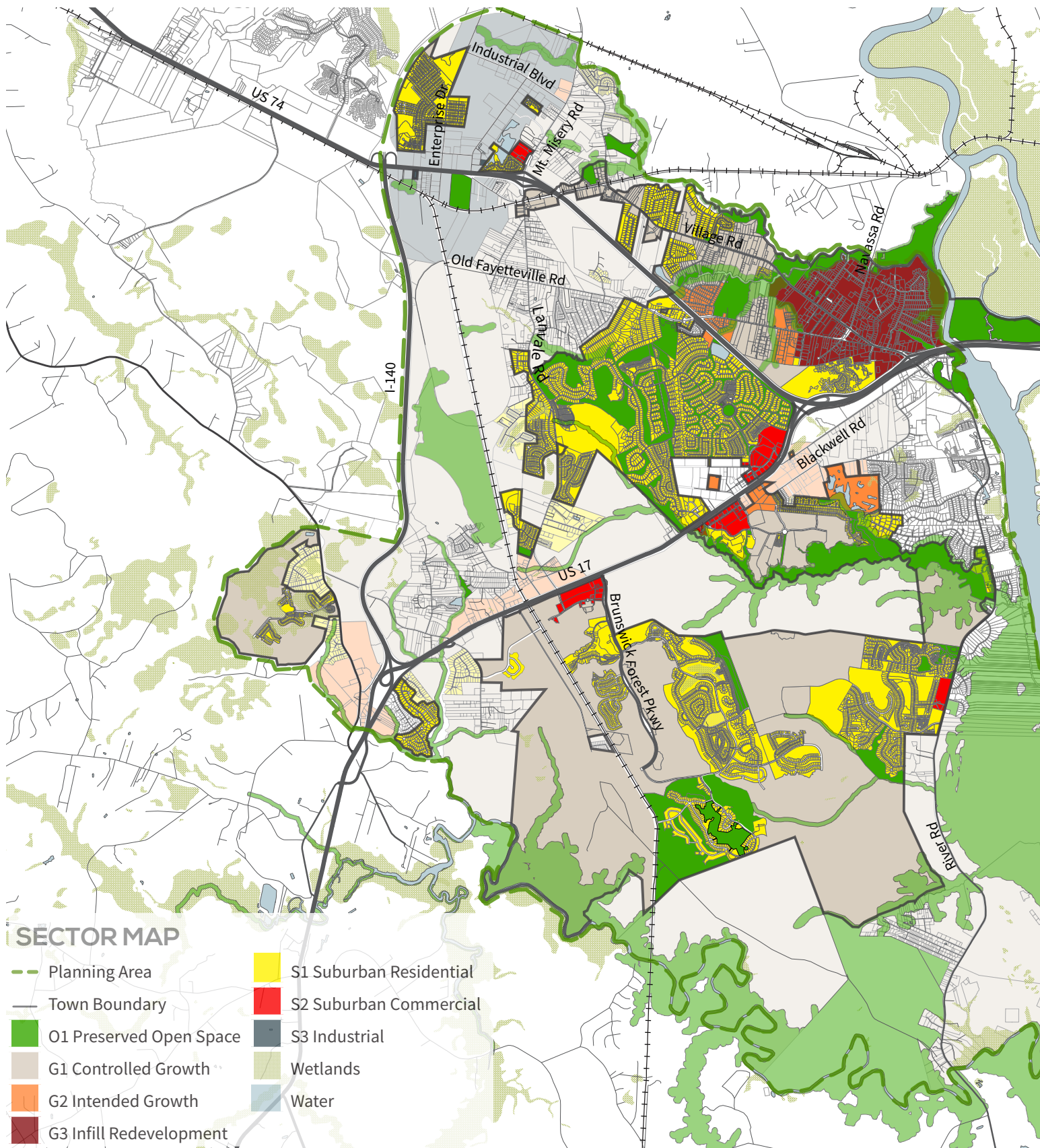
(Image Credit: Andrew von Maur)



(Image Credit:  
Leland Master Plan, 2009)

where walking, bicycling and transit are more likely to occur based on the desirable, compact pattern. The Suburban setting, being less compact, and therefore less efficient, relies almost exclusively on the automobile for mobility. Suburban areas depend on local streets that collect and funnel traffic into larger roads (collectors and arterials), while Compact Urban areas depend on a dense interconnected network of streets. All areas within Leland zoned to the FlexCode are considered Compact Urban.





**NOTE:** Areas outside Town limits are shown at 30% opacity.

## // SECTOR MAP UPDATE

Significant development has occurred in Leland since the 2009 Sector Map was adopted. It has all been in a suburban format, and as such, does not reflect the 2009 plan. A notable update in the 2016 Plan is to reflect the existing conditions while identifying opportunities for future neighborhoods. Sectors are distinct from land use or intensity, and express whether or not a particular area is intended for growth and what type of growth is expected: controlled, intended, or infill.

The 2009 Sector Map included six regional sectors that were all subject to transect development. (*The Lawrence Group, 2009*) This update simplifies the sectors subject to neighborhood, or compact urban, development and adds three new sectors that reflect suburban development patterns. They are summarized in the table below and described in detail on the following pages.

**TABLE 1. SECTOR DESCRIPTIONS**

### OPEN SPACE SECTOR

**01 PRESERVED:** This sector includes all lands that are legally preserved from development. Buffers are not tied to parcels like other sectors, and are indicated on the Plan with a transparent overlay. Wetlands that are not legally protected, are mapped to assure awareness of suitability.

### COMPACT URBAN GROWTH SECTORS

**G1 CONTROLLED GROWTH:** This is much of the undeveloped area of Leland, and most of it falls within existing planned developments.

**G2 INTENDED GROWTH:** This sector is applied to lands adjacent to major thoroughfares and transit routes.

**G3 INFILL REDEVELOPMENT:** This area is the Gateway District and incentivizes more intense mixed use development.

### SUBURBAN DEVELOPMENT SECTORS

**S1 SUBURBAN RESIDENTIAL:** Existing platted single-use subdivisions

**S2 SUBURBAN COMMERCIAL:** Existing strip centers and small pad retail.

**S3 INDUSTRIAL:** Most of this is outside Town limits in the northwest and sets the stage for future development.

The Sector Map ties the Master Plan to the implementation devices of zoning and subdivision. Specific sectors will be governed by policies selecting types of lots, ranges of use, and character of thoroughfares. This strategic policy will assist the Town in long-range planning with the WMPO and the North Carolina Department of Transportation (NC DOT).

The Planning Area was updated to limit the scope to I-140 and its proposed northern extension. This better reflects current state limitations on potential annexation.

## O1 – PRESERVED OPEN SECTOR

Leland has an enviable position, bounded by the Brunswick River, Mill Creek, and Town Creek and bisected by Sturgeon Creek, Jackeys Creek and Mallory Creek. The natural systems of the region provide opportunities for environmental stewardship and economic development, and the two are critically connected. The asset cannot meet its greatest potential if it isn't protected from activity and development that might damage it.

**T**he Leland CAMA Land Use Plan (LUP) Update addresses the analysis and protection of the natural systems at length, and this Plan's strategy is to build further develop the goals of the LUP. (*Town of Leland, 2011*)

**MAJOR GOALS** within the CAMA LUP include:

- Preservation of open space and protection of critical environmental systems;
- Restricting land development based on suitability, considering natural systems, compatibility with its context, governmental policies, and availability of infrastructure;
- Future development uses the neighborhood framework;
- Connect neighborhoods with multiple transportation options; and,
- Provide a diversity of housing and mixed-use options for future residents.

Preserved areas are not without opportunity and may be used not only for conservation, but also parks, interpretative centers, water access, and trail networks. They build economic value to the region by providing a highly valuable recreational resource while protecting the environment.

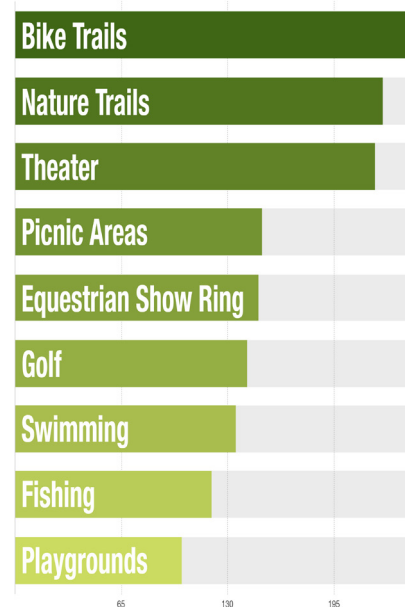
Assuring development only occurs in areas identified as most suitable in the CAMA LUP, and requiring a public examination for areas deemed somewhat suitable, will be an effective economic development tool. The environmental benefits are undeniable, but the health benefits, such as reduction in obesity and asthma, and providing psychological respite from the city are also significant. (*Lee, Jordan, & Horsley, 2015*) And finally, proximity to green space is a significant monetary value for both retail and residential

uses, with increases of up to one fifth the value of the property. (*Nicholls & Crompton, 2005*)

The 2009 Master Plan provides for a system of preserved and reserved open space in environmentally sensitive areas. The Town's Parks, Recreation, and Open Space Master Plan uses this system to make recommendations for expanding the open space and trails network. The

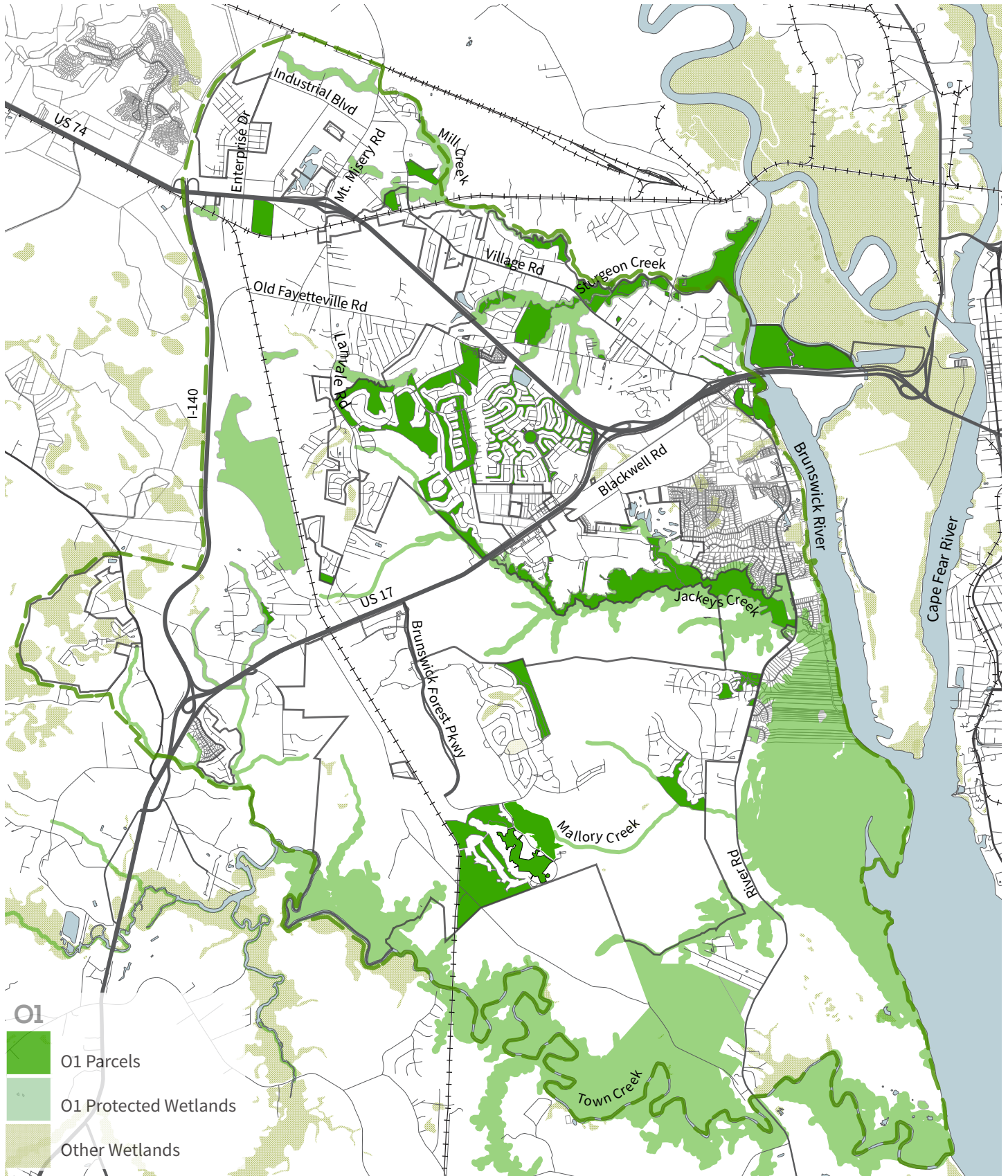
Parks plan documents community preference for recreational facilities and the highest priorities were bike trails and nature trails. With the Town's network of waterways, these preferences should be leveraged to provide the health benefits that come with active transportation. Coordination with County and State trail networks should be encouraged.

As population increases over time, the provision for all scales, from the neighborhood playground to the regional trail network, will need to be considered and supported.



*Leland Community Preference Survey:  
Parks, Recreation, and Open Space  
Master Plan*





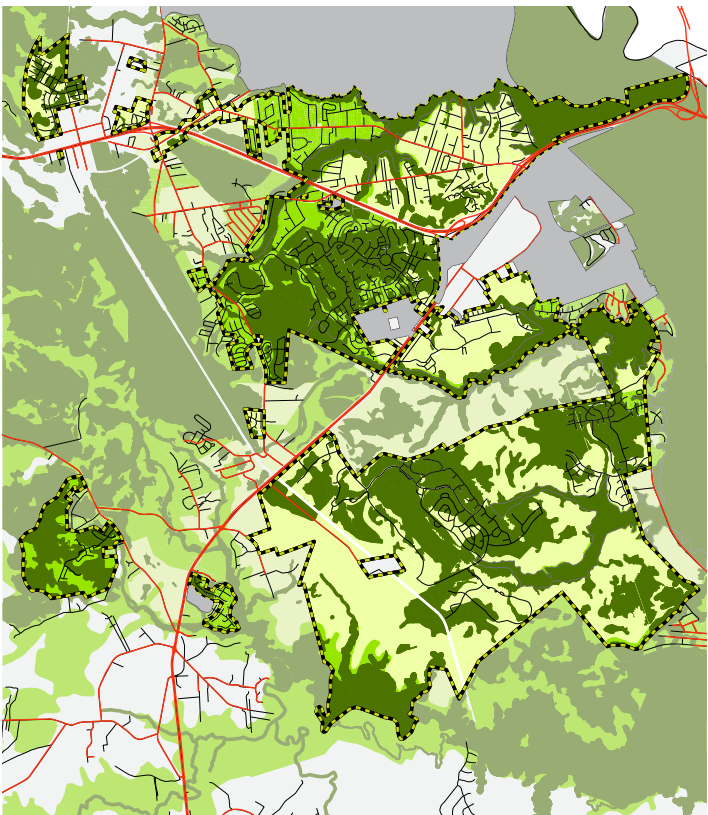




G1 – CONTROLLED GROWTH SECTOR  
G2 – INTENDED GROWTH SECTOR  
G3 – INFILL REDEVELOPMENT SECTOR

The Growth Sectors set the stage for neighborhood redevelopment and development. (See Neighborhood Structure on p. 10.) It also sets priorities for the Town’s Capital Improvement Plan (CIP) to identify the best locations for major projects.

In order to prioritize the areas for public and private investment, Leland has identified land most suitable for development, and those that require preservation. The CAMA Land Suitability Analysis map is below.



2011 CAMA Land Use Plan Suitability Map

- Most suitable
- Somewhat suitable
- Least suitable

While the priorities in Table 2 focus on development priorities, recreational and mobility capital improvements may be prioritized in areas deemed unsuitable for development.

The growth sectors leverage this information and further assign priority based on proximity to existing infrastructure and the long-term cost of maintaining this infrastructure. This update consolidates the 2009 Plan’s Restricted and Controlled sectors into one Controlled sector. (*Town of Leland, 2009*)

The growth sectors consider the physical attributes of the land and its current patterns of development — including proximity to existing infrastructure, effects on wetlands, and exposure to flooding.

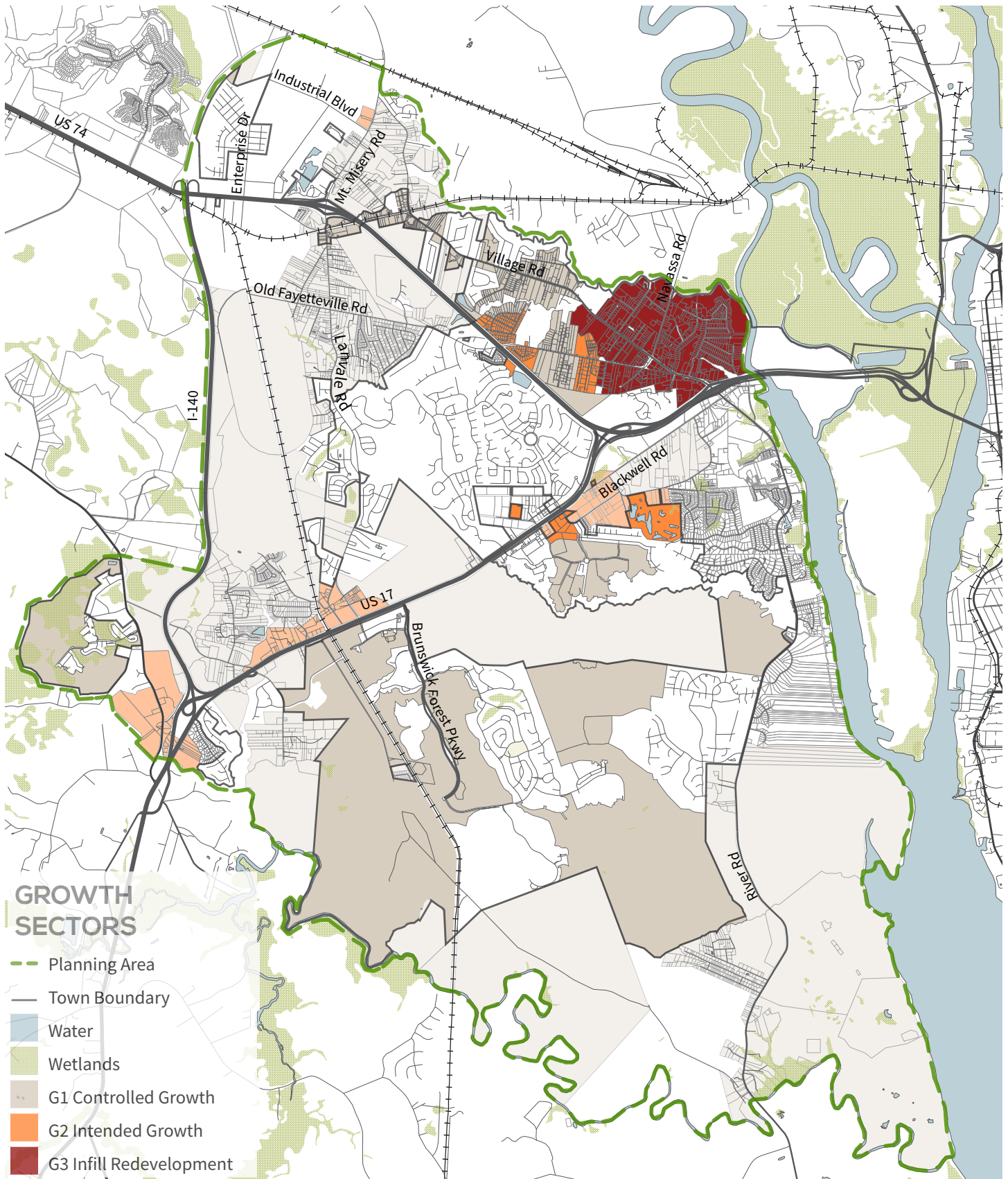
PHYSICAL ATTRIBUTES

EXISTING COMMUNITY PATTERNS

PROXIMITY TO EXISTING INFRASTRUCTURE

Highest priority for investment is placed on the infill area as this best leverages the Town’s investment and also is best located relative to the assets of the natural systems of Mill Creek and the Brunswick River, as well as the downtown amenities and employment of Wilmington. See Table 2. below.

TABLE 2. INVESTMENT PRIORITY		
G3	Highest	
G2	Medium	
G1	Lowest	





## //HOW TO PLAN AN INFILL NEIGHBORHOOD

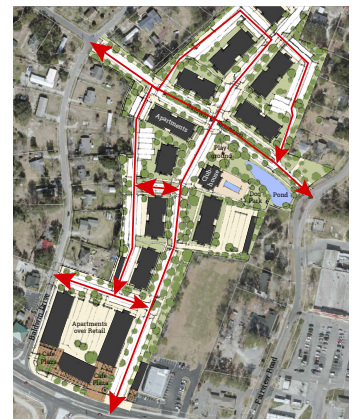


Using the concept of neighborhood planning (see Neighborhood Structure on p. 10), these pages illustrate how to apply that in the **G3 INFILL REDEVELOPMENT SECTOR**. The principles are illustrated by the Harrington Village site, but are for illustrative purposes only.

There are greater constraints in an infill area due to existing infrastructure and developed properties that must be considered. This illustration looks at the Flea Market property on Village Road, and considers how to add some of the needed density, provide neighborhood amenities, and assist in contributing to the Town's thoroughfare network.

### BLOCKS

Where ever possible, create blocks with buildings facing the streets and locate parking behind the buildings. Connect to existing streets if access is available.







## PUBLIC SPACES

Create public spaces near the center of the neighborhood if possible. Design stormwater facilities as amenities. Locate squares and plazas near retail uses. See illustration below.



## COMMERCIAL USES

Locate commercial uses near streets with the most traffic, and most residential uses in quieter locations. Assure there is on street parking in front of all commercial uses, if possible. Sidewalks in mixed use areas should be wider, and street trees should be located between the sidewalk and the curb. Most commercial uses should have shopfronts with ample clear glazing. Avoid reflective or tinted glass.

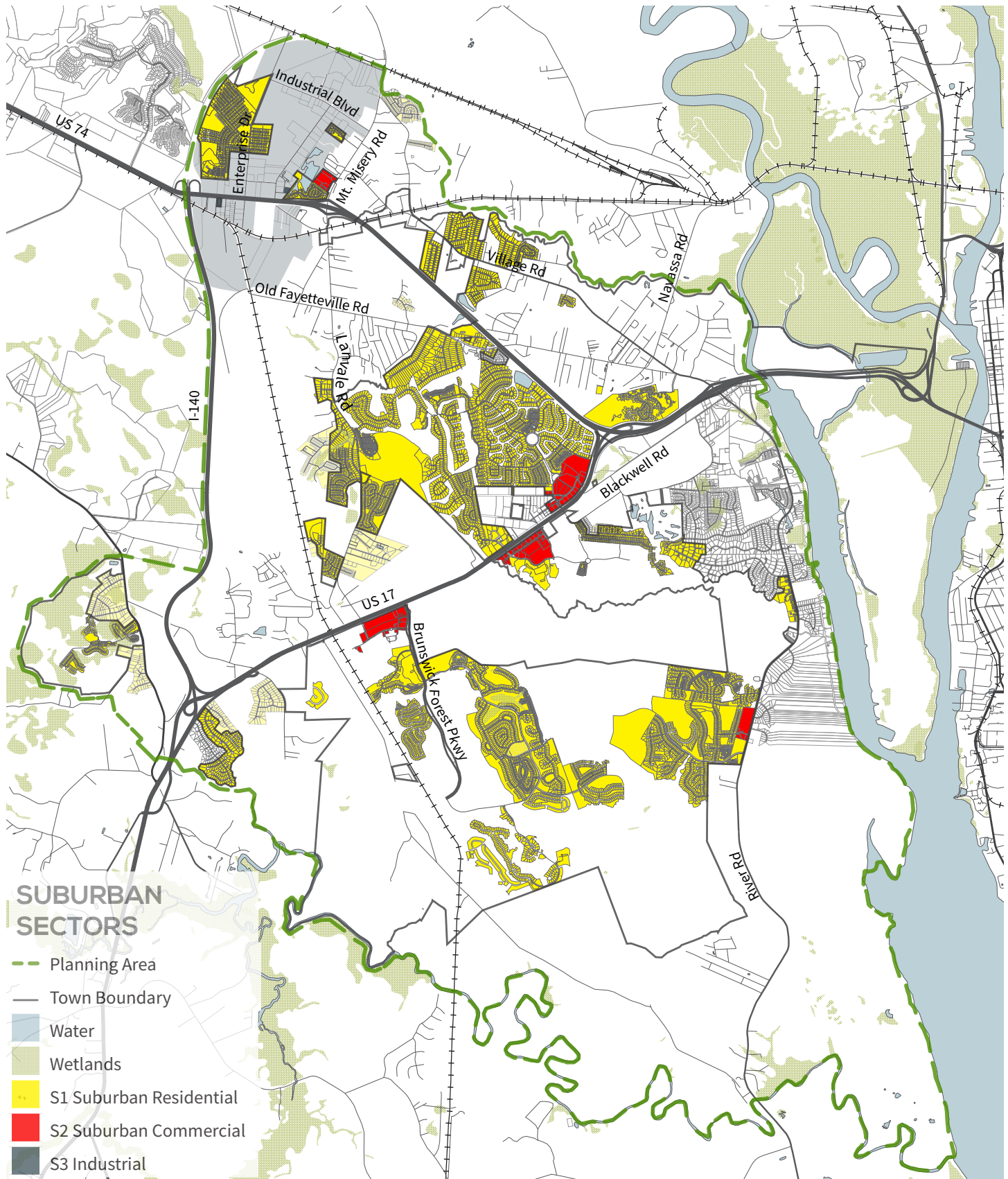
Plazas and squares build value to adjacent retail and may be used for outdoor dining.



## RESIDENTIAL USES

Higher density buildings should be designed as an extension of the neighborhood, rather than an apartment complex. This reduces the impact of parking lots and large buildings.





## S1 – SUBURBAN RESIDENTIAL SECTOR

## S2 – SUBURBAN COMMERCIAL SECTOR

## S1 – INDUSTRIAL SECTOR

All of the development that has occurred in Leland since the 2009 Master Plan was adopted is in a suburban format. Although the Master Plan established policies that required walkable, mixed-use neighborhoods, no new development has taken that form.

**T**he **11,000** new homes that are expected in Leland in the next **15** years (see Citizens Critical Issues p. 05) must be accommodated in new formats to fit within the remaining land area suitable for development. The current very low density of 1 home per 2 acres must change if the growth is to be achieved in Leland.

As the Town considers development proposals, the importance of economic development, improvement on quality of life, and the cost of growth should be a key factor in decision making. Bedroom communities, strip malls, and big box retail stores arranged in patterns where everyone needs a car are providing lower return on investment. The roads, water, and sewer cost almost double for these dispersed places, while the return to the Town and private coffers pale in comparison. (*Smart Growth America, 2013*)

And the Town isn't the only one affected by the costs of building in an auto-dependent pattern. Citizens bear this expense too. As an area very attractive to retirees with fixed incomes, the costs of aging in suburbia must be considered. When the price of transportation is added to housing and medical, suburbia begins to have a very different price tag than places that enable many trips to be made by active transportation like walking or biking. (*Gould, 2014*)

### SUBURBAN RESIDENTIAL

The large subdivisions built over the last decade provide a fairly homogeneous product of high quality. Most have good suburban amenities like clubhouses, trails, and green space. However there's a fairly limited range of housing options, both in size, type, and price. As described in the introduction to this part on

p. 07, national data indicate a shifting preference toward urban housing and multi-family options. If Leland is to be prepared for this preference, other housing types must be offered.

### SUBURBAN COMMERCIAL

The commercial offerings over the last two decades have been strip centers, big box retail, and small pad sites on the edges of large parking lots. Most of these developments have occurred along US 17 near the entries to subdivisions.

There are very good retail, office and mixed-use examples in the region of how commercial can perform in an urban setting that set an example for Leland. Downtown Wilmington, Mayfaire, and Southport have all built identities around their main street formats.

### FUTURE INDUSTRIAL

The industrial areas indicated on the Plan are not within the Town limits, but set the stage for landowners who elect to be annexed. Providing for an industrial district at the intersection of US 74 and I-140 is carried over from the 2009 Master Plan.

### FUTURE DEVELOPMENT

Continuing to develop in the suburban pattern described above, is not in the best interest of Leland, environmentally, economically, or socially. However, it is important to provide assurance to these developments that they are protected from encroachment. Therefore, the suburban sectors were developed to assure these areas are in compliance with the Master Plan.





## // SUBDIVISION CENTER

There are a number of approved planned developments within the Town of Leland. Opportunities exist to reduce congestion and provide some of the expected housing by adding small neighborhood centers in strategic locations. Many of these plans have apartments located in their adopted plans, but strategies must be developed to make the higher intensity amenable to the surrounding residents.

One option for the **S1 SUBURBAN RESIDENTIAL** sector is to incorporate small centers that combine strategic amenities like dining, civic spaces, and small lodging or neighborhood services

in a higher density area. The illustration above shows a center like this that is ringed with townhouses and includes mansion apartments. These buildings are five to six units in a building that looks like a large house. It fits seamlessly into the neighborhood because of having a lot size, setbacks, and massing that looks like its neighbors.

Strategic insertions can provide amenities that don't require car trips and therefore will reduce the congestion on US 17.



## // MIXED USE CENTER

A few strategic sites remain adjacent to a major arterial or highway that are appropriate for more intense mixed use centers. This example of how to develop in the **S2 SUBURBAN COMMERCIAL** or **G2 INTENDED GROWTH** context uses the Ocean Gate site as an illustration only.

Since the highway condition is not suitable for a mixed use environment, pedestrian-friendly streets must be built on the interior. Medium format retail does well in this environment, and may still be developed within a rational block system as illustrated below. The buildings are close to the streets, and large parking areas are behind and readily visible from the highway.

These conditions should consider the adopted collector street plan, as this example does. Connections across the site should be provided, and those should connect to the existing street network, or other properties.

This illustration shows the use of public spaces as retail amenities and may also be utilized as civic space for annual events municipal events. There is an opportunity in these conditions to build conventional strip center and medium box retail into a main street format. This technique can capture trips internally, encourage physical activity, and provide a venue for housing and employment.



Ocean Gate Diagram – Andrew von Maur



## // DEVELOPMENT PATTERNS

### ACTIONS



**A3** Develop and redevelop land through a coordinated system of neighborhoods, districts and corridors. Implement this through identification of types of communities adjacent to types of thoroughfares.



Timing: Ongoing



**A5** Coordinate land use and transportation with state and WMPO for capital projects. Connect compact urban areas to the NC DOT Complete Streets policy. Define all FlexCode zoning with the Compact Urban designation.



Timing: Ongoing



**A7** Tie zoning to the Sector Map, permitting specific types of development in the different sectors. This provides predictability and assures development in alignment with the appropriate areas per the CAMA LUP Land Suitability map.



Timing: 1 Year



**A4** When updating the Capital Improvement Plan (CIP), prioritize investment as directed by the Sector Map. The G3 Infill Redevelopment sector should be the highest priority for project listing.



Timing: Annually



**A6** Consolidate zoning and subdivision into a Unified Development Code that incentivizes the use of the FlexCode. This should simplify the application process and encourage building with the neighborhood model.



Timing: 1 Year

## // DEVELOPMENT PATTERNS

### ACTIONS



**A8** Draft a UDC so the 11,000 new housing units can be allocated in areas that will welcome them. No single area will have the variety or density Leland needs to maximize this value, but every type should be permitted where it is welcome.



Timing: 1 Year



**A9** Encourage a variety of housing prices, including housing affordable for retirees and new families. Smaller lots and smaller homes should be available in most zoning districts.



Timing: 1 Year



**A10** Coordinate the location, scale, and use of parks and open space. Complete the 2016 – 2021 Parks, Recreation and Open Space Master Plan and continue to use parks to protect sensitive lands.



Timing: 6 Months + Ongoing

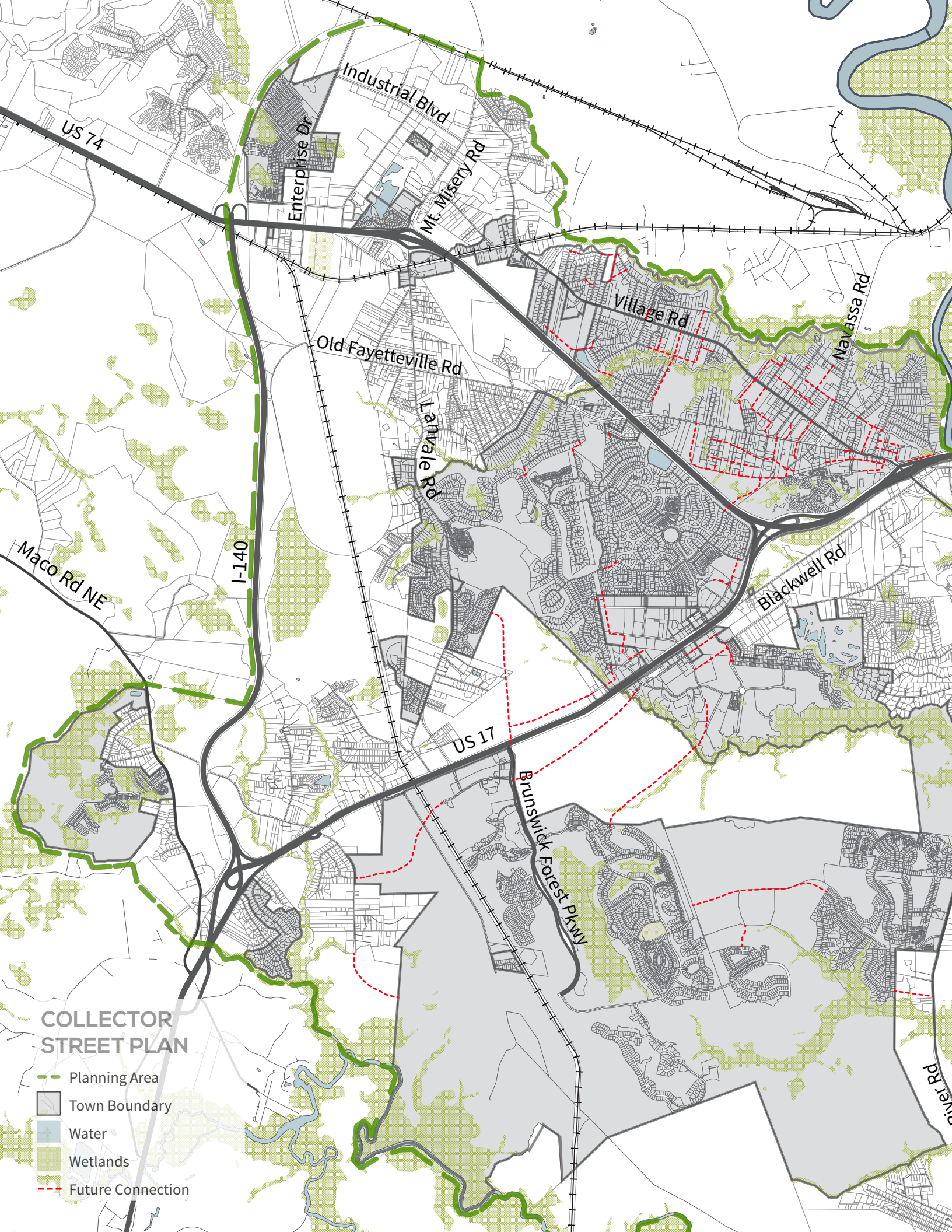


**A11** Encourage active recreation and transportation options to improve health. Continue to expand the trail network and water access. Work with WMPO to plan for expansion of bicycle and pedestrian facilities.



Timing: Ongoing





# COLLECTOR STREET PLAN

- Planning Area
- Town Boundary
- Water
- Wetlands
- Future Connection



## // TRANSPORTATION

### CONNECTING THE DOTS

One of the most effective tools to address traffic congestion is a network of connected streets. This provides alternate routes, smaller lane widths, and the ability to safely walk and cycle as alternative means of transportation.

**M**ultiple entities contribute to transportation planning in Leland, including the State Department of Transportation (NCDOT), Wilmington Urban Area Metropolitan Planning Organization (WMPO), Brunswick County, the Town, and private developers. Each entity has plans regarding transit, bicycle and pedestrian facilities in addition to automotive needs.

Coordination is the key to a successful local approach within the regional system and will contribute toward the goal of minimizing transportation costs while expanding employment opportunities and improving health.

#### COST OF TRANSPORTATION

Just measuring housing affordability ignores the next highest part of the cost of living – transportation. The Center for Neighborhood Technology (CNT) tracks the combined cost of housing and transportation (H+T). CNT's data show Leland's annual transportation cost per household is \$13,093. H+T costs are almost 50% of the median household income of a typical household due to the very recent high income levels. However, this is only true for

people making \$64,471 per year or more. Considering the median in the county,

the H+T costs are 67% of household income. If more income were available for housing, savings, or lifestyle, the general quality of life in Town would raise significantly. (*Center for Neighborhood Technology, 2015*)

#### TRANSIT

Transit, interconnectivity and mixed-use development are all keys to reducing the high costs of transportation costs. One of the most effective ways to reduce transportation costs is by making transit more available. CNT's data show only 1% of Leland's workers use transit and households only average 12 annual transit trips. Most of these trips originate from the Gateway District. (*Center for Neighborhood Technology, 2015*)

The Cape Fear Public Transportation Authority is the transit provider within Leland. Route 204, the Brunswick Connec-

Annual transportation cost per household:

**\$13,000**



**MULTIPLE TRANSPORTATION OPTIONS ARE CRUCIAL TO SUCCESSFUL COMMUNITIES**



tor bus provides service on US 17 from Brunswick Forest Parkway, with a loop through parts of Leland and Navassa, and to the transit station in downtown Wilmington. The service runs hourly from 6 am to 6 pm, with no service on the weekend. (*Wave Transit, 2015*) When transit is not fast and frequent, it is not viable for most people. And transit cannot be economically sustainable without densities that support ridership.

**BICYCLE AND PEDESTRIAN FACILITIES**

The Cape Fear Commutes 2035 Transportation Plan recognizes the important role cycling and walking play in a successful transportation network. The Plan has over 200 bicycle projects and recommends new or improved pedestrian facilities as part of all transportation projects in the WMPO jurisdiction with the exception of highways. (*Wilmington Urban Area Metropolitan Planning Organization, 2010*) The Draft Leland Pedestrian Plan recommends lowering residential speeds to 20 MPH as well as a number of other important pedestrian improvements. (*Alta Planning + Design, 2016*)

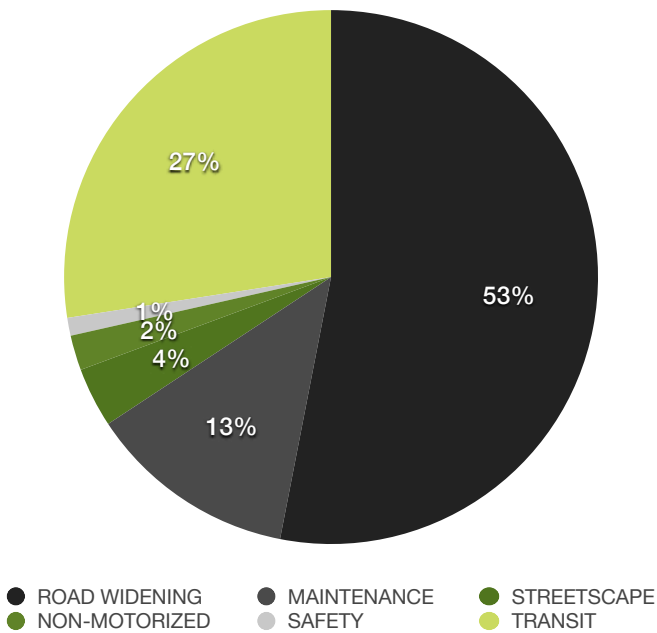
**CONNECTIVITY & THOROUGHFARES**

While improvements are being made regionally to prioritize projects other than road widening, of the 2010 - 2035 WMPO budget, 53% of the budget is for more and wider lanes, 13% is for maintenance and only 2% is for non-motorized projects. The good news is that 27% of the budget is going toward transit. However, transit and non-motorized projects are the only transportation investments that can reduce the cost of living and increase the quality of life in the region. (*Wilmington Urban Area Metropolitan Planning Organization, 2010*)

The 2013 Connecting Northern Brunswick County: Collector Street Plan recommends a number of local connections that will mitigate future congestion. This plan also recommends considering requirements for connectivity, sidewalks, and bike lanes. (*Wilmington Urban Area*

**“**  
**Increase bus frequency to encourage ridership + increase residential density to support transit**

WMPO TRANSPORTATION EXPENDITURES  
2010 - 2035



*Metropolitan Planning Organization, 2013*) Many of these recommended best practices for congestion management, walkability, and economic development are not regulated by the Leland Subdivision Ordinance nor the Zoning Ordinance.

Just as private developers do, Leland, the County, and the WMPO invest in infrastructure to serve a growing town. The best practices of connectivity and complete streets shown below should be prioritized by all entities.

Sidewalks	Street Trees	Bike Facilities
On-Street Parking	Crosswalks	Small Blocks
Connected Neighborhoods	Small Curb Radii	Context Sensitive Streets

## // TRANSPORTATION

### ACTIONS



**A12** Continue to work closely with NC DOT and WMPO to coordinate capital projects at the design phase. Have a clear understanding that areas designated as Compact Urban will require NC DOT Complete Street standards. Prioritize pedestrian, bicycle and transit options.



Timing: Ongoing



**A13** Revise subdivision regulations through a new UDC to include a maximum block face of 500', onstreet parking required on all streets except those controlled by NC DOT, and reduced parking minimums for neighborhood plans.



Timing: 1 Year



**A14** Require context sensitive thoroughfare design with design speeds that match posted speeds for all lane widths. All Compact Urban areas should have design speeds of less than 30 mph.



Timing: 1 Year



**A15** Create a connected network of thoroughfares that reflect and enlarge upon the adopted Collector Street Plan (p. 28) that enable travel parallel to US 17. Gated streets may be permissible if connectivity through the entire development is not interrupted.



Timing: Ongoing



**A16** Coordinate infrastructure spending with the Sector Map (p. 14) and Table 2. Investment Priority on p. 18.



Timing: Ongoing



**A17** Develop pre-approved street sections per Transect Zone for the FlexCode. Integrate these into the subdivision regulations through a new UDC.



Timing: 1 Year



**A18** Work with NC DOT and WMPO to establish a "downtown" character for the Gateway District. Work to achieve:

- 20' turning radii for side street intersections,
- limit turn lanes on side streets at Village Road intersections,
- permit street trees and on-street parking, and
- require 10' sidewalks along Village Road upon property redevelopment.



Timing: Ongoing



## // COMMUNITY

### CRITICAL ISSUES

#### DEVELOPMENT PATTERNS

As the Town plans for the population growth that's expected over the next 15 years, strategies will need to be refined and new ones developed to assure development in line with the community's vision. Prioritizing the location of and types of development for 11,000 new homes by 2030 (see Citizens Critical Issues p. 05) is a priority for this Master Plan Update.

Much of the 2009 Master Plan's Land Use recommendations have been completed, and while the following were revised, they need additional amendments to reflect the Connecting Brunswick County recommendations and this plan:

- **CONNECTIVITY STANDARDS**
- **PARKING STANDARDS**

Many of the key Master Plan implementation tasks have been accomplished through the development of the Flex Code. However, since it is an option for all but the Gateway area, strategies must be developed to further incentivize its use. The two critical outstanding items listed above should be prioritized as soon as possible.

#### ENVIRONMENT

Leland's CAMA Land Use Master Plan has the goal of being the Cape Fear region's model green community through preserved natural areas, urban forests and tree lined streets.

The Sector Map will prioritize development in alignment with the LUP and in many ways begin to achieve these goals.

#### TRANSPORTATION

The transportation policies may be the most critical portion of the Master Plan, since they connect the development and the environmental goals with a system-wide network. The 2009 Plan has more recommendations relative to transportation than any other topic. Fortunately the Town's transportation vision is supported by the WMPO and County visions. The critical Plan strategies include:

- **ADOPT THE PEDESTRIAN MASTER PLAN**
- **FURTHER REVISE CONNECTIVITY STANDARDS**
- **APPLY COLLECTOR STREET PLAN TO APPLICATIONS**
- **REVISE STREETScape REQUIREMENTS**
- **DEVELOP US 17 ACCESS MANAGEMENT**
- **PRIORITIZE BICYCLE INFRASTRUCTURE**
- **INVEST IN PEDESTRIAN INFRASTRUCTURE**

The image to the right, of Village Road, demonstrates the built result of not having the above strategies implemented.

While a number of these strategies are ongoing, the Flex Code would implement many of them if it were in greater use. Additionally, an update to the Subdivision Ordinance would complete others. Much of this can be accomplished by developing a Unified Development Code that prioritizes connectivity.



Village Road







# // COMMERCE

## HOW WE PROSPER



Economic development requires us to work together to maintain a strong economy by creating and retaining desirable jobs, and to provide a good standard of living for individuals. Increased personal wealth increases the tax base, so Leland can provide the level of services residents expect. A balanced, healthy economy is essential for community well-being.

**M**ore than half of Leland's workforce hold white collar jobs. (*Brunswick County Economic Development Commission, 2014*) In today's knowledge economy, prosperity requires that we:

- Understand the Cape Fear region's economic role in the global economy, and how Leland contributes
- Create a skilled, educated workforce
- Invest in innovative infrastructure
- Nurture a great quality of life
- Foster an innovative business climate
- Govern as a community endeavor
- Take regional collaboration seriously

This Master Plan Update provides tools for prosperity, with particular attention to the sorts of walkable, compact neighborhood forms that make for a increased quality of life, and access to the rich natural resources that make Leland so special. These walkable, nature-rich places tend to out-perform more dispersed development patterns with higher return on investment, which supports innovative infrastructure, workforce training, and an inviting business climate. Regional collaboration is key to bring these pieces together.

Walkable places build equity by strengthening commercial property values and home values. A multitude of studies quantify these economic impacts:

- Compact neighborhoods return at least

10 times more tax revenue per acre to the City, and often 1,000 times more income per acre. (*Smart Growth America, 2013*)

- Walkable urban office space in the 30 largest metros commands a 74% rent-per-square-foot premium over rents in drivable suburban areas. Gross Domestic Product (GDP) per capita in walkable urban metros is 38% higher than the average GDP per capita in the ten low-ranked walkable urban metros. (*George Washington University School of Business, 2014*)
- Homes in walkable urban neighborhoods have experienced less than half the average decline in price from the housing peak in the mid-2000s. In metro Washington D.C., each step up the walkability ladder adds \$9 per square foot to annual office rents, \$7 per square foot to retail rents, over \$300 per month to apartment rents, and nearly \$82 per square foot to home values. (*Brookings Institution, 2012*)
- Property values within walking distance of public transit stations are 40% higher than other properties in the same region. (*American Public Transportation Association, 2013*) And a one-point increase in Walk Score (based on number of destinations within a short distance) is associated with between a \$700 and \$3,000 increase in home values. (*CEOs for Cities, 2009*)





Walkable, nature-rich  
places tend to  
out-perform  
dispersed development



// WALKABILITY  
DRIVES VALUE



Walkable places build city coffers with increased tax base and decrease cost. Several studies show how:

- The last few years has seen a trend toward more new jobs in city centers, while employment growth is shrinking in the suburbs. Businesses are choosing to locate in walkable locations, to attract younger workers who prefer a less car-dependent, more urban lifestyle. (*Cortright, 2015*)
- The most walkable urban metro areas have substantially higher GDP per capita and percentages of college graduates over 25 years of age in the population. (*George Washington University School of Business, 2014*)
- Urban mixed-use mid-rise buildings produce 25 to 39 times more revenue per acre than its suburban counterparts (*PlaceMakers, LLC, 2012*) (*Minnicozzi, 2012*)
- Compact infrastructure is up to 47% less expensive per household than conventional development patterns. (*Morris Beacon Design, 2010*)
- The City of Nashville's non-downtown 30+ form-based codes in areas including suburban greenfields experienced property values up three and a half times faster than region. (*Bernhardt, 2012*)
- Emotional connection to community correlates to the highest rates of GDP growth. (*Gallup, 2011*)

Walkability helps us stay active and fit, and a healthy community is more productive with less healthcare costs.



- The average white male living in a compact community weighs 10 pounds less than his counterpart in a low-density subdivision. (Frank, 2008)
- Every 1% rise in the urban sprawl index correlates with a 0.5% increase in the risk of obesity. (Lopez, 2004)
- The total costs of obesity in the US for 2013 is estimated at \$305 billion. (Kahan, 2014)
- Walkscore's Bikescore offers up some strong reasons to cycle: \$10 saved for each 10 mile commute. One pound CO2 saved for every mile pedaled. 30 minutes per day of riding cuts odds of stroke and heart disease by 50%. (Walk Score, 2016)
- Communities that invest in bicycling and walking have higher property values, create new jobs, and attract tourists. States with higher rates of bicycling and walking to work also have a higher percentage of the population meeting recommended levels of physical activity, and have lower rates of obesity, high blood pressure, and diabetes. (Alliance for Biking and Walking, 2014)

In addition to all the benefits to people, planet and profit, an increasing market preference for livable places will require economically viable cities and towns to provide walkability. Walkable places provide well-connected streets, things to walk to, and good infrastructure for safe walking.

Americans prefer walkable communities more so than they have in the past. 79% place importance on being within easy walking distance of places. (*National Association of Realtors, 2015*)

66% of Americans believe that investing in schools, transportation choice, walkability, and key community features is the best way to strengthen the economy. Less than 10% of the massive Millennial and Boomer Generations want traditional, auto-dependent suburban living, even though over 40% live there today. 'Economics of place' is likely to drive economic growth and development, with traditional business recruitment strategies seen as less important than investing in local amenities and quality of life. (*American Planning Association, 2014*)



## // REGIONAL INSIGHTS

Leland is in the Wilmington Metro Area, even though a part of the Myrtle Beach Metropolitan Statistical Area (MSA), with a population of 273,000. On the Forbes Lists, Wilmington Metro is #35 Best Places for Business and Careers; #17 in Cost of Doing Business; #116 in Job Growth; #43 in Education. Wilmington Metro Area economic highlights include:

- **MAJOR METRO INDUSTRIES:** Telecommunications, Education, and Pharmaceuticals
- **GROSS METRO PRODUCT:** \$12.7 billion
- **UNEMPLOYMENT:** 4.7%
- **JOB GROWTH:** (2014): 2.9%
- **COST OF LIVING:** 1.7% above national average
- **NET MIGRATION:** (2014): 780

(Forbes, 2015)

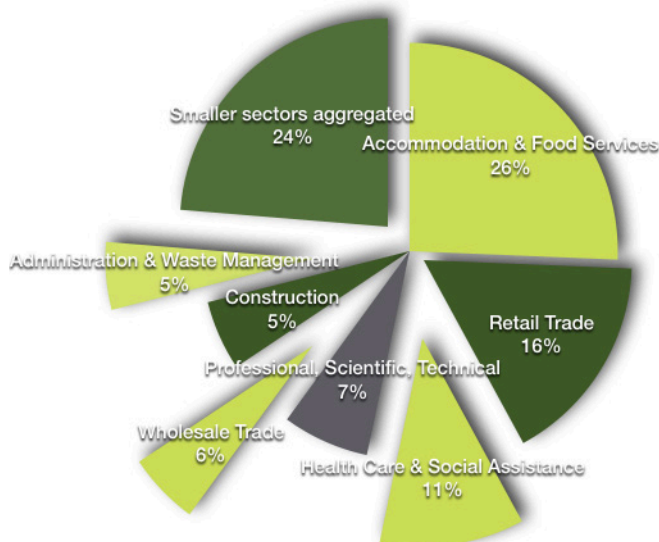


## // JOBS AND EMPLOYERS

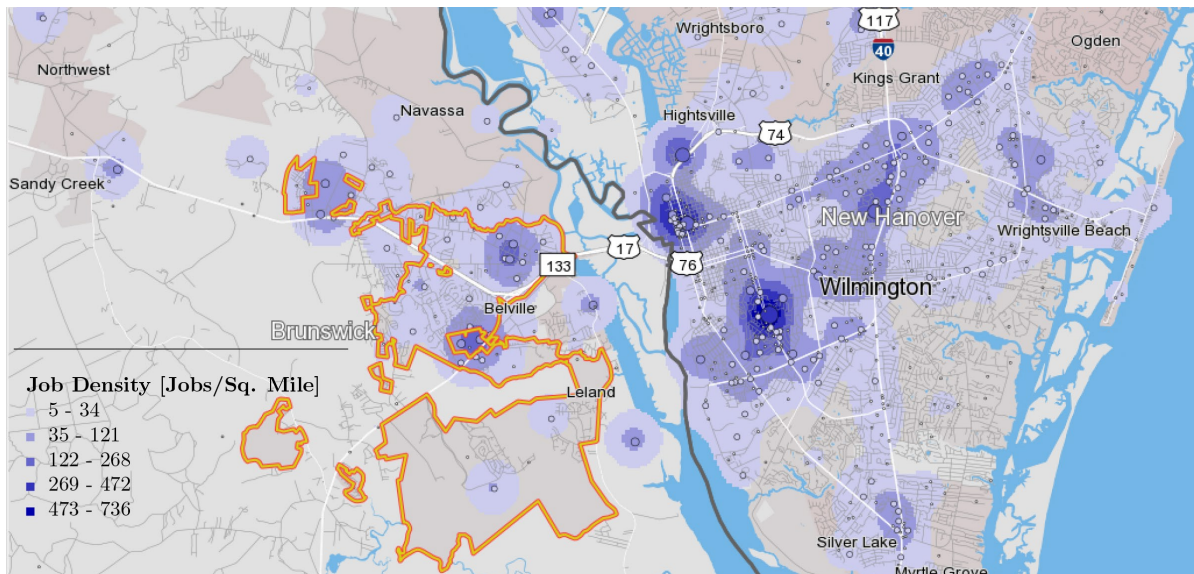
Half of the residents of Leland hold white collar jobs, and almost half of the households in Leland are defined as the Tapestry Lifestyle: Midland Crowd, representing a diverse small-town lifestyle that tends to be active community members.

26% of Leland residents work in accommodation and food services, 16% in retail, and 11% in health care.

Major employers include the County of Brunswick (public administration), Wal-Mart (trade), Food Lion (trade), Coca-Cola (manufacturing), Victaulic Company (manufacturing), B&K Coastal (construction), SBH Wilmington (health services), Brunswick Cove Inc. (health services), and Harris Teeter (trade). These are listed in descending order of the number of employees, with over 1,000 employees at the County to 100-249 employees at Harris Teeter. (Brunswick County Economic Development Commission, 2014)



(U.S. Census Bureau, 2015)



(U.S. Census Bureau, 2015)

## // WORKFORCE

The North Carolina unemployment rate was 5.8% in September 2015, holding steady from September 2014. (Bureau of Labor Statistics, 2015)

During the last 10 years, Leland's unemployment rate ranged from 3.8% in 2007 to 14.0% in 2010, and is 7.0% in August 2015, significantly higher than the state or the metro area. (Homefacts, 2015)

## // MARKET SECTORS

**RESTAURANTS AND RETAIL.** The strongest retail growth potential in Brunswick County is in Leland, thanks to close proximity to Wilmington and the concentrated residential growth, according to the Brunswick County Economic Development Commission's Retail Market Research report. Brunswick County is the fastest growing county in North Carolina, with its highest population density in Leland and along the Atlantic Coast. Some of the highest traffic counts in the County are in Leland, driving retail viability.

Leland is attractive to regional and local chains thanks to Wilmington's employment base, residential density and strong retail market. Leland residents' consumer spending habits are focused on medical products and services, children's health, sports (auto racing and football), fitness (football, basketball, baseball leagues and fishing), pets, lawn and garden, and home improvements.

The US averages 20 square feet of retail per person. That's massive in comparison to other countries. The next closest are Sweden at 3.3 and the UK at 2.5 SF of retail per person. Those numbers are according to retail specialist Bob Gibbs, who encourages main street

formats to better serve current market demands for the experience of walkable places, in both restaurants, lodging and retail shops. Leland serves as the shopping center for Brunswick County, so while new retail is supportable according to Brunswick County Economic Development Commission, walkable formats will have higher returns, as noted in the multiple studies on the previous pages.

**HEALTH CARE AND TECHNICAL SERVICES.** After the big employers of Accommodation & Food Services and Retail, the next largest are Health Care & Social Assistance, which employs 259 people, and Professional, Scientific, and Technical, with 155 jobs. (U.S. Census Bureau, 2015)

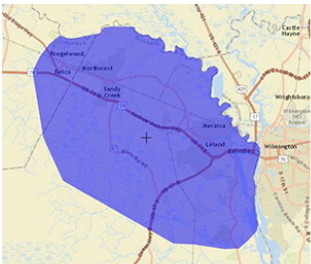
**AGRICULTURE.** Preservation of agricultural working lands within 100 miles or less of urban centers creates opportunity to grow local food systems. Studies show that food produced and consumed locally creates more local economic activity than comparable imports. (Center for Environmental Farming Systems and North Carolina State University, 2013) However, Leland has a relatively small number of agriculture jobs currently.



TRADE AREA  
2018 ESTIMATE

POPULATION 37,155

MEDIAN HOUSEHOLD INCOME \$55,640

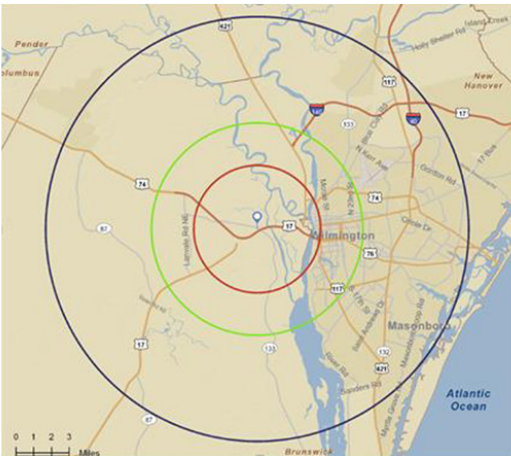


TRADE POTENTIAL  
2018 ESTIMATE

RADIUS 3 MILE 5 MILE 10 MILE

POPULATION 16,953 55,923 201,170

MEDIAN HOUSEHOLD INCOME \$56,931 \$43,934 \$52,308

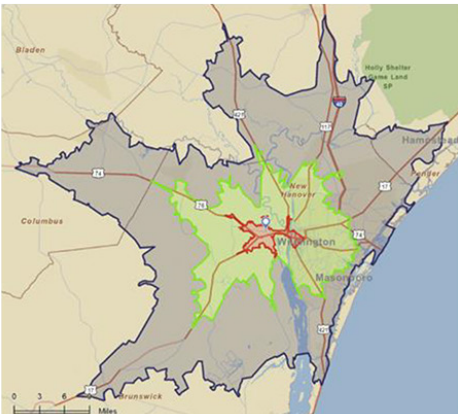


TRADE POTENTIAL  
2018 ESTIMATE

DRIVE TIME 5 MIN. 15 MIN. 30 MIN.

POPULATION 6,920 132,327 297,770

MEDIAN HOUSEHOLD INCOME \$70,923 \$72,604 \$68,622



(Brunswick County Economic Development Commission, 2014)



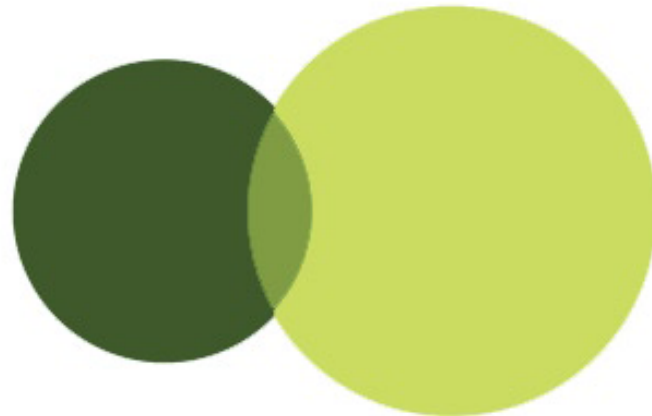
Leland’s current trade area is 33,495 people, almost double its population. Some of the highest traffic counts in the County are in Leland, driving retail viability on Highway 74 and Village Road.

280,000 people can make it to Leland in a 30-minute drive today.

// TRADE  
AREA

While Leland’s estimated 2014 population is 17,015, the estimated trade area, or the area that shoppers travel from, population is 33,495 for Leland, with a 5-year projection topping 37,000. Outside of the expected trade area, the 10-mile radius population is 189,257, with almost 280,000 people able to get to Leland in a 30-minute drive today. (Brunswick County Economic Development Commission, 2014)

## INFLOW/OUTFLOW LELAND JOB COUNTS 2013



2,047	Employed in Leland, but Live Outside
3,982	Live in Leland, but Work Elsewhere
257	People Live and Work in Leland

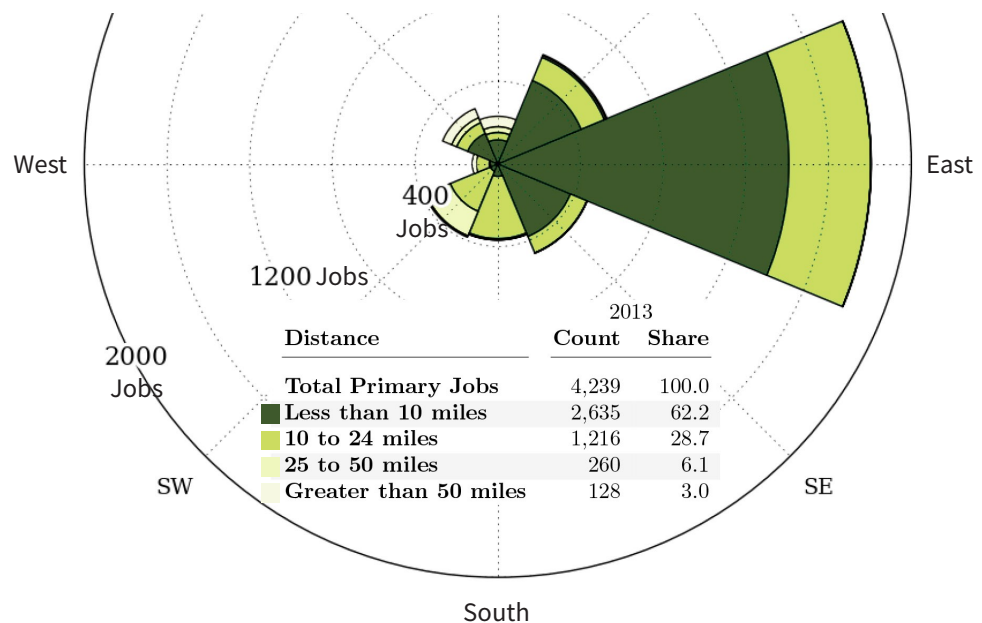
(U.S. Census Bureau, 2015)

// LELAND  
COMMUTE

Leland has 2,304 jobs, as of 2013. Less than 300 of those are held by people who live in Leland. 3,982 people commute out of Leland for work. 62% of Leland's population is in the workforce.

(U.S. Census Bureau, 2015)

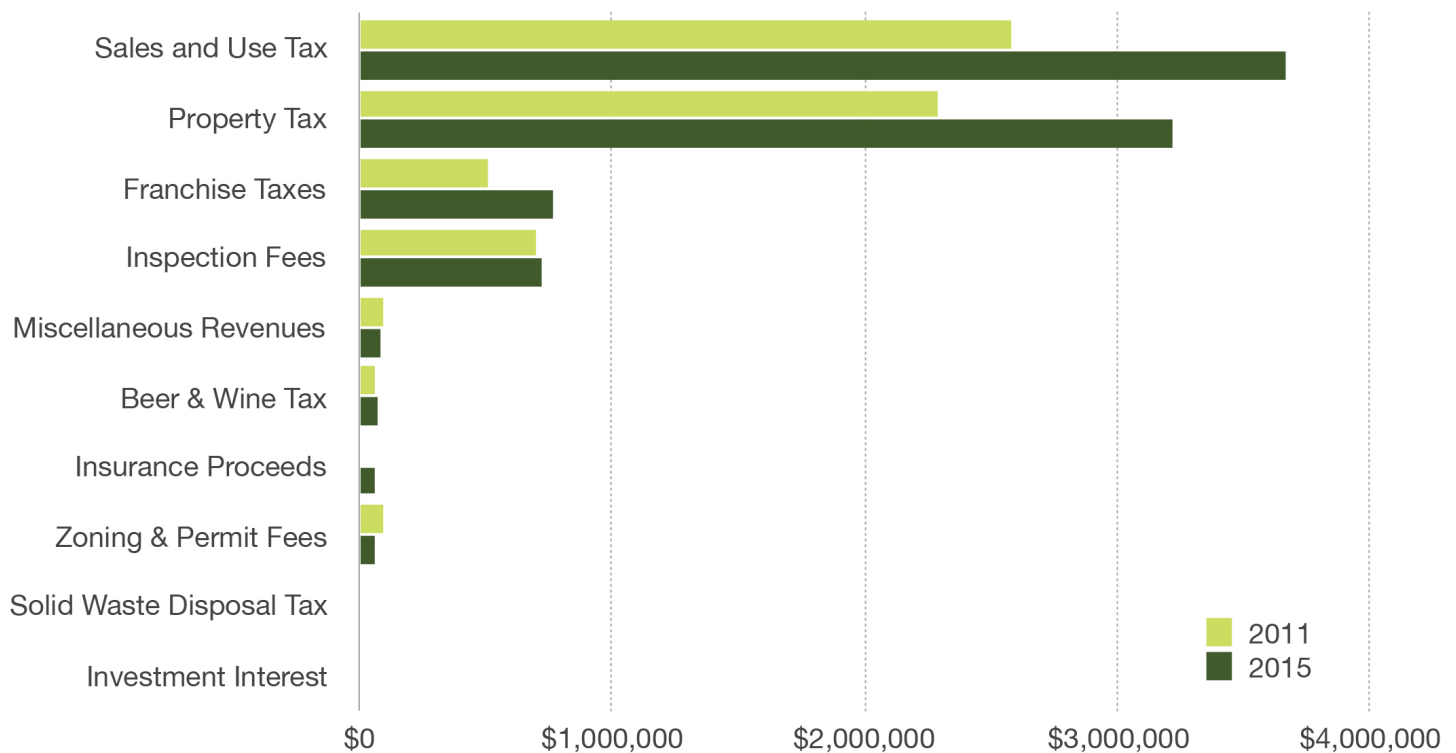
## THE DIRECTIONS LELAND DRIVES TO WORK



(U.S. Census Bureau, 2015)



### TOWN OF LELAND GENERAL FUND REVENUE SOURCES



## // REVENUE SOURCES

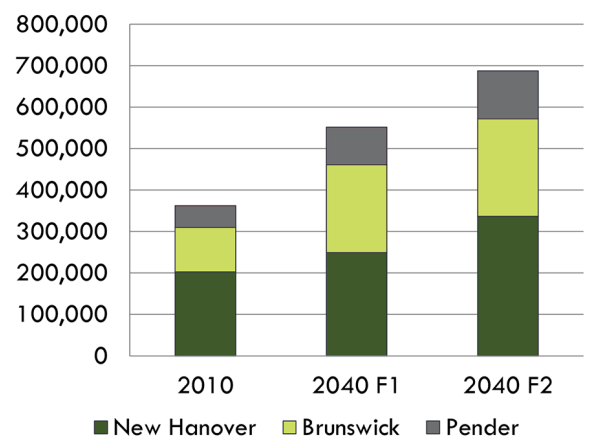
For fiscal year 2014-2015, Leland Sales and Use Tax provided 42% of the Town of Leland General Fund Revenue, and Property Tax provided 37%. Both were the drivers of fund growth over the past five years, which saw an average growth of 7% per year.

Total revenue was \$8.8 million in 2014-2015.

Sales and use tax is expected to grow with population growth, but property tax growth depends on densification. How new development and redevelopment occur will effect long term General Fund growth.

**//**  
Leland sales tax and property tax fund most local expenses and investments. Tax base is over \$2 billion.

### Cape Fear Regional Population Forecasts

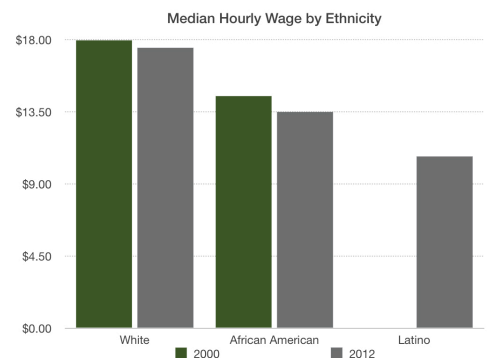


(FOCUS senc, 2015)

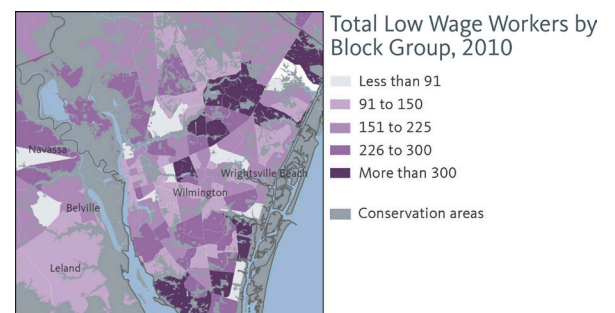
## // REGIONAL EQUITY

For the Cape Fear Region (Brunswick, New Hanover, Pender Counties), in the past two decades, jobs have nearly doubled for low- and middle-wage jobs while the number of high-wage jobs remained essentially flat. (*PolicyLink, 2015*) The region's white senior population increased by 56% in the last decade. Brunswick County saw the fastest growth, with population increasing from 11,100 to 21,000.

Brunswick also saw an increase of youth of color by 47%, making for a growing racial generation gap. 33% of youth in the region and 13% of seniors are people of color. The net increase in the senior population was faster than the overall rate of population growth. There are wage discrepancies between white workers and workers of color. White workers in the region earn more than other groups. Latino workers take home less pay than both Whites and Blacks. 14% of Blacks are unemployed compared with 8% of Whites and 7% of Latinos. (*PolicyLink, 2015*)



(*PolicyLink, 2015*)



(*PolicyLink, 2015*)

"The road to success is always under construction."

— Steve Maraboli





## // WHAT DRIVES YOU? //

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

— Jane Jacobs

## // CRITICAL ISSUES

### ECONOMIC DRIVERS

Cape Fear regional population is expected to almost double between 2010 and 2040, adding between 120,000 to 350,000 more people over the next twenty-five years, due to stellar quality of life and cost of living. (*Renaissance Planning, 2015*) The sort of places that Leland encourages in this plan will provide the largest return on investment by encouraging livability, innovation and connectivity within Leland and to regional amenities.

**T**he Regional Framework Plan has set a priority to, “Create a place-based regional economic development strategy that aligns job growth and recruitment strategies to existing regional assets and quality of life attributes.”

The region has ingredients to grow knowledge-based industries and entrepreneurship, like a steady supply of local college grads and a favorable climate. But small business incubation and better cooperation among government, institutions, and business is needed to reach full potential.

Existing infrastructure provides a strong economic base for the region: the port, airport, water and sewer systems, and the street network. The Port of Wilmington connects firms across the state to buyers and suppliers around the world. These assets have capacity to generate economic growth and jobs, and Leland should look for opportunities for unfilled niches.

Leland is well positioned to welcome new retail and restaurants looking for expansion sites. Regional and local chains find Leland compelling, thanks to the employment base, residential density and strong retail market in Wilmington.

Brunswick County residential growth is among the highest in the state, at 52.1% from 2000-2010. But Leland must stop retail leakage while looking to retirees and veterans as strong candidates to own new franchises.

Leland can satisfy the Baby Boomer generation’s strong buying power with higher end stores, pet stores, and hobby shops. Over 40% of Brunswick County households are retirement age, with higher disposable incomes than the market as a whole, but

many of them must go to Wilmington to shop for the products they desire.

Other opportunities for Leland include:

- Plug into the distribution routes of supply trucks providing goods to existing retail stores in Wilmington and Myrtle Beach.
- Encourage entrepreneurship with incubation, acceleration and makerspaces.
- Increase the number of people able to find work within the Town with complete communities and transportation options.
- Promote Leland Tourism Development Authority, 2030 Strategic Plan, “In the Middle of Bliss” campaign:
  - Advertising and branding that highlight proximity to Wilmington with better rates for homes, hotels, and restaurants, however consider the more compelling nature of the Wilmington hotel selection, both for quality of lodging and vibrant street life.
  - Sporting events: triathlon; baseball tournament; softball events; mountain bike racing; Brunswick Nature Park bicycling event; Westgate Nature Park 5k Ground Hog Day Race; Pickleball; Brunswick WaterFest kayak fishing tournament and paddleboard race
  - Tourist destination for river system and nearby beach towns: Sturgeon Creek kayak launch; West Gate Nature Park trail and playground; Cape Fear National Golf Course; Magnolia Greens Golf Course including four PGA Tour qualifying events; and Wonderland Farm equestrian trails.



The innovation ecosystem is where physical, economic and networking assets overlap. InnovateNC is a game-changer for tech startups in North Carolina. This economic development tool is a two-year, statewide, cross-city learning collaborative to leverage existing assets and create new synergies to nurture the innovation economy. The public-private tech initiative will help incubate and accelerate the tech sector in Leland.

A collaborative group of communities and colleges in the greater Wilmington area was selected as one of five regions in the state to participate in a learning collaborative facilitated by the Institute of Emerging Issues (IEI) at North Carolina State University. The Town of Leland is one of the members of the Wilmington/Carolina Coast collaboration, along with the City of Wilmington, New Hanover County, Brunswick County, UNCW, Cape Fear Community College,

Brunswick Community College and others.

In addition to IEI, the program is supported by nine other partners from across the state including Forward Impact, the UNC System, Duke University's Sanford School of Public Policy, UNC's Kenan Institute for Private Enterprise, RTI International, UNC-TV, the Research Triangle Foundation, and the NC Board of Science, Technology and Innovation.

As part of this program each of the five cities will receive \$250,000 of in-kind services from these public and private organizations to help create an economic cluster of technology companies, similar to the Research Triangle and Silicone Valley, that will drive economic development and innovative growth in each region.

The project selected by the greater Wilmington area collaborative team is to attract the resources that will





## // CRITICAL ISSUES

### ECONOMIC DRIVERS

#### // InnovateNC and the Innovation Economy

help commercialize the existing world-class research being done in the Wilmington region in the field of marine biotechnology and life sciences and expand the region's ecosystem in this space.

Leland could play an instrumental role in providing the land and other amenities to accommodate the new start-ups and attract existing companies from other parts of the country. This master plan seeks to support this potential economic cluster, growing the current Professional / Scientific / Technical sector that currently makes up 7% of Leland's jobs. Leland has the opportunity to leverage InnovateNC to increase the number of high-paying white collar job opportunities by finding ways to attract new private businesses to the area. To capitalize on this opportunity, the development community should include commercial office space components in private master plans, along with the sort of walkable places the tech sector prefers. These high-paying jobs will attract young professionals and young families to balance the migration of retirees.



“InnovateNC is designed to build a network of networks toward economic development across North Carolina.”

— Dr. Daniel Baden, distinguished professor of marine sciences at UNC Wilmington's CREST Research Park



## // CRITICAL ISSUES

### ECONOMIC DESTABILIZERS

The Leland 2020 Master Plan Update is also about a clear-eyed look at economic destabilizers, and what policies and actions we need to put in place to turn these threats into opportunities. Market preference has changed since much of Leland was built, with the majority of the Baby Boomer and Millennial Generations preferring to be able to easily walk to points of interest from their homes or offices.

Our region's prevailing development pattern – marked by separation of land uses connected only by high-speed highways and streets – has made us dependent on our cars, left us vulnerable to fluctuating fuel prices, and made our streets dangerous for pedestrians and bicyclists.” We heard this and many similar comments during the November 2015 community workshop that developed this Master Plan.

Other threats and economic destabilizers include:

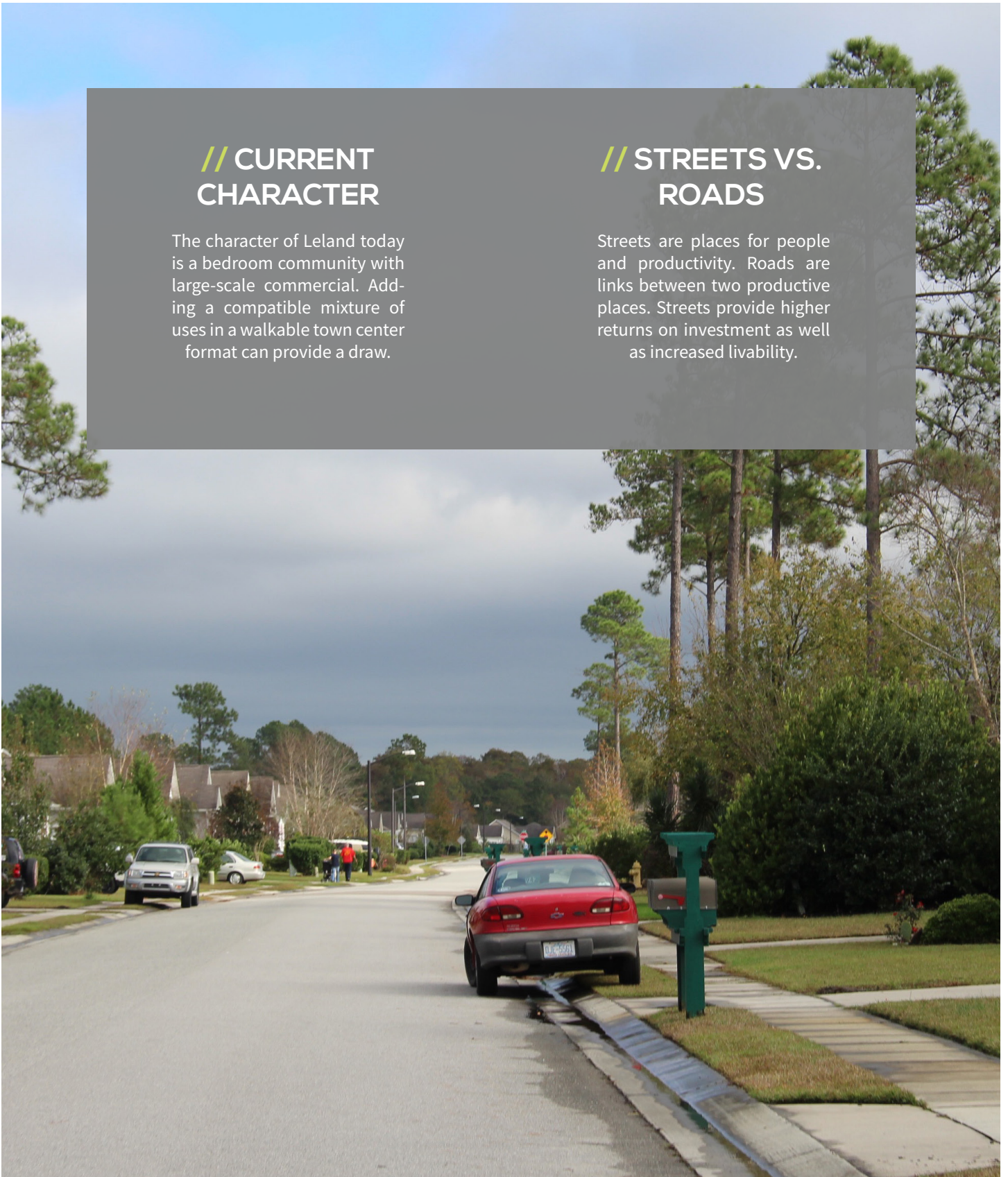
- **LACK OF TOWN CENTER** or historic area to draw tourists. The 2013 Gateway District Plan and rezoning sets the stage to create this town center, with strategies for implementation. This Master Plan updates those strategies to reflect today's market conditions and preferences.
- **SUBURBAN ORIENTATION** of existing strip centers lack attractive aesthetics and walk appeal. Completing communities in and around the US 17 corridor can increase walk appeal and livability.
- **RETAIL LEAKAGE**, or gaps in retail offerings, have been identified by sector to prove Leland can sustain new retailers. Market support exists for a movie theatre, home improvement store, water park, winery, nature outfitter store, high quality grocers, and high quality restaurants.
- **BUSINESS LEAKAGE** occurs from lack of meeting space and limited airline options limit event size.
- **ONLINE ALTERNATIVES** are sought out by Baby Boomers, who are prone to buy online and are value-oriented. Providing additional retail offerings in line with their interests can help thwart this tendency.
- **PLENTIFUL GROCERS** in Leland provide a near saturation in the grocery sector, and yet shopping centers currently being developed are mostly anchored by grocery stores. Turn the threat into an opportunity by developing main streets instead of big box shopping centers, appealing to new retail brands and established regional brands.
- **ADEQUATE TRANSIT** options are not in place to connect residents to jobs, so that Leland households spend 67% of their income on housing plus transportation costs, with only 1% of workers able to take transit. Leland households spend about \$1,100 per month on transportation while Wilmington residents spend \$970 per month, and NYC residents spend \$490 per month.
- **EDUCATION AND TRAINING** sources are predominately from Belville Elementary School, Lincoln Elementary School, Leland Middle School, and North Brunswick High School. While 50% of workers in Leland hold white collar jobs, 42% work in accommodation, food service, and retail. Many residents arrive with good educations, but the local educational opportunities are limited.
- **VOLATILE DEMAND** during the tourist season challenges new businesses with uneven revenue streams that make startups challenging. Providing venues for pop-up options help incubate new businesses.
- **REGIONAL COOPERATION:** NC Tomorrow Plan identifies “fragmented economic development efforts, conflicting vision for the future, uncoordinated, weak incentives” as regional weaknesses. Regional coordination can ease the strain, and create a strong economic environment that support the region as a whole.
- **COMMUNICATION INFRASTRUCTURE:** Despite ATMC recent upgrades, network may not support anticipated residential and commercial growth.

## // CURRENT CHARACTER

The character of Leland today is a bedroom community with large-scale commercial. Adding a compatible mixture of uses in a walkable town center format can provide a draw.

## // STREETS VS. ROADS

Streets are places for people and productivity. Roads are links between two productive places. Streets provide higher returns on investment as well as increased livability.





## // ECONOMIC DEVELOPMENT

### ACTIONS



**A19** Leverage the Cape Fear region's economic role in the global economy (telecommunications, education, and pharmaceuticals), and Leland's contribution (accommodation, food services, retail, and health care). Upgrade physical, economic, and networking assets to support a thriving community.



Timing: Ongoing



**A20** Apply to the NC Competes to assist outside firms in bringing jobs into the state. The NC Competes Jobs Plan includes \$20 million in annual job creation reimbursements.



Timing:  
1 Year



**A21** Nurture a high quality of life. Encourage walkable, compact neighborhood forms that increase quality of life, and access to Leland's rich natural resources.



Timing: Ongoing



**A22** Nurture existing industries to create a diversified economy. Work with InnovateNC to concentrate investment in innovative, networked entrepreneurs. Establish the Leland Innovation Board including the Mayor, Representatives from the Department of Economic & Community Development, a Business or Management Professor from the University of North Carolina, the Head of the Brunswick Community College or the Cape Fear Community College, and two at-large appointments filled by the Leland Economic & Community Development Director.



Timing:  
1 Year



**A23** Govern as a community endeavor. Encourage ongoing community ownership of Leland 2020 Master Plan with town hall meetings to check in with community members. Update <http://lelandmasterplan.com/>.



Timing: Quarterly



**A24** Promote localism and strengthen tourism. Promote Leland Tourism Development Authority, 2030 Strategic Plan, "In the Middle of Bliss" campaign with marketing of the river system, proximity to beach towns, and Leland's sporting events.



Timing:  
1 Year

## // ECONOMIC DEVELOPMENT

### ACTIONS



**A25** Provide knowledge to encourage redevelopment the Gateway District as a town center and to develop the US 17 corridor as an economic development hub.

- Undertake a complete retail market study to gain an understanding of the types and sizes of retail businesses that are likely to be supportable in Leland presently and during the next five years.
- Complete a residential market study to gain an understanding of the types and sizes of dwellings that are likely to be supportable in Leland presently and during the next five years.



Timing:  
1 Year



**A26** Leverage Leland's strong retail market potential with outreach to local and regional retailers. Consider marketing Leland at the annual International Council of Shopping Centers (ICSC) conference. Provide support to add retail nodes to existing bedroom communities to satisfy market preference for walkability.



Timing: Ongoing



**A27** Focus retail economic gardening on areas of strongest market demand: medical products and services, hobby shops, children's health, fitness (football, basketball, baseball, soccer, pickleball, and fishing), pets, lawn and garden, and home improvements.



Timing: Ongoing



**A28** Grow the job base in Leland with development patterns that have a high General Fund contribution per acre. Seek to reduce the number of people who have to commute out of Leland for work every day.



Timing: Ongoing



**A29** To attract start-ups and nurture and foster growth, collaborate with existing businesses. Build a robust ecosystem of networked entrepreneurs by leveraging tools such as InnovateNC. Attract the resources that will help commercialize the existing world-class research being done in the Wilmington region in the field of marine biotechnology and life sciences and expand the region's ecosystem in this space. Position Leland as an important partner for both residential and office support for this technical cluster in the Wilmington region.



Timing: 18 Months



# // RESOURCES

## IMPLEMENTATION MATRIX

This table summarizes the actions recommended by Leland2020 and the timing of each item. Any timing identified as ongoing may be initiated immediately, but will require continued management. Most of the actions will involve more than one group to assure the action is successfully completed. Text is provided to explain the context with explicit actions in **BOLD CAPS**.

ACTION		TIMING	RESPONSIBLE PARTIES
<b>A1</b>	Encourage infill and a diverse range of housing ownership and building types by permitting the Flex Code by right throughout Town. This action may be achieved via <b>TEXT AMENDMENT TO THE ZONING ORDINANCE</b> .	6 Months	Planning Department Planning Board Town Council
<b>A2</b>	Revise zoning and subdivision ordinances to require pedestrian and bicycling facilities in new development. Prioritize sidewalk improvements in the Gateway District when planning for capital improvements. This action may be achieved via <b>TEXT AMENDMENT TO THE ZONING ORDINANCE</b> and <b>BUDGETING FOR CAPITAL PROJECT FUNDS</b> .	1 Year + Ongoing	Planning Department Planning Board Administration Finance Town Council
<b>A3</b>	Develop and redevelop land through a coordinated system of neighborhoods, districts and corridors. Implement this through <b>IDENTIFICATION OF TYPES OF COMMUNITIES ADJACENT TO TYPES OF THOROUGHFARES</b> .	Ongoing	Planning Department Planning Board Town Council
<b>A4</b>	When updating the Capital Improvement Plan (CIP), prioritize investment as directed by the Sector Map. <b>THE G3 INFILL REDEVELOPMENT SECTOR SHOULD BE THE HIGHEST PRIORITY FOR PROJECT LISTING</b> .	Annually	Planning Department Administration Town Council
<b>A5</b>	Coordinate land use and transportation with state and WMPO for capital projects. <b>CONNECT COMPACT URBAN AREAS TO THE NC DOT COMPLETE STREETS POLICY</b> . Define all FlexCode zoning with the Compact Urban designation.	Ongoing	Planning Department WMPO NC DOT
<b>A6</b>	<b>CONSOLIDATE ZONING AND SUBDIVISION INTO A UNIFIED DEVELOPMENT CODE THAT INCENTIVIZES THE USE OF THE FLEXCODE</b> . This should simplify the application process and encourage building with the neighborhood model.	1 Year	Planning Department Administration Planning Board Town Council

ACTION		TIMING	RESPONSIBLE PARTIES
<b>A7</b>	Tie zoning to the Sector Map, permitting specific types of development in the different sectors. This provides predictability and assures development in alignment with the appropriate areas per the CAMA LUP Land Suitability map. This action may be achieved through a <b>TEXT AMENDMENT TO THE ZONING ORDINANCE OR THE DEVELOPMENT OF A UDC.</b>	1 Year	Planning Department Administration Planning Board Town Council
<b>A8</b>	<b>DRAFT A UDC</b> so the 11,000 new housing units can be allocated in areas that will welcome them. No single area will have the variety or density Leland needs to maximize this value, but every type should be permitted where it is welcome.	1 Year	Planning Department Administration Planning Board Town Council
<b>A9</b>	Encourage a variety of housing prices, including housing affordable for retirees and new families. Smaller lots and smaller homes should be available in most zoning districts. This action may be achieved through a <b>UDC PERMITTING SMALLER LOTS ALONG WITH PLANNING BOARD AND TOWN COUNCIL SUPPORT IN HEARINGS.</b>	1 Year + Ongoing	Planning Department Administration Planning Board Town Council
<b>A10</b>	Coordinate the location, scale, and use of parks and open space. <b>COMPLETE THE 2016 – 2021 PARKS, RECREATION AND OPEN SPACE MASTER PLAN AND CONTINUE TO USE PARKS TO PROTECT SENSITIVE LANDS.</b>	6 Months + Ongoing	Parks and Recreation Department Parks and Recreation Board Planning Department Administration Town Council
<b>A11</b>	Encourage active recreation and transportation options to improve health. Continue to <b>EXPAND THE TRAIL NETWORK AND WATER ACCESS. WORK WITH WMPO TO PLAN FOR EXPANSION OF BICYCLE AND PEDESTRIAN FACILITIES.</b>	Ongoing	Parks and Recreation Department Parks and Recreation Board Planning Department Administration Town Council WMPO
<b>A12</b>	Continue to work closely with NC DOT and WMPO to <b>COORDINATE CAPITAL PROJECTS AT THE DESIGN PHASE.</b> Have a clear understanding that areas designated as Compact Urban will require NC DOT Complete Street standards. <b>PRIORITIZE PEDESTRIAN, BICYCLE AND TRANSIT OPTIONS.</b>	Ongoing	Planning Department WMPO NC DOT
<b>A13</b>	Revise subdivision regulations through a new UDC to include a <b>MAXIMUM BLOCK FACE OF 500', ONSTREET PARKING REQUIRED ON ALL STREETS EXCEPT THOSE CONTROLLED BY NC DOT, AND REDUCED PARKING MINIMUMS FOR NEIGHBORHOOD PLANS.</b>	1 Year	Planning Department Administration Planning Board Town Council
<b>A14</b>	Require context sensitive thoroughfare design with design speeds that match posted speeds for all lane widths. All Compact Urban areas should have design speeds of less than 30 mph. This action may be achieved via a <b>TEXT AMENDMENT TO THE SUBDIVISION REGULATIONS OR THROUGH THE DEVELOPMENT OF A UDC.</b>	1 Year	Public Works Planning Department Administration Town Council WMPO NC DOT



ACTION		TIMING	RESPONSIBLE PARTIES
<b>A15</b>	<b>CREATE A CONNECTED NETWORK OF THOROUGHFARES THAT REFLECT AND ENLARGE UPON THE ADOPTED COLLECTOR STREET PLAN THAT ENABLES TRAVEL PARALLEL TO US 17.</b> Gated streets may be permissible if connectivity through the entire development is not interrupted. This action may be accomplished through private development application approvals.	Ongoing	Public Works Planning Department Town Council
<b>A16</b>	<b>COORDINATE INFRASTRUCTURE SPENDING WITH THE SECTOR MAP AND TABLE 2. INVESTMENT PRIORITY.</b>	Ongoing	Administration Town Council
<b>A17</b>	<b>DEVELOP PRE-APPROVED STREET SECTIONS PER TRANSECT ZONE FOR THE FLEXCODE.</b> Integrate these into the subdivision regulations through a new UDC.	1 Year	Planning Department Public Works Administration Town Council
<b>A18</b>	Work with NC DOT and WMPO to establish a “downtown” character for the Gateway District. Work to achieve: <ul style="list-style-type: none"> <li>▪ <b>20’ TURNING RADII FOR SIDE STREET INTERSECTIONS,</b></li> <li>▪ <b>LIMIT TURN LANES ON SIDE STREETS AT VILLAGE ROAD INTERSECTIONS,</b></li> <li>▪ <b>PERMIT STREET TREES AND ON-STREET PARKING, AND</b></li> <li>▪ <b>REQUIRE 10’ SIDEWALKS ALONG VILLAGE ROAD UPON PROPERTY REDEVELOPMENT.</b></li> </ul>	Ongoing	Planning Department Administration Town Council WMPO NC DOT
<b>A19</b>	Leverage the Cape Fear region’s economic role in the global economy (telecommunications, education, and pharmaceuticals), and Leland’s contribution (accommodation, food services, retail, and health care). <b>UPGRADE PHYSICAL, ECONOMIC, AND NETWORKING ASSETS TO SUPPORT A THRIVING COMMUNITY.</b>	Ongoing	Planning Department Economic & Community Development Department Public Works Administration Town Council
<b>A20</b>	<b>APPLY TO THE NC COMPETES TO ASSIST OUTSIDE FIRMS IN BRINGING JOBS INTO THE STATE. THE NC COMPETES JOBS PLAN INCLUDES \$20 MILLION IN ANNUAL JOB CREATION REIMBURSEMENTS.</b>	1 Year	Economic & Community Development Department Town Council
<b>A21</b>	Nurture a high quality of life. <b>ENCOURAGE WALKABLE, COMPACT NEIGHBORHOOD FORMS</b> that increase quality of life, and access to Leland’s rich natural resources.	Ongoing	Planning Department Administration Town Council
<b>A22</b>	Nurture existing industries to create a diversified economy. Work with InnovateNC to concentrate investment in innovative, networked entrepreneurs. <b>ESTABLISH THE LELAND INNOVATION BOARD</b> including the Mayor, Representatives from the Department of Economic & Community Development, a Business or Management Professor from the University of North Carolina, the Head of the Brunswick Community College or the Cape Fear Community College, and two at-large appointments filled by the Leland Economic & Community Development Director.	1 Year	Economic & Community Development Department Administration Town Council
<b>A23</b>	Govern as a community endeavor. Encourage ongoing community ownership of Leland 2020 Master Plan with town hall meetings to check in with community members. <b>UPDATE <a href="http://lelandmasterplan.com/">HTTP://LELANDMASTERPLAN.COM/</a>.</b>	Quarterly	Planning Department Administration Town Council

ACTION	TIMING	RESPONSIBLE PARTIES
<b>A24</b> Promote localism and strengthen tourism. <b>PROMOTE LELAND TOURISM DEVELOPMENT AUTHORITY, 2030 STRATEGIC PLAN, “IN THE MIDDLE OF BLISS”</b> campaign with marketing of the river system, proximity to beach towns, and Leland’s sporting events.	1 Year	Economic & Community Development Department Administration Town Council
<b>A25</b> Provide knowledge to encourage redevelop the Gateway District as a town center and to develop the US 17 corridor as an economic development hub. <ul style="list-style-type: none"> <li>▪ <b>UNDERTAKE A COMPLETE RETAIL MARKET STUDY</b> to gain an understanding of the types and sizes of retail businesses that are likely to be supportable in Leland presently and during the next five years.</li> <li>▪ <b>COMPLETE A RESIDENTIAL MARKET STUDY</b> To gain an understanding of the types and sizes of dwellings that are likely to be supportable in Leland presently and during the next five years.</li> </ul>	1 Year	Planning Department Economic & Community Development Department Public Works Administration Town Council
<b>A26</b> Leverage Leland’s strong retail market potential with outreach to local and regional retailers. Consider <b>MARKETING LELAND AT THE ANNUAL INTERNATIONAL COUNCIL OF SHOPPING CENTERS (ICSC) CONFERENCE. PROVIDE SUPPORT TO ADD RETAIL NODES TO EXISTING BEDROOM COMMUNITIES TO SATISFY MARKET PREFERENCE FOR WALKABILITY.</b>	Ongoing	Economic & Community Development Department Town Council
<b>A27</b> <b>FOCUS RETAIL ECONOMIC GARDENING ON AREAS OF STRONGEST MARKET DEMAND:</b> medical products and services, hobby shops, children’s health, fitness (football, basketball, baseball, soccer, pickleball, and fishing), pets, lawn and garden, and home improvements.	Ongoing	Economic & Community Development Department Town Council
<b>A28</b> <b>GROW THE JOB BASE IN LELAND WITH DEVELOPMENT PATTERNS THAT HAVE A HIGH GENERAL FUND CONTRIBUTION PER ACRE.</b> Seek to reduce the number of people who have to commute out of Leland for work every day.	Ongoing	Planning Department Economic & Community Development Department Town Council
<b>A29</b> To attract start-ups and nurture and foster growth, collaborate with existing businesses. Build a robust ecosystem of networked entrepreneurs by leveraging tools such as InnovateNC. Attract the resources that will help commercialize the existing world-class research being done in the Wilmington region in the field of marine biotechnology and life sciences and expand the region’s ecosystem in this space. <b>POSITION LELAND AS AN IMPORTANT PARTNER FOR BOTH RESIDENTIAL AND OFFICE SUPPORT FOR THIS TECHNICAL CLUSTER IN THE WILMINGTON REGION.</b>	18 Months	Economic & Community Development Department Town Council



## // GLOSSARY

Terms unique to Leland, or to planning, transportation and economics are defined in this glossary for clarity.

**ECONOMIC GARDENING:** This term is used to describe a local government strategy of economic development. It was established by Lileton, Colorado in 1987 and targets support for existing businesses. According to the Edward Lowe Foundation it focuses on strategic growth challenges, such as developing new markets, refining business models and gaining access to competitive intelligence. It provides market research to second stage companies that are growth-oriented.

**FLEX CODE:** A form-based code written and adopted to implement the 2009 Master Plan. The Gateway District was rezoned to the Flex Code in 2013 and is an option for other areas of Leland at the discretion of the landowner.

**GATEWAY DISTRICT:** The area west of the Village Road interchange with US 74/76 that includes much of the historic origins of Leland. This area has been referred to as the gateway to Leland, and was identified as the Gateway District in the 2009 Master Plan. The area forms the nucleus of the community's vision of a town center and a discernible "downtown."

**IN THE MIDDLE OF BLISS:** A Leland Tourism Development Authority campaign to focus on Leland's access to the best regional attractions including Downtown Wilmington, the beaches of the Brunswick Islands, and the regional recreational assets.

**PEDESTRIAN SHED:** An area that defines the limits of a mixed use neighborhood. Its size is related to a five minute walk at a leisurely pace. This is roughly a 1/4 mile radius or 1,320 feet.

**PLANNING AREA:** The area considered within the Sector Map. This includes areas outside the Town limits that could be considered for annexation. Providing future policies for these areas may encourage landowners to consider annexation.

**SECTOR MAP:** The Sector Map was defined by and adopted in the 2009 Master Plan as the Framework Plan, and updated through this Plan. The Sector Map indicates where future development types may occur and reflects the character of existing development. This is a policy plan that reinforces the goals of the CAMA Land Use Master Plan and is implemented by zoning and subdivision ordinances, or a Unified Development Code.

**TAPESTRY LIFESTYLE MIDLAND CROWD:** An ESRI household definition describing a population based upon political and shopping preferences, family types and sizes and demographics. Leland's Midland Crowd is the largest Tapestry segment. The majority are married couples and half have children. Neighborhoods are not diverse. Home ownership is higher than the national average. This group is politically active and conservative. (ESRI)

**TRADE AREA:** A geographic area within which a retail center draws most of its shoppers.

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## // PROJECTION METHODS

The North Carolina Office of State Budget and Management only prepares long-range projections for counties, not municipalities. Therefore two methods could be used to make projections for Leland's population.

### METHOD 1

Using a constant proportion methodology, Method 1 assumes Leland's population will grow at the same rate as the estimated Brunswick County population, even though historically the Town has grown twice as fast as the County over the last five years, according to the U.S. Census Bureau. The housing estimates for this method are based upon the U.S. Census 2009-2013 data of 2.32 people per household.

LOCATION	2010 BASE	2020	2030
Brunswick County	107,431	137,258	168,284
Leland	13,673	17,469	20,560
Housing Units	6,583	7,530	8,862

### METHOD 2

The U.S. Census Bureau makes estimates for municipalities annually between censuses. The figures for Leland from April 2010 to July 2014 average an annual increase of 5.91% per year. This method uses that annual average estimates to project future growth, and is likely a more accurate projection than Method 1.

#### U.S. CENSUS POPULATION ESTIMATES

2010	2011	2012	2013	2014
13,527	14,006	15,123	16,022	17,015
% change	3.54%	7.98%	5.94%	6.20%

#### METHOD 2 PROJECTIONS

YEAR	POPULATION	HOUSING
2015	18,021	7,768
2016	19,087	8,227
2017	20,216	8,714
2018	21,412	9,229
2019	22,678	9,775
2020	24,020	10,353
2021	25,440	10,966
2022	26,945	11,614
2023	28,539	12,301
2024	30,227	13,029
2025	32,015	13,799
2026	33,908	14,616
2027	35,914	15,480
2028	38,038	16,396
2029	40,288	17,365
2030	42,670	18,392





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