



# Comprehensive Land Use Plan

Town of Cameron, North Carolina

Adopted: Month, day, year

Prepared By:  
Cameron Land Use Plan Steering Committee

## **When Cameron was the Dewberry Capital of the World**

**By Isabel McKeithen Thomas**



*The village of Cameron in the Sandhills of Moore,  
Small though it be, is rich in the lore  
Of a day when the town was a young and pert “Miss”.  
Avidly wooed by sweet progress’ kiss.  
Steeped in resources that nature bestowed,  
It reaped the rich harvest that no man had sowed,  
Tapped the abundance of the long-leafed pine  
For the lumber and pitch and raw turpentine;  
Observed how prolific the briar in the sand,  
Cultivated the vine by enriching the land  
And found the dewberry to be a fruit with appeal –  
The profit derived both substantial and real.  
Soon everyone had a patch of his own,  
And Cameron dewberries became widely known  
For the jellies and jams, and you’d find – often time –  
For the stomach’s sake, some dewberry wine.  
Men filled with vision created demand  
For the fruit of the briar and chose to expand.  
To the markets up north they shipped them by rail –  
To New York, Chicago, selling wholesale  
The juicy black berry. This the title unfurled –  
Cameron – Dewberry Capital of the World!!!*



# 2025 Comprehensive Land Use Plan

## Town of Cameron

Adopted \_\_\_\_\_

### Town Commission

Jane Ethridge, Mayor  
Joey Frutchey, Mayor Pro Tempore  
Tanya Nicely, Commissioner  
Kane Parsons, Commissioner  
Lisa Paschal, Commissioner  
Michael Williamson, Commissioner

### Planning Board

Joey Frutchey, Chairman  
Larry Coe  
Clif Frye  
Kay Kelly

Sean Long  
Elizabeth Nhambure  
Liz Yarrington

### Steering Committee

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Blake Atkins  
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Sylvia Caddell  
Jeff Casper  
Carol Frye-Davis  
Wes Davis

Clark Ethridge  
Adam Ferguson  
Barrett Gagnon  
David Hadsell  
Troy Jackson  
Travis Johnson  
Sandy Leiby  
Grisel Long  
Rachel Lytch

Elizabeth Mangrum  
Judy Martin  
Phil Martinello  
Herman McCrimmon  
Sylvia McCrimmon  
Tammy Owens  
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Blake Phillips  
Peter Richards

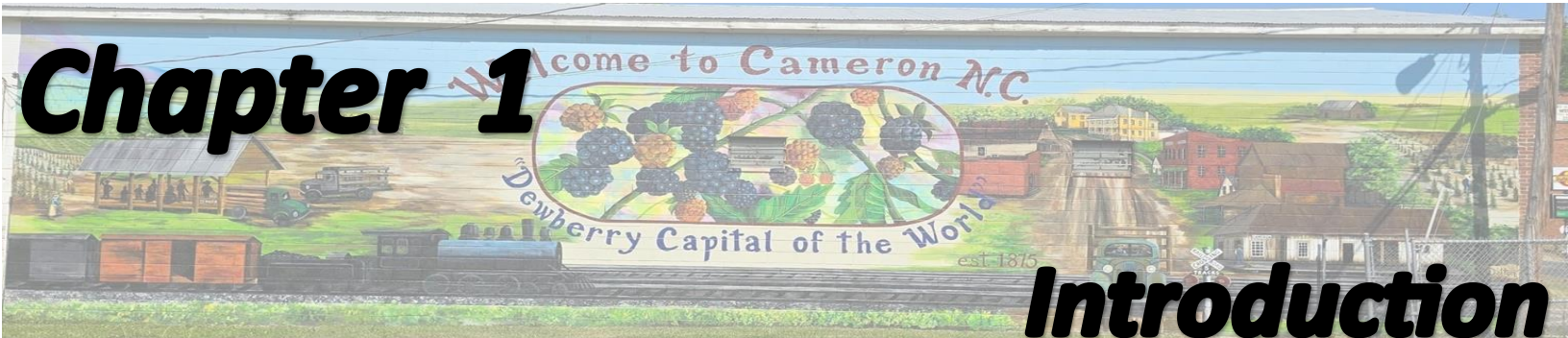
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## Land Use Planning Process

### Incentive to Plan

In 2023 the Citizens and Leaders of Cameron, NC knew it was time to update their Comprehensive Land Use Plan (CLUP). The State General Assembly had legislated major changes to laws governing zoning powers of municipalities by creating Chapter 160D, “Local Planning and Development Regulations.” Those changes gave teeth to the comprehensive plan. Local governing bodies could not exercise zoning authority without a plan and all land use decisions must conform with the adopted plan. A second major factor in the need for a CLUP was that Moore County had been ‘discovered’ by people seeking a haven of peace, tranquility, and small-town living. Among the towns in the county, Cameron stood out as a place among special places. Its location off HWY US 1, its population of only 244, (2020 Census) and the vast tracts of nearby farmland made Cameron ripe for residential development. After watching the county explode with virtually unchecked growth, and the loss of an historic home in its historic core, the town knew it needed a major update to the comprehensive plan. The town recognized that it needed a bottom-up planning effort to become proactive instead of reactive to the development realities facing them. While town leaders saw unchecked development as a threat to the Town’s

identity, it also realized there was an opportunity to make Cameron a quality place to live and visit for generations to come.

### Appointing a Steering Committee

Town leaders decided to emulate the Moore County planning process and established a Citizen Steering Committee (CSC) in early 2024. The goal for the committee was bold: to appoint 35 members, or 14 percent of the town’s population, to lead the effort to update the CLUP and do it in less than 12 months. The CSC would be advisory in nature, providing its recommendation to the Planning Board and then to the Town Board for the final decision on adoption. The Planning Board was tasked to select the members with the goal of maximum representation of the town’s population. Selection criteria consisted of; generational and newly arrived residents, a wide range of ages, families with and without children, retirees, Veterans, all races and nationalities, business owners, and residents living in the extraterritorial jurisdiction.



*Courtesy of: Steering Committee*

### The Steering Committee at Work



*Courtesy of: Steering Committee*

The committee met over the course of six months to gain input and insight from the diversity of the group’s perspectives. The first meeting divided attendees into five separate brainstorming groups. Each group was asked to determine the town’s assets, needs, priorities, strengths, weaknesses, opportunities, threats, current problems, and concerns for the future. At the conclusion, groups were tasked with describing where the town should be in 20 years.

The second meeting began with a brief review of the data compiled in meeting one and some of the trends and conclusions from the data. The focus of meeting two was the creation of a Vision Statement and Goals. The group was again divided into sub-groups to brainstorm. Each group presented their goals and then the entire committee voted on the top five. The meeting ended with a resident developing a Vision Statement which was unanimously adopted.

The Town Planning Board received periodic updates and provided



guidance as needed. Throughout the process members of the Planning and Town Boards attended meetings to observe the discussions.

The CSC quickly realized it needed more information. Meetings three through five brought in subject matter experts on a variety of topics, including sewer, traffic, water, natural resources, conservation, legal considerations, form-based codes, character guidelines, agritourism, general tourism, bona fide farms, agri-hoods, and others to assist the committee in their final task – to develop the Implementation Steps. The sixth and final meeting generated the ideas which would become the key steps to implement the vision and goals.

Following development of the Vision, Goals and Implementation Steps, the Plan was presented to the Planning Board, who voted to recommend the Plan to the Town Commission. The Commission then scheduled a public hearing to solicit public input prior to voting to adopt or modify the CLUP. The adoption of the Plan was then presented for approval, modification or rejection by the Town Commissioners.

## Summary

The result of this year-long endeavor is a Comprehensive Land Use Plan which demonstrates the town's commitment to sound land use policies. Policies which balance the private property rights of current and future residents with the need to preserve the identity and charm of a small Southern town for future generations to enjoy.

## Analysis of the Town

The CSC conducted an analysis of Cameron's Strengths, Weaknesses, Opportunities, and Threats (SWOT). The clear, distinguishing Strength of

### Town Vision

**To preserve and celebrate Cameron's unique historical charm and agriculture-based small-town spirit; creating a welcoming and vibrant community where residents, business owners, and visitors alike can enjoy a rich tapestry of cultural heritage, picturesque surroundings, and a thriving local economy.**

### Land Use Goals

1. Enhance the quality of life of current Cameron and Extraterritorial Jurisdiction (ETJ) residents.
2. Preserve and Protect our ETJ for agricultural working lands such as forestry, agriculture, and homesteading.
3. Preserve and protect our small town and country identity by preserving green spaces, natural habitats, and historic places.
4. Protect and enhance Cameron as a tourism destination.
5. Encourage business and residential investment in keeping with the historic charm, culture and character of Cameron.
6. Maintain active and ongoing citizen participation in future land use planning for Cameron and its ETJ.

the Town was its identity. A key Threat was its vulnerability to unbalanced development without a thorough land use plan. The committee identified Infrastructure as the major Weakness to improving the town's future; however, they also saw it as an Opportunity to develop the town in a balanced manner if guided by a good plan. Additional details on the SWOT Analysis can be found in Appendix 2.

## Town's Vision Statement

In just the second meeting the CSC created, and unanimously endorsed the vision statement for the plan: **To**

**preserve and celebrate Cameron's unique historical charm and agriculture-based small-town spirit; creating a welcoming and vibrant community where residents, business owners, and visitors alike can enjoy a rich tapestry of cultural heritage, picturesque surroundings, and a thriving local economy.**

## Goals and Recommendations

The CSC developed six Goals and 16 Implementation Steps. Each has the singular purpose of making the Town's





*Courtesy of: The Pilot*

Vision a reality over the next 10 to 20 years.

## Future Land Use Map

After many months of effort, the team decided a proper Future Land Use Map was unobtainable given the constraints of time and available information. The team recommended conducting several studies to provide the necessary information to develop the map. That process is left to the Planning Board to champion.

## Implementation Review

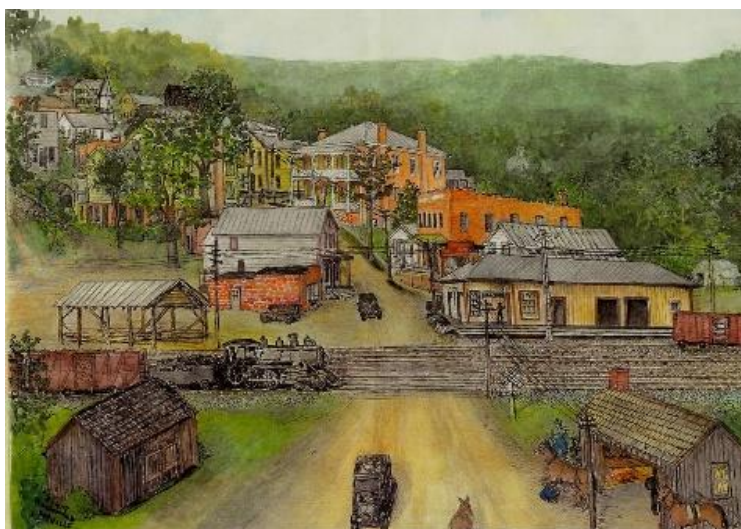
A plan, no matter how comprehensive, without quantifiable evaluation criteria and a periodic review of its effectiveness helps no one. So, the CSC developed the following criteria to ensure implementation; 1) Release an Annual Report, 2) Create a catalog of land use decisions by the Town, 3) Document the Goals and Recommendations (G&R) that each decision supports, 4) Highlight lagging G&R and specify any actions the Town Board can take to encourage action.

The subsequent chapters of this plan provide statistical information which supports the plan, details the planning process, and specifies how to implement the plan.

This Comprehensive Land Use Plan is the result of many hours volunteered by the residents of Cameron and a singular vision of the Town Commissioners to ensure the identity of Cameron is preserved, protected, and enhanced for future generations to enjoy. It is a plan for which they can collectively be proud.



*Courtesy of: The Pilot*

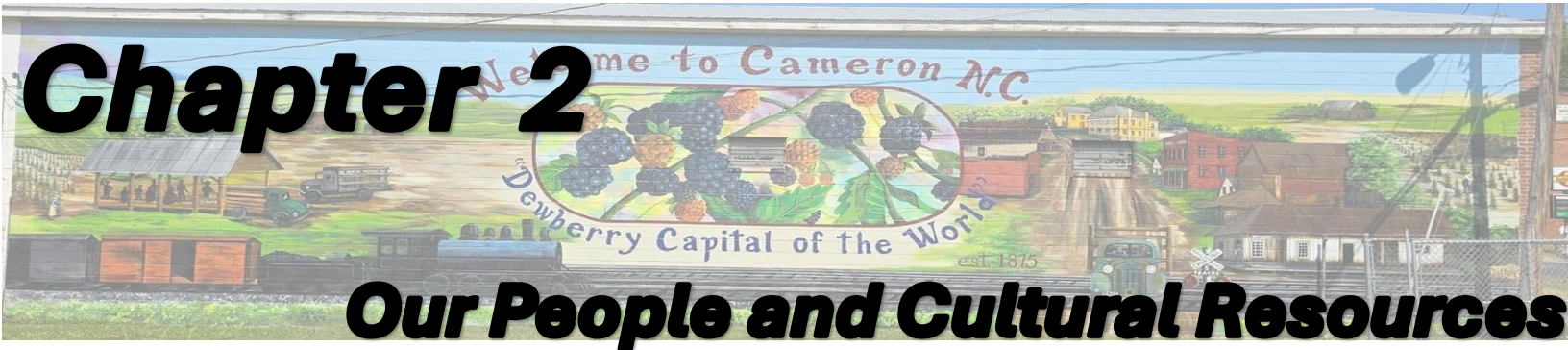


*Janet MacDonald Neville Drawing*



*Courtesy of: The Pilot*

# Chapter 2



## Our People and Cultural Resources

### Background & History

The Town of Cameron is in Greenwood Township in the eastern portion of Moore County, North Carolina along U.S. Highway 1. It is noteworthy for its National Register District, which is characterized by numerous well-preserved Victorian era homes, churches, and commercial buildings. The town's attractive natural setting is further enhanced by the magnificent oak trees which canopy many of its streets.

The land occupied by Cameron was once part of a 4,400-acre plantation owned by Colonel Archibald McDougald, Sr. and wife, Rebecca Buie McDougald. Like his Highland Scot ancestors, McDougald came to the state in the late 1700's for its forest related industries such as turpentine, tar and lumber. The McDougalds lived on the steep hill just east of what is now Phillips Memorial Park. This site was later used by John Evander Phillips, Sr. to build his impressive house containing two parlors in 1893. Visitors can still see this house at its original location East of the park.

In 1854, the longest plank road ever built (129 miles) passed through Cameron and linked Fayetteville and Bethania, just east of Winston Salem, NC. This road,



*Phillips House. Courtesy of: The Frutchey Family*

the Fayetteville & Western Plank Road, was used to transport naval stores manufactured in the Moore County pine barrens. The road was also a main stage line route where Dougald McDougald endeavored to build a hotel near present day Cameron.

In 1875, Cameron became the first Railroad town in Moore County with the completion of the Raleigh & Augusta Air Line Railroad. The railroad was a boon to Cameron. The depot shortened the supply lines for Moore County merchants in Carter's Mills (now Robbins), Carthage and Carbondon, who could ship their stock to Cameron and deliver it by buggy to their stores. This growth led to Cameron being incorporated as a municipality on December 12, 1876. The railroad also expanded the tar, timber and turpentine industry to a much greater level and allowed the growth of the dewberry industry during the 1890's.

Cameron prospered and grew in the late nineteenth and early twentieth centuries reaching a population size of over 300 residents by 1940. With the decline of the dewberry industry during the 1930's - 1940's, Cameron's growth came to an end.

### Population

#### Demographics

From 1910 through 2000 the Town of Cameron experienced major swings in its population size (Figure 1) -- growing by a large percentage one decade and declining by a significant percentage the next. This historic rise and fall in population is likely the result of the town's dependence upon the fortunes of the dewberry industry. Although the economy of Cameron has stabilized in recent years, with its growing tourism / antique trade, the population experienced one of its largest and most extended declines between 1980 and 2000. However, the town has reversed this trend with a major annexation completed following the 2000 Census. As of the 2020 Census the town's population was 244. According to North Carolina Demographic Survey (NCDS) data certified on July 1<sup>st</sup>, 2023, the town's population is estimated at 326. This data is used to determine the distribution of shared revenues





Year	Population	Numerical Change	Percent Change
1910	259	N/A	N/A
1920	241	- 18	- 6.95%
1930	287	46	19.09%
1940	311	24	7.72%
1950	284	- 27	- 8.68%
1960	298	14	4.93%
1970	204	- 94	- 31.54%
1980	225	21	10.29%
1990	215	- 10	- 4.44%
2000	151	- 64	- 29.77%

Source: U.S. Census.

2002	293	+ 142	+ 94%
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Source: N.C. Planning and Budget Office, July 2002

2010	234	-59	-20.14%
2020	244	+10	+4.27%

Source: N.C. Office of State Budget and Management,

Figure 1

to local governments. In looking at certified data in the following years, estimated data seems to be higher than counted data. This may be due to low response rates for census counts or high estimates based on a household estimate used across Moore County.

Traditional population projection techniques generally extend historical growth/decline patterns into the future -- relying on either a geometric or arithmetic methodology. Considering Cameron's relatively stable population over the period of 1910 through 2020, traditional projection methods would not likely provide a meaningful change in growth. However, the COVID-19 pandemic has altered the way people live and work and this is resulting in increased growth in Moore County. More people have chosen to retire or work in some

part from home. Convenient access to US Highway 1, the Raleigh-Durham area and the new Mega-site in Chatham County, could drive change in Cameron. However, limiting environmental factors, disrupted supply chains for construction, and the significant

increase in housing costs may limit Cameron's growth. The current median "sold" home price in Moore County is \$436,000 which is unaffordable for many.

Census data has a high margin of error for Cameron. This is not atypical for a small town; therefore, care must be taken in using this data for trend and other analysis.

## Occupations

From 1990 to 2000 there have been significant changes in the employment opportunities and class of workers in Cameron. Gains have been made in the areas of construction; transportation; wholesale trade; retail trade; finance, insurance, and real estate; arts, entertainment and recreation; educational, health and social services; other professional and related services; and public administration. However, employment opportunities have

Income Levels	Cameron Percent	North Carolina
Total	162	4,031,592
Less than \$10,000	0.0%	6.2%
\$10,000 to \$14,999	2.5%	4.8%
\$15,000 to \$24,999	17.3%	9.7%
\$25,000 to \$34,999	3.7%	10%
\$35,000 to \$49,999	13.6%	13.6%
\$50,000 to \$74,999	31.5%	18%
\$75,000 to \$99,999	14.8%	12.6%
\$100,000 to \$149,999	12.3%	13.7%
\$150,000 to \$199,999	4.3%	5.4%
\$200,000 or more	0.0%	6%
Median income (dollars)	60,729	56,642
Mean income (dollars)	64,343	79,620

Figure 2





been lost in the fields of agriculture, manufacturing, communications, and other services. The greatest job losses, in terms of both numbers and percentage, have occurred in the manufacturing and agricultural sectors. Cameron's agricultural workforce totally evaporated during the past decade -- dropping from eleven workers to none. Cameron citizens, employed in the manufacturing sector, declined by twenty percent -- a loss of twenty-four jobs. These declines, although significant, are consistent with trends experienced throughout the State of North Carolina. They are expected to continue. Cameron should continue to see employment opportunities expand in the construction, wholesale and retail trade, finance / insurance / real estate, and professional occupations. The increase of percent employment in education, health and social services is significant and may reflect construction of new schools in the area since adoption of the last land use plan. This reflects a significant changing demographic in town.

## Income

In 1999, Cameron's median annual household income of \$32,500 was only eighty-three percent of North Carolina's median of \$39,184 (Figure 2). In addition, the rate of poverty by individual in Cameron (21.3%) was nearly twice that of Moore County (11.4%) and the State of North Carolina (12.3%). These statistics reveal a significant problem that negatively affected

the quality of life for many of Cameron's residents. Family income has improved through the year 2020. Cameron's median household income now exceeds that of the state. Of note, the Census reports no income less than \$10,000 and only 2.5% less than \$15,000. Jobs remain available in today's job market for those that want to work. Cameron shows 2.7% of its population in poverty while North Carolina remains high at 14%.

## Schools

Residents in the Town of Cameron and its ETJ have a wide range of educational opportunities available, including public, private, and charter schools, a long-established and growing homeschool community, and two thriving community colleges - Sandhills Community College (Moore County) and Central Carolina Community College (Lee County).

### Public Schools

Elementary	Middle	Middle	High School
Cameron	New Century	Crain's Creek	Union Pines
Sandhills Farm Life	New Century	Crain's Creek	Union Pines
McDeeds	New Century	Crain's Creek	Union Pines
Vass	Crain's Creek		Union Pines
Carthage	New Century		Union Pines
Southern Pines Elementary	Crain's Creek	Southern Middle	Pinecrest

Figure 3. Area 1 Feeder Schools

The Moore County School system is divided into three districts known as "Areas," with each Area headed by one of the three high schools: Area 1 – Union Pines, Area 2 - North Moore, and Area 3 –

Pinecrest (Figure 3). Areas are then subdivided based on the elementary and middle schools that feed into the respective high schools. Cameron and Cameron Elementary are in Area 1. Depending on a resident's address, Cameron students will attend either New Century or Crain's Creek Middle school, and ultimately Union Pines High School.

Due to overcrowding in Area 3's West Pine Middle School, some of Southern Pines Elementary students are bused into Area 1's Crain's Creek for middle school and then back to Area 3 for high school at Pinecrest. Union Pines and Pinecrest High Schools are currently at or above 150% capacity. Based on projections from the October 2022 "Moore County Schools Integrated Planning for School & Community" study conducted by NC State University's Operations Research and Education Laboratory (OREd), a division of the Institute for Transportation Research and Education (ITRE), both Area 1

middle schools and Sandhills Farm Life Elementary will meet or exceed capacity by the 2027-2028 school year. McDeed's Creek Elementary and Aberdeen Elementary Schools, the newest schools in the system,



built with an 800-student capacity, are predicted to be at or over capacity by 2029 (Figure 4). As of October 2024, the Moore County Schools system has no active plans for future school construction.

Staying as proactive as possible through transportation, placement decisions, and maximizing existing classroom space to avoid further capital construction, Moore County Schools implemented a four-year cycle of growth. A 2022 study was expected to be sufficient for four years. However, due to growth within the county, especially in the Carthage, Vass, and Whispering Pines communities (all Area 1 feeders), county growth is outpacing school capacities, especially in Area 1. As such, OREd at the request of the Moore County Schools is in the process of updating the Area 1 statistics.

There is also a broader Cameron zip code outside of Moore County. Students in those areas attend schools in Chatham and Harnett counties but not in Moore County.

Moore County Schools report that Area 1's Cameron Elementary and

all Area II schools, known regionally as North Moore, have the most stable growth patterns in the county and correspondingly stable student populations. This predictability in growth makes the schools in these communities vulnerable to overflow placement from overpopulated Areas and neighboring schools. The Cameron Planning Board, Town Board, and residents have expressed a desire to keep growth in the community stable to keep Cameron Elementary a locally attended school with limited school traffic. While the Town of Cameron is carefully planning growth and the protection of its heritage, its residents are opposed to using Cameron Elementary as a solution to overcrowding elsewhere in the County.

Despite residents' concern about the age of Cameron Elementary, the County has no plans to significantly update or replace it.

## Charter Schools

The North Carolina Department of Public Instruction (NCDPI) regulates public Charter Schools in

the state. Moore County has three public charter schools with a 2024 enrollment of 1,492 students: Moore Montessori Community School (K-6) in Southern Pines, STARS Charter School (K-12) in Vass, and The Academy of Moore County (K-5) in Aberdeen.

## Homeschools

Homeschools in Moore County, and within the State, are regulated by the NC Department of Non-Public Education (DNPE), a division of the NC Department of Administration. According to May 2024 data, Moore County has 1,351 active homeschools with an enrollment of 2,339 students.

Homeschooling is a growing trend in the County. Their proliferation reduces overcrowding of Public Schools, reducing the tax burden to support public education and the need for additional capital expenditures. For more information, refer to:

<https://www.doe.nc.gov/divisions/non-public-education>

## Private Schools

According to NC DNPE, which also regulates private schools, Moore County has 13 registered private schools with a total enrollment of 1,862 students. Private school options are comprised of both secular and faith-based schools.

## Higher Education

Founded in 1963 as the state's first comprehensive community college, Sandhills Community

School	Capacity	2024-25	2026-27	2028-29	2030-31	2032-33
<b>Elementary:</b>						
Cameron	400	219	227	237	243	248
Sandhills Farm Life	550	433	502	565	618	645
McDeeds	800	704	790	854	953	987
Vass-Lakeview	600	444	464	484	511	542
Carthage	440	326	349	359	379	393
<b>Middle School:</b>						
New Century	700	663	707	764	846	945
Crain's Creek	700	621	650	662	699	757
<b>High School:</b>						
Union Pines	1068	1485	1584	1691	1762	1888

Figure 4. Area 1 School Forecasts. Source: OREd 2022





College (SCC) in Pinehurst, NC, has satellite campuses in the Moore County towns of Robbins and Carthage and one in neighboring Hoke County. Serving both the high school and adult populations in these areas, SCC offers a wide selection of degrees and continuing education courses.

In neighboring Lee County, Cameron residents can attend Central Carolina Community College. Their main campus is in Sanford, and they have satellite campuses in Chatham and Harnett Counties.

## Quality of Life

### Recreation

Phillips Memorial Park is a 26-acre nature park located at 189 Carthage Street. At Phillips Memorial Park one will find walking trails, a pond stocked with fish and other freshwater wildlife, benches, picnic shelters for gatherings, and a play area for children. There are public restrooms at the park as well. Parking is easily accessible with a designated parking area for handicapped visitors.

### Religious Institutions

One of the most notable features of Cameron is its churches. The Town of Cameron has six churches that lie within the corporate limits of the Town, amongst those there are several denominations represented. Most of the churches are located along Carthage Street and are indicative of the important



*Phillips Memorial Park. Courtesy of: Town of Cameron*

part religion played in the development of Cameron.

Cameron Baptist Church was originally established in 1854 as Cranes Creek Baptist Church on Cranes Creek Road. It moved into town and changed its name in 1892 to Cameron Baptist Church.

Cameron Methodist Church was originally established in 1887.

Cameron Presbyterian Church was established in 1879.

The First Baptist Church started in the early 1900's.

Hood Chapel AME Zion Church was established in 1884.

Walk by Faith Christian Center was established in 2003.

### Community Events

Cameron is a close-knit community. On the first Friday and Saturday in May and October each year, the Town hosts an Antique Street Fair, vendors come from all over the United States to offer their antiques for sale. Collectors as well come in hopes of finding that perfect gem for which they have been searching for. The vendors purchase a permit to set up from the Town and the space is rented from private property owners who

participate along Carthage Street. The Antique Street Fair was founded in 1979 by the late Isabel Thomas.

Several other events are hosted throughout the year for the community to attend such as movie nights, music evenings, an annual Christmas Tree Lighting, and the annual Christmas Parade. These events provide the opportunity for residents to come together and fellowship with one another.

### Welcome Center

The Town Hall currently serves as the hub for the Town and handles numerous functions. No museum or Welcome Center exists; however, many items have been donated for a future museum and are on display at the Town Hall. The Town does not have a public library.

### Chamber of Commerce

The downtown business owners recently formed a Business Owner's Association. Members meet to discuss and plan events sponsored by the Association. The Association promotes local attractions and places of interest to



generate economic activity in the town.

## Grants

The Town of Cameron contracts with the Central Pines Council of Government which writes grants on behalf of the Town. The Town has received several grants in the past and is constantly pursuing grants to improve the quality of life for the residents.





# Chapter 3 Welcome to Cameron NC. Dewberry Capital of the World est. 1875

## Economy and Infrastructure

### Corporate Limits & ETJ

The Town of Cameron consists of 777 acres or 1.2 square miles while the Town of Cameron ETJ consists of 2,766 acres or 4.3 square miles. Combined, the Town of Cameron is the steward of over 3,543 acres or 5.5 square miles of land (Figure 5).

### Existing Land Use

#### Town Character

Cameron is characterized by its idyllic 19<sup>th</sup> Century, Southern, small-town setting. The town is designed on a grid system characteristic of the era and boasts a National Register listed historic four-square block core. This core is dominated by historic residential and business buildings, a century or more old, on ½ to one acre lots with large, mature, and majestic specimen trees dominating the landscape. Interspersed among these homes and businesses are several historic churches dating to the 19<sup>th</sup> Century. The entire downtown area is designated an Historic District running along NC24/27 from the railroad tracks on the East end to Business/Old US 1 on the West end. Surrounding the historic district, are mid-20<sup>th</sup> Century suburban style homes on one acre lots, Phillips Memorial Park, and a few businesses along

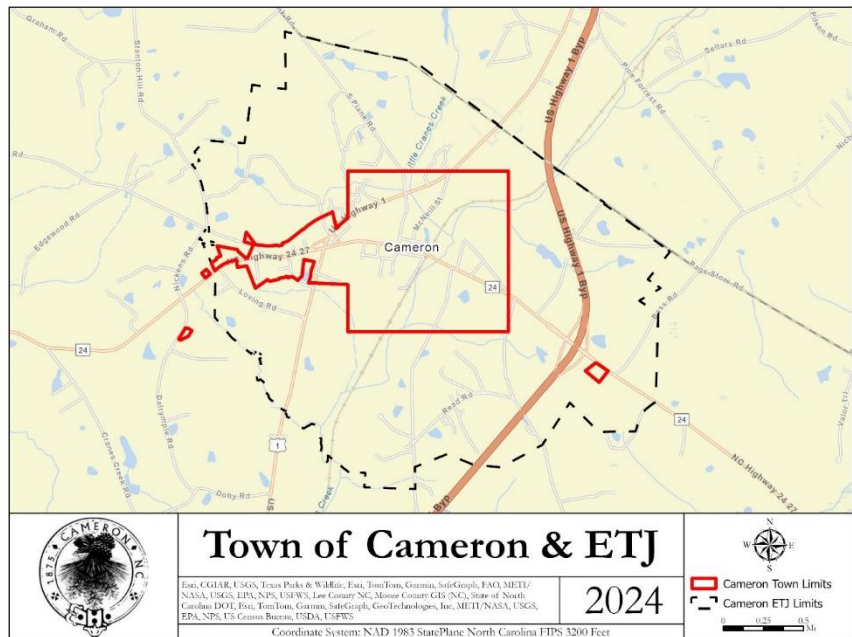


Figure 5

Business/Old US 1. Cameron's Extraterritorial Jurisdiction is dominated by pastoral farmland characterized by low density residential farms and homesteads; the single exception being the US 1 Bypass interchange with a gas station and convenience store.

#### Current Zoning Map

To understand where we want to go, we must understand where we've been. The Land Use Map, current as of adoption of this plan, is in figure 6. Of note, the Town adopted a zoning change in September of 2024 to rezone all the ETJ from Rural Agriculture (RA) to RA-6. This new zoning category limits lot sizes to a minimum of 6-

acres in the ETJ with exceptions for Family Subdivisions. The county will make this update to the official zoning map in 2025.

#### Land Uses

**Business (B):** The Business District is established to provide attractive and safe areas for commercial and service uses to serve the surrounding residential areas. It is the intent of this district to protect natural resources, encourage traffic safety, encourage landscape improvements, and enhance the overall appearance of the areas within the district and community.

**Historical Business (HB):** The principal use of land in this district shall be for concentrated business

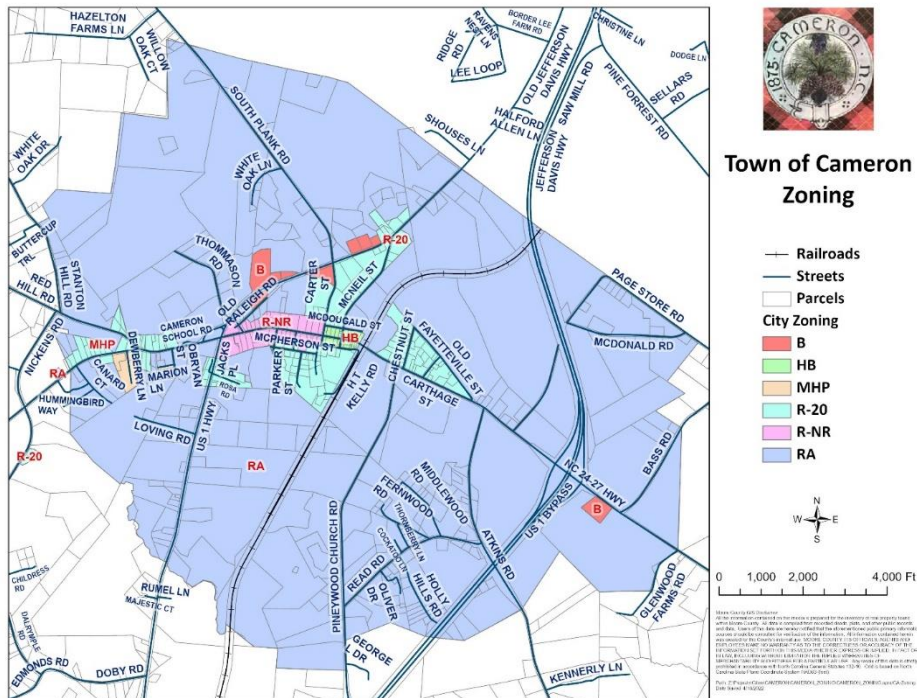


Figure 6

development. Regulations are intended to encourage the construction of and the continued use of the land for downtown commercial and service areas; and to prohibit heavier commercial and industrial uses which would substantially interfere with the orderly growth of the district to meet the needs of increased populations in the market area.

**Mobile Home Park (MHP):** A residential district established to regulate manufactured homes. It is subject to a site plan prepared by an engineer to ensure compliance with the Town's zoning and ordinance requirements.

**Residential-20 (RA-20):** This residential district is established to accommodate single-family and planned residential developments at minimum urban densities in areas where urban services are available, to stabilize existing

residential areas by limiting conflicting uses from occurring in such residential areas; to prevent unduly dense development in areas not receiving urban services; and to enhance the prospects for future residential development in an orderly manner.

**Residential - National Register District (R-NR):** This residential district is established to protect and preserve the appearance and architectural integrity of the lots and single-family residential homes in Cameron's National Register District from incompatible development.

**Residential Agriculture (RA):** This district is composed of low-density residential development and open area which is used as farms and woodland. The regulations of this district are intended to (1) ensure that residential development, not having access to public water

supplies and which is dependent upon septic tanks for sewage disposal, will occur at sufficiently low densities to ensure a healthful environment, and (2) protect agricultural and residential areas from an influx of incompatible uses which would render such areas as undesirable for farms and future development.

## Utilities

### Public Water System

The town relies on two full-time wells to supply its water needs. These wells yield water at a rate of seventy-eight gallons per minute (gpm) to eighty-six gpm. The system has storage capacity for 100,000 gallons of water in an elevated tank located next to the Town Hall. According to the North Carolina Department of Environment and Natural Resources records, dated March 8, 2024, Cameron's public water supply system is compliant with State regulations and is adequate to meet the demands of its 202 customers. Water mains, ranging in size from two to eight inches in diameter, serve the entire town and portions of the ETJ including two manufactured home parks west of Town and a residential area to the east. Additionally, ETJ residents can draw water from County lines in the area. Water supply is a limiting factor when evaluating growth in and around Cameron. While Cameron can draw water from Moore County in case of emergencies, Cameron has expressed an interest in





maintaining its water “independence. The Town prefers to develop its own water resources rather than relying on Sanford or the East Moore Water District to supply water needs.

### Private Wells

Residents in the ETJ use water provided by a private well on their property.

### Waste Water Systems

At the present time neither Cameron nor its ETJ are serviced by a public sewer system. All commercial and residential buildings currently rely on approved septic tanks for the treatment of wastewater. The only exception is Cameron Elementary School which is connected to the Moore County wastewater treatment system. This line runs from Cameron Elementary School to Vass where it is then pumped to Aberdeen for treatment. The Moore County School System provided this line and is maintained by the County. This line is insufficient for expansion into Cameron. The lack of a sewer system is the largest limitation to downtown development as commercial properties must rely on septic and lots sizes do not allow for modern septic needs. Hydric soil conditions may also have a limiting effect on the Town’s growth potential.

### Internet and Wireless



Town Water Tower. Courtesy of:  
Town of Cameron

The two main internet providers at the time are: Brightspeed (formerly known as Centurylink) and Spectrum. Residents have complained about poor reliability and speed since the town is in a rural area. Spectrum is currently installing fiber cables throughout Moore County to increase reliability and connectivity.

### Natural Gas and Propane

The Dixie Pipeline, a natural gas line, runs through much of Cameron and in the ETJ (extra territorial jurisdiction) area. Pipeline markers are placed in the general vicinity of the pipeline noting its location, usually in the pipeline right of way, known as a strip of land, that the provider has a legal right to place. The markers include the owner of the company, what products are in use and an

emergency contact number. The pipeline is maintained by the provider.

### Energy Systems

Electrical service is provided by Duke Energy and Central Electric Membership Corporation, both electrical providers have ample energy supplies to meet the current demands of Cameron and of Cameron’s projected growth. The Town has no solar or wind facilities and such facilities would not fit within the Town’s vision.

### Roads

The Town of Cameron is bisected north to south by the old and new US Highway 1 Bypass and east to west by NC HWY 24/27. The bypass provides Cameron with direct admittance to a four-lane limited access highway. Cameron’s street plan is based upon a modified grid -- like most other American towns developed at the time. To date Cameron’s Street plan has not been modified by curvilinear subdivision streets. Cameron’s street plan is certainly adequate to support the traffic generated by the projected population growth. However, an effort should be made by developers and planners to connect the new residential streets with the existing grid street plan as this fits with the town’s historical character.



## Services

### Fire and Rescue

The Town of Cameron and the ETJ (extra territorial jurisdiction) is served by Cypress Point Fire & Rescue Department located at 170 Red Hill Road (Figure 7). The department originally known as, Cameron Fire Department was founded in September 1958 as a rural department to protect the Town of Cameron and the area around Cameron. In 2010 through a collaborative effort between the Cameron Fire Department, Circle V Fire Department and the Vass Rescue Squad, the Cypress Point Fire & Rescue was established, this was an effort to eliminate duplicates, increase efficiency, staff and equipment.

### Police

The Moore County Sheriff's Department patrols the Town of Cameron and the ETJ (extra territorial jurisdiction). Currently the Town of Cameron does not have a Police Department. Crime is little to none with the main safety concern of the citizens being the speeding of those passing through NC HWY 24-27. The Town of Cameron is one of the safest places in Moore County.



Post Office. Courtesy of: Town of Cameron

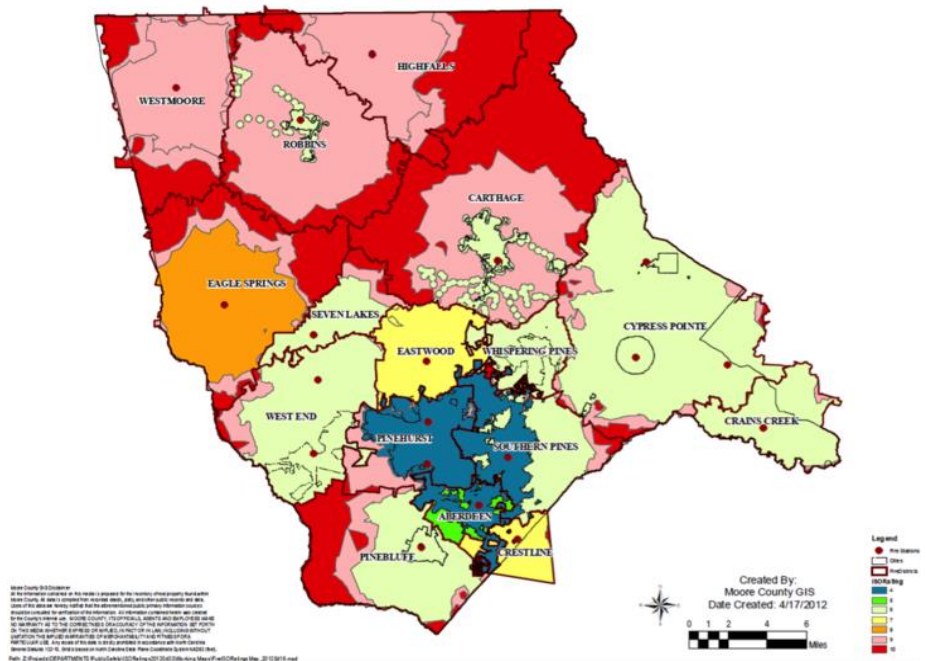


Figure 7: Fire Districts

### Postal

The United States Post Office located in the heart of Cameron provides post office boxes for those desiring to receive their mail at the post office as well as employees mail carriers who deliver mail to those in the rural areas of Cameron. The Post Office is managed by a Postal Clerk, here residents can send/receive mail, purchase stamps for postage, mail certified packages and other services are offered as well.

### Trash

Household trash pickup for residents residing in the city limits is currently provided by GFL, Green for Life, residents receive trash pickup weekly with the cans being provided by contractor. ETJ (extra territorial jurisdiction) residents carry their household trash to the Moore County Convenience Center

located on Cranes Creek Road in Cameron. The Town offers yard debris pickup to town residents twice a week, natural yard items are to be placed by the street, loose leaves, pinecones and grass clippings are required to be contained in bags or trash cans provided by the Town. Limbs are not to exceed six feet in length and three inches in diameter, the pile cannot exceed six foot in length, five feet wide and three feet high. Burying yard debris and garbage is prohibited. Yard debris pickup is suspended from October 1 through April 1, allowing residents the opportunity to burn.

### Transportation

As with many small towns in North Carolina, transportation infrastructure in the Town of Cameron has generally evolved from horse and buggy, to plank roads, to railroad, to automobile



and will continue to evolve in the future. Cameron is open to additional transportation opportunities and the following paragraphs detail those possibilities as identified by the Steering Committee.

## Sidewalks

The Town of Cameron currently has no sidewalk infrastructure maintained by the Town. A small segment of sidewalk exists downtown in front of a local church and business, but this is not maintained by the Town. Future development of sidewalk infrastructure in the downtown business district could occur and is encouraged to be developed in a manner consistent with the charm and character of downtown Cameron. Instead of modern, traditional concrete sidewalks, the Town could explore the possibility of installing locally sourced Chapel Hill grit that will blend in with the nature of downtown and preserve the historic tree canopy as well. The Chapel Hill grit sidewalk system of downtown Pinehurst is a good example of this potential sidewalk infrastructure.

## Entrance Corridors

The Town of Cameron is bisected by two historic entrance corridors. NC State Highway 24/27 bisects the town from east to west and serves as the Town's de facto Main Street. Most businesses and historic buildings in the Town reside along this corridor. Business/Old US Highway 1 serves as the north-south entrance corridor to the

Town. This historic US Highway 1 corridor was redirected by the US Highway 1 Bypass on the eastern limits of the Town in 2005. The entrance corridor roads are maintained by the North Carolina Department of Transportation.

## Parking Accessibility

The Town of Cameron currently lacks accessible parking in and around the downtown business district. This issue was identified multiple times during the Steering Committee meetings and is addressed in the goals and implementation steps.

## Railroad

The railroad has played an extremely significant role in the history and development of Cameron. In the 1870s, a rail line extending south from the capital city of Raleigh into Moore County was established and the Town of Cameron became a stop along the rail line. The Town of Cameron thrived during this time. Today, the Seaboard Coastline Railroad still runs through the Town and while no stops currently occur in Cameron, multiple freight lines pass through town daily and the Amtrak Silver Star route traverses through the Town twice per day. Efforts are currently being made by the North Carolina Department of Transportation to possibly extend a commuter rail service from Raleigh to Southern Pines, which could potentially open the Town of Cameron back up for passenger rail service in the future.

## County Transportation

While no public transit currently exists in the Town of Cameron, Moore County Transportation Services does provide transit services for medical, employment, education, pharmacy, and grocery-related trips for Moore County citizens through the County's Token Program.

## Street Maintenance

The North Carolina Department of Transportation is responsible for maintenance on all federal and state roads through Cameron and its ETJ, such as US Highway 1 Bypass, Business/Old US Highway 1, and NC 24/27. The Town of Cameron is responsible for maintenance on all local, residential roads within the Town limits. Currently, the Town maintains approximately 2.24 centerline miles. Much of the funding for this maintenance comes from Powell Bill State of North Carolina funds.

## Multimodal Transportation

Currently, the Town of Cameron has little to no multimodal transportation. Multimodal transportation is the movement of people and goods using multiple modes of transportation such as walking, bicycling, driving, rail, and public transit. Additional sidewalk infrastructure, public parking, public transit, and rail station service could greatly improve multimodal transportation within the Town and remains a goal and





implementation step as outlined by the Steering Committee.

## Economic Drivers

With the uncontrolled growth occurring around Tramway in Lee County, all over Moore County and as close as Vass, Cameron is well placed to serve as an oasis of sanity. It was clear during the CSC meetings that Cameron does not want to lose its identity and instead, wishes to capitalize on it.

Cameron has several economic drivers in place, including a robust historic district that needs revitalization, but which holds infinite potential.

Prior to the military re-alignment that caused Fort Liberty to explode, Moore County was known for golf, horse country and a great place to retire. Moore County had a vibrant economy focused on quiet living, tourism, a comforting town and country feel and a well-founded sense of community. Today, that is changing. Developers are snatching up swaths of farmland to build tract homes that sell for \$300,000 to \$500,000 on half acre lots – turning the country into towns everywhere. Left unchecked, Moore County will be forever altered, retirees will no longer seek out Moore County and our traditional golf tourism will be depressed due to traffic congestion and overcrowding.

With this LUP, Cameron has chosen to take control of its future and not succumb to the siren song of development. As uncontrolled

growth eats up our countryside and towns offer little in the way of recreational activities for the thousands of new residents, Cameron sees an opportunity in slow to no growth. Leveraging its rich history, Cameron is poised to become a day trip destination for tens of thousands of people within a 50-mile radius of Cameron.

By enhancing their tourism credentials, Cameron can become a place people want to visit to step back in time and either remember, or see for the first time, what life used to be like in a Mayberry style town: quiet streets, family owned businesses, good food and treats as well as shops to tickle the fancy of people seeking to escape the rat race in Southern Pines, Pinehurst, Sanford and Fayetteville – if only for a day.

With RA-6 zoning in the ETJ, Cameron has the potential to serve as a farm incubator, allowing families seeking to escape the cities, to find a place to homestead and raise their families in a relative oasis of chaos. These farms can serve as a source of locally grown produce, dairy products, leather working shops, gunsmithing and a thousand other home businesses that will together, feed a hungry agritourism industry by inviting visitors to see how simply people can live. Visitors can enjoy lunch in town at the Dewberry Cafe, coffee at Rhizome, a guided walking tour of the historic Dewberry Capital of the World and dozens of other activities limited only by the town's imagination.

Nature lovers could enjoy a hiking trail by Little Crain Creek where they can observe the wildlife and the abundant flora of a natural habitat. Visits to Phillips Park would feature fishing, food trucks, the story trail and other activities limited only by the town's imagination.

Festivals and music can serve to highlight the history, the culture and the character of the town as well as bring day visitors to town.

Thus, Cameron's economic drivers are not to bring in overnight tourists, but day tourists who visit, spend and return home at night. This would be the perfect opportunity for Cameron. Economic drivers to leverage this future were listed by the CSC in their implementation steps and include: an Historic Downtown District; RA-6 and Agritourism; Historic Walking trails; create nature paths along the creek and railroad for hiking; creating a visitors' center, library, and museum; develop a local tourism bureau to market Cameron as a day trip destination and encourage local businesses to join the tourism effort; create a driving tour for all the barn art; and create a tourism inventory of attractions in and around Cameron.



*Courtesy of: Town of Cameron*



# Chapter 4

## Natural Resources & Environment

### Rural Characteristic

The Town of Cameron is known for its historic character and pastoral setting from its Historic Business Core throughout the Extra Territorial Jurisdiction (ETJ). Cameron's town limits consist of low- to medium-intensity development, including the town's historic buildings and residences. Older hardwoods line the streets adding to Cameron's attractive small-town feel. The ETJ consists primarily of properties in agricultural or forestry uses. Much of these agricultural areas are classified as prime farmland (NRCS 2023) for the state of North Carolina. The greatest threat to agriculture in the United States is low-density urban sprawl. According to the U.S. Agricultural Census, there has been a decline of 3.4% of agricultural lands in North Carolina from 2010-2020. The American Farmland Trust projects North Carolina to lose over 1.5 million acres of agricultural land by 2040 due to runaway sprawl. To maintain the rural character of the town leaders and residents should consider efforts to conserve properties in Cameron's ETJ to remain in farmland and forestry activities.

### Geography & Soils

#### Geography

Cameron is located within the Sandhills ecoregion of the Southeastern Coastal Plains. This ecoregion is characterized by sandy soils formed from prehistoric marine sands deposited along the transition from Piedmont to Coastal ecoregions.

With its drier uplands and wet bottomlands, the Sandhills are considered a biodiversity hotspot, with many rare and endangered plants found only in the ecosystems supported by the ecoregion (Griffith et. al. 2002).

#### Topography

The Sandhills ecoregion is aptly named for its characteristic rolling hills and soil types. Cameron's more developed area within the town limits is located at the top of a hill that slopes gently downward to Little Crane Creek on the North and East sides. Little Crane Creek and its tributaries flow through Cameron's ETJ and town limits from the Northeast border with Lee County to the Southern border of the ETJ.

Many areas in the Sandhills, especially adjacent to streams and creeks, are steeper and prone to erosion, including along Little Crane Creek and its tributaries. Decisions for development should

account for these slopes, including maintaining natural, native vegetation to reduce erosion.

#### Soils

Most soils in Cameron are typical of the Sandhills ecoregion (Figure 8). As the name suggests, the largest percentage of soils are sandy and tend to be well drained (NRCS 2023). Soils of the Sandhills also tend to have excellent ground water storage capacity due to the high infiltration ability of the sandy soils. Due to the nature of these soil types, there are certain constraints on development which must be considered.

The most prominent soil types in Cameron include the Ailey Loamy Sand (AeD) soil type found on 15-25% slopes and the Fuquay Loamy Sand 0-6% slopes. Most soil types found in Cameron have the potential to limit some development activities. Development proposals should be assessed with consideration to the soil type and its potential impact to groundwater resources.

Another group of soil types to consider are those classified as hydric soils which are associated with water. These soil types can be found along the riparian areas of Little Crane Creek and its tributaries, in Cameron's floodplains, and wetlands.







groundwater during periods of drought, and important wildlife habitat. Development proposals are encouraged to consider protecting these areas in their site development plans.

## Natural Areas

### Open Space

The Town of Cameron manages two open space locations within the town limits: Phillips Memorial Park and a 1.58-acre undeveloped parcel located on HT Kelly Road.

Phillips Memorial Park provides



outdoor activities for residents and visitors, including a playground, 1.4-mile walking trail, and a fishing pond. The park is 23.74 acres and is predominantly lawn with a mixture of hardwood trees.

### Forest Resources

The Town of Cameron is characterized by agriculture and forested areas throughout the town and ETJ primarily located on private lands. Of the forests found in Cameron, historical logging practices have converted many forests from longleaf pine to loblolly pine. Historical fire suppression has also converted many of Cameron's forested areas, not used for production, into mixed

pine and hardwood forests with dense understories.

## Wildlife and Habitat

### Wildlife in Cameron

The forests and fields of Cameron support many common and migratory species found in North Carolina. Whitetail deer, wild turkey, forest and grassland bird species, reptiles, and various small mammals common in North Carolina can be found living in and around the town and the ETJ. Little Crane Creek and its tributaries, ponds, and wetlands offer habitat to multiple species of amphibians and fish commonly found in the Sandhills.

Another significant group of wildlife includes migratory birds which can be found in Cameron at different times of the year, including the brown-headed nuthatch (*Sitta pusilla*), Eastern whip-poor-will (*Antrostomus vociferus*), and prothonotary warbler (*Protonotaria citrea*). Migratory bird species are protected by the Migratory Bird Treaty Act, though many birds under this protection are experiencing population decline due to multiple factors, including habitat loss.

### Endangered & Rare Species

The Sandhills ecoregion is known for its high species diversity, with many species found nowhere else in the world. The North Carolina Natural Heritage Program collates county-based inventories of rare

and endangered species and their habitats. Though Cameron does not have a species or habitat inventory, there are rare and endangered species that may occur based on the Moore County inventory. Figure 9 lists the federally endangered, threatened, and species of concern that occur in Moore County (NCNHP 2024).



Four-toed Salamander (*Hemidactylium scaturum*), photo credit: Brian Gatwicke

Though the town does not have known occurrences of rare and endangered species, planning boards should consider impacts to important wildlife habitat known to support these species in their planning decisions and development proposals.

### Significant Habitats

Significant habitats in Cameron include forested areas, patches of



Kentucky warbler (*Geothlypis formosa*), photo credit: Cletus Lee





early succession, aquatic habitat in creeks, and isolated wetland. These habitats offer some form of ecosystem service to the town of Cameron, as described previously in this section, and should be included in planning activities.

Historically, mixed forests of oak, other hardwoods, and pine were limited in the Sandhills. Fire suppression and conversion of forested areas to agriculture and timber have transformed or degraded historical longleaf pine habitat. Though these forested areas may no longer be dominated by longleaf pine, they still provide habitat for wildlife.

Early successional habitats in Cameron tend to be pasture and agricultural areas which are no longer in production. These habitats are dominated by herbaceous plants and small shrub covers. These habitats support a wide variety of grassland birds, reptiles, small mammals, and insects, including important pollinator species for food production in North Carolina.



Ephemeral Wetland, photo credit: NCWRC

Little Crane Creek and its adjacent upland floodplain provide some of the most important habitats for wildlife. Aquatic communities that may occur include several warmwater fish species,

Moore County Rare, Threatened, and Endangered Species			
Common Name	Scientific Name	Federal Status	County Status
<b>Mammal</b>			
Tricolored Bat	<i>Perimyotis subflavus</i>	PE	Current
<b>Bird</b>			
Red-cockaded Woodpecker	<i>Dryobates borealis</i>	E	Current
<b>Reptile</b>			
Eastern Coral Snake	<i>Micrurus fulvius fulvius</i>	FSC	Historical
<b>Amphibian</b>			
River Frog	<i>Rana heckscheri</i>	FSC	Historical
<b>Fish</b>			
Cape Fear Shiner	<i>Notropis mekistocholas</i>	E	Current
<b>Mollusk</b>			
Brook Floater	<i>Alasmodonta varicosa</i>	FSC	Current
Yellow Lampmussel	<i>Lampsilis cariosa</i>	FSC	Current
Savannah Lilliput	<i>Taxolasma pullus</i>	FSC	Current
Atlantic Pigtoe	<i>Fusconaia masoni</i>	T	Historical
Carolina Creekshell	<i>Villosa vaughaniana</i>	FSC	Current
<b>Insect</b>			
Rusty-patched Bumble Bee	<i>Bombus affinis</i>	E	Historical
<b>Plant</b>			
Michaux's Sumac	<i>Rhus michauxii</i>	E	Current
Chaffseed	<i>Schwalbea americana</i>	E	Historical
Georgia Indigo-bush	<i>Amorpha georgiana</i>	FSC	Current
Southern Anemone	<i>Anemone berlandieri</i>	FSC	Current
Coastal Sedge	<i>Carex exilis</i>	FSC	Historical
Wire Sedge	<i>Carex tenax</i>	FSC	Current
Sandhills Blanket-flower	<i>Gaillardia aestivalis</i> var. <i>aestivalis</i>	FSC	Historical
Peelbark St. John's-wort	<i>Hypericum fasciculatum</i>	FSC	Current
Sandhills Lily	<i>Lilium pyrophilum</i>	FSC	Current
Globe-fruit Seedbox	<i>Ludwigia sphaerocarpa</i>	FSC	Current
Mudbank Crown Grass	<i>Paspalum dissectum</i>	FSC	Current
Sun-facing Coneflower	<i>Rudbeckia heliopsisidis</i>	FSC	Current
Shale-barren Skullcap	<i>Scutellaria leonardii</i>	FSC	Historical
Yadkin Hedge-nettle	<i>Stachys matthewsii</i>	FSC	Current
Water Dawnflower	<i>Stylisma aquatica</i>	FSC	Current
E=Endangered, PE=Proposed Endangered, T=Threatened, FSC=Federal Species of Concern			

Figure 9

freshwater mussels, and crayfish. Creek bottoms are often used as travel corridors for wildlife to move in search of food, cover, and breeding opportunities. The naturally vegetated upland areas around creeks are utilized by many amphibians, birds, and small mammals.

Small, isolated wetlands, including upland pools and depressions, are

important areas of diversity for plants and animals. These wetlands do not have a connection to flowing bodies of water. Of particular interest are the abundant amphibian species that utilize isolated ephemeral wetlands for breeding due to the lack of aquatic predators.



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# Chapter 5



## The Past, The Future: Our Vision

### Overview

The Steering Committee made clear during the first meeting what was important to the residents of Cameron, their priorities are captured by the word cloud in Appendix 2: Town, Historic, Community, Small, Antique, Preserve, Farm. A strong sense of history provides a solid foundation for Cameron to build their vision of the future. This vision is captured in the below Vision Statement which is enabled by the six Goals and accompanying Implementation Steps. Pictorially this vision is captured in the Town's new mural at the eastern entrance of Cameron on HWY 24/27 just west of the railroad tracks (which is seen below).



### Our Vision:

To preserve and celebrate Cameron's unique historical charm and agriculture-based small-town spirit; creating a welcoming and vibrant community where residents, business owners, and visitors alike can enjoy a rich tapestry of cultural heritage, picturesque surroundings, and a thriving local economy.

### GOAL 1: Enhance the quality of life of current Cameron and Extraterritorial Jurisdiction (ETJ) residents.

#### Implementation Step 1.1: Protect our water and natural resources:

- a. Establish riparian buffer zones within the town and ETJ



- b. Institute storm water control practices to protect water quality
- c. Conduct a Natural Area Inventory
- d. Identify and buffer green space
- e. Establish steps to protect the natural areas identified in the inventory
- f. Prohibit development in the Floodplains

### **Implementation Step 1.2: Ensure compliance with the UDO and CLUP:**

- a. Develop and enforce ordinances that manage attractive nuisances
- b. Create a UDO Enforcement Plan and follow it
- c. Create an Enforcement Plan for the Historic Overlay District and other state designated historic buildings
- d. Ensure all land use decision making is consistent with this CLUP

### **Implementation Step 1.3: Encourage community-based improvements that reflect and enhance Cameron's historic culture:**

- a. Explore enhancements to and expand the role of Phillips Park in the community
- b. Explore development of a Library
- c. Enlarge the Town Hall
- d. Explore medical and healthcare opportunities
- e. Develop mixed land uses within the historic business district that improves convenience and reduces travel time for services such as medical care, shopping, dining, retail and grocery
- f. Increase walkability in the historic business district by developing parking areas, transportation options and sidewalks

## **GOAL 2: Preserve and Protect our ETJ for agricultural working lands such as forestry, agriculture, and homesteading.**

### **Implementation Step 2.1: Preserve the ETJ's Town and Country identity:**

- a. Encourage Conservation Easements to preserve rural landscapes
- b. Highly discourage spot zoning in the ETJ
- c. Develop an ETJ Open Space Master Plan



- d. Develop an ETJ Parks and Recreation Master Plan including, *inter alia*, biking and walking paths and set aside land for these recreation opportunities

**Implementation Step 2.2: Preserve the agricultural character of the ETJ by encouraging Low-Density Growth:**

- a. Encourage agricultural-based neighborhood development
- b. Encourage homesteading and family farm creation by instituting Zoning Ordinances which allow 6+ acre tracts to participate in the Present Use Value program
- c. Redefine the "Rural Agriculture" zoning definition to better protect working lands in the ETJ
- d. Develop a Conditional Zoning framework for developments
- e. Develop Character Guidelines for developments that preserve the culture and character of Cameron
- f. Develop Form-based Codes that preserve the rural heritage for commercial development
- g. Discourage Major Subdivisions where there are no water and sewer connections

**Implementation Step 2.3: Protect Cameron's entrance corridors as identified in the overlay map**

- a. Create primary and secondary entrance corridor zoning ordinances that preserves the rural culture and character of the approaches to Cameron's historic overlay district
- b. Preserve rural landscapes along Primary Corridors with a minimum 1/4-mile buffer from the highway
- c. Encourage commercial growth on the (Old) US 1 Business corridor

**GOAL 3: Preserve and protect our small town and country identity by preserving green spaces, natural habitats, and historic places.**

**Implementation Step 3.1: Preserve the Mayberry-like Character of Cameron:**

- a. Develop Form-based Codes in the historic district to protect historic character for future and current business growth





- b. Develop Character Guidelines for in town developments that recognize and expand Cameron's history and Mayberry-like charm
- c. Encourage quiet, peaceful enjoyment of town properties
- d. Discourage traffic congestion by developing a Multi Modal Transportation Plan including, *inter alia*, parking, walking, biking and sidewalks
- e. Develop a Small Area Plan to manage town growth
- f. Develop a Conditional Zoning framework for developments
- g. Discourage Major Subdivisions where there are no water and sewer connections

### **Implementation Step 3.2: Preserve Historic Integrity and Character:**

- a. Develop Character Guidelines for in town growth (separate from the ETJ)
- b. Develop Form-based Codes for in town growth
- c. Enforce adopted Historic District Overlay Zoning Ordinances
- d. Create primary and secondary entrance corridor zoning ordinances that preserve the rural and historic culture and character of Cameron

### **Implementation Step 3.3: Preserve Natural Habitats and Greenspaces:**

- a. Encourage preservation of green spaces in town
- b. Develop a town Open Space Master Plan
- c. Develop a town Parks and Recreation Master Plan including, *inter alia*, biking and walking paths
- d. Conduct an Urban Forestry Inventory
- e. Create tree protection ordinances to preserve specimen trees and significant tree stands
- f. Encourage Conservation Easements to preserve rural landscapes
- g. Encourage citizens to participate in a Natural Area Inventory

## **GOAL 4: Protect and enhance Cameron as a tourism destination.**

### **Implementation Step 4.1: Protect Existing Tourism Opportunities:**

- a. Protect and highlight historic properties by encouraging applications for historical markers by citizens and the town
- b. Maintain and strengthen the Historic Preservation Committee



- c. Review and modify ordinances that inhibit tourism
- d. Adopt ordinances that encourage tourism and tourist attractions
- e. Ensure tourism impacts are included in the Multi-Modal Transportation Plan

#### **Implementation Step 4.2: Enhance Existing and Future Tourism Opportunities**

- a. Develop ordinances that allow outdoor festivals, events, concerts, food trucks and venues in specific areas
- b. Develop a Tourism Master Plan that addresses accessibility, *inter alia*, sidewalks, bathrooms, parking
- c. Encourage economic growth in tourism activities, including, *inter alia*, day trips, historical markers, tours, walking trails, agritourism, art tours, antique tours and historical activities
- d. Enhance tourism attractions by encouraging development of businesses such as a general store, medical facility, etc. in the same character and style as the historic nature of Cameron
- e. Develop Character-based Ordinances that encourage locally owned businesses representative of Cameron's agricultural heritage as reflected in the Town Mural
- f. Model future growth and development on the image portrayed in the Town Mural that fosters and promotes the historical culture and character of the downtown
- g. Adopt ordinances extending bona-fide farm protections for agritourism and farming operations within the town limits
- h. Develop infrastructure capable of supporting a Visitor's Bureau, Welcome Center, Museum, Restrooms, Train Station and parking areas to serve the downtown and the Historic Overlay District

### **GOAL 5: Encourage business and residential investment in keeping with the historic charm, culture and character of Cameron.**

#### **Implementation Step 5.1: Develop downtown infrastructure that supports business investment**

- a. Conduct a Sewer Feasibility Survey for the Historic Overlay District
- b. Pursue sewer options to serve the Historic Overlay District
- c. Explore additional water sources to serve future business growth in the Historic Overlay District



### **Implementation Step 5.2: Explore revitalization resources that support current and future infrastructure**

- a. Explore funding opportunities for revitalization of structures in the Historic Overlay District
- b. Explore funding opportunities for revitalization of infrastructure in the Historic Overlay District
- c. Create an Economic Development Plan for the buildings and lots in the Historic Overlay District

### **Implementation Step 5.3: Develop Form-based Codes that encourage local family-owned businesses consistent with the historic charm, culture and character of Cameron**

## **GOAL 6: Maintain active and ongoing citizen participation in future land use planning for Cameron and its ETJ.**

### **Implementation Step 6.1: Keep the Public informed:**

- a. Release an annual "State of the Town Report" that updates the public of the status of implementation of and conformity to the CLUP
- b. Ensure citizen participation and comment in all UDO changes, zoning updates and land purchases

### **Implementation Step 6.2: Keep the CLUP up to date with citizen involvement:**

- a. Conduct a review of the CLUP every 10 years
- b. Adopt an ordinance that sets forth how the CLUP should be updated and reviewed
- c. Use a citizen Steering Committee to review, rewrite, update and/or amend the CLUP
- d. Encourage and support collaborative future planning efforts between the town, other municipalities, the County and the Board of Education





## Land Use Decision-Making:

The Steering Committee was passionate regarding the protection and preservation of Cameron's character. All development **must** therefore conform to and be consistent with the vision and goals of this plan. To ensure this occurs in all future development proposals, changes to the land use map, and zoning revisions **will be** analyzed using the following questions to ensure consistency with the plan:

1. Is the proposal consistent with the vision, goals, themes, and implementation steps in the plan?
2. Is the proposal's use specifically designated in the plan and in the area proposed?
3. Is the proposal necessary for public health and safety and can it be established without adversely altering the character of the area?
4. Are community facilities, utilities, and streets available at current standards, or can they be provided without adversely altering the character of the area?

## Definitions for Decision-making:

**Adversely:** In a way that is bad or harmful.

**Consistent:** Marked by harmony, regularity, or steady continuity. Free from variation or contradiction.

**Character:** One of the attributes or features that make up and distinguish a place.

**Community Facilities:** Fire, EMS, Police.

**Utilities:** Power, water, and sewer.

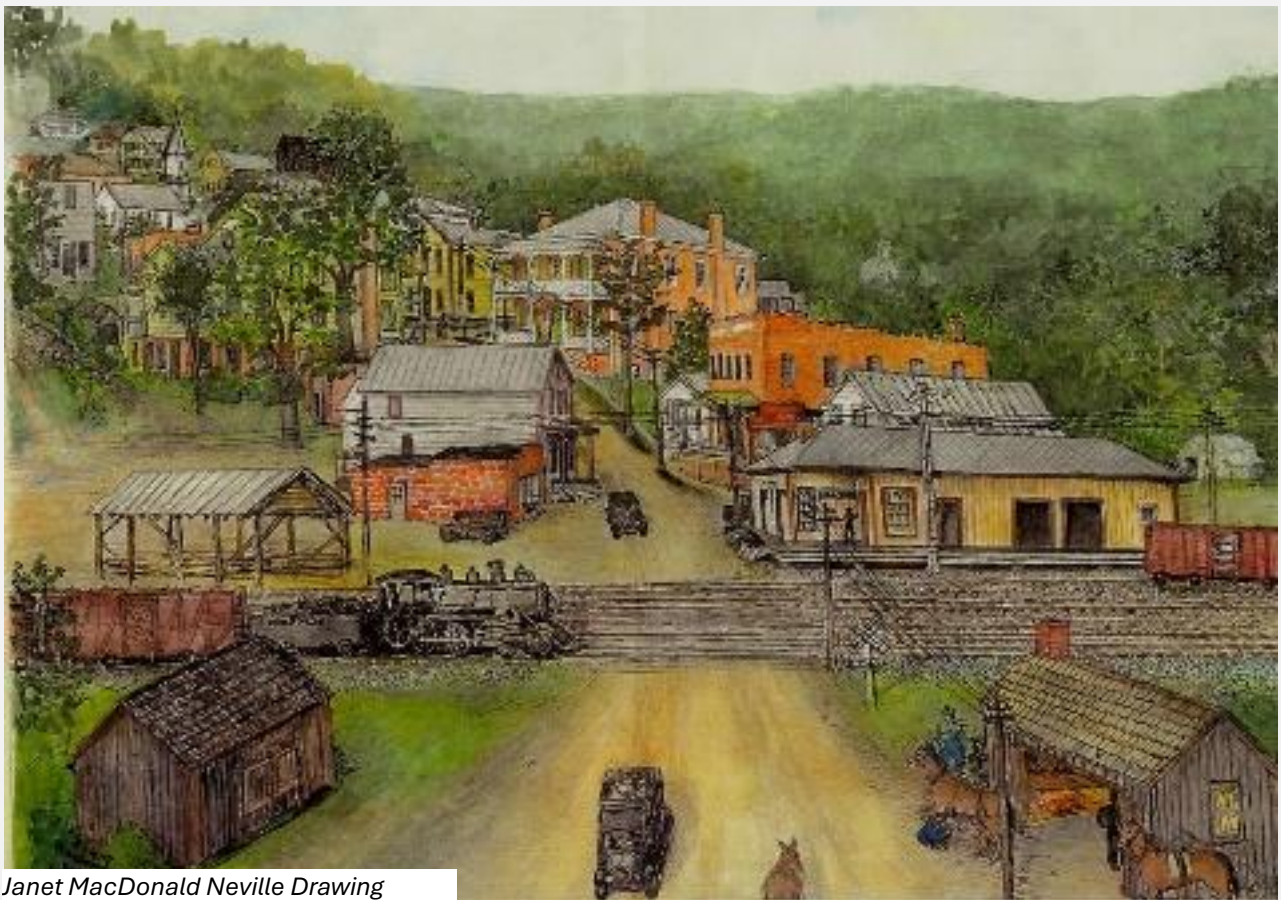
## Future Land Use Map:

After reviewing the directions set forth in this Land Use Plan by the Town and the Steering Committee, the leadership team determined that a Future Land Use map would be premature. During this process, the steering committee recommended the following studies in order of priority:



- a. A Sewer Feasibility Survey for the Historic Overlay District
- b. A Tourism Master Plan
- c. An Urban Forestry Inventory
- d. A Natural Area Inventory
- e. A Town Parks and Recreation Master Plan
- f. An ETJ Parks and Recreation Master Plan
- g. A Town Open Space Master Plan
- h. An ETJ Open Space Master Plan

These studies should impact the Town's future land use. It is recommended that the future land use map be reserved until the Town can conduct, analyze and evaluate these studies considering the unanimous opinion of the Steering Committee and the Planning Committee to implement this plan's Vision, Goals, and Implementation steps.



Janet MacDonald Neville Drawing

# Chapter 6

Welcome to Cameron N.C.  
"Raspberries Capital of the World"  
est. 1875

## Conclusion

*"I would rather be on my farm than emperor of the world." - George Washington*

This Comprehensive Land Use Plan has been a labor of love for the Steering Committee and those who wrote it. During the planning meetings the Steering Committee focused on pride in their community; however, they made it clear that "community" means more than just the people and the buildings. It is the broader concept of community that mattered to the Committee. That relationship between the land, the natural resources, the history, the people, the culture and the heritage are the "community" that matters to Cameron.

Moore County was a place you were proud to show off to visitors – but that is changing as uncontrolled growth rapidly devours the pastoral landscape. Moore County was once known for its town and country feel, from horse country to Southern Pines' downtown to Pinehurst's world class golf courses. It had a community that retirees were excited to move to and enjoy a slower lifestyle, low traffic counts and fun places to shop and eat. Today, the loss of farmland,

exploding traffic congestion, increasing bedroom communities for Raleigh and Fayetteville, and transient home buyers, are destroying the sense of community pride which made Moore County special.

Cameron should be admired for saying ENOUGH. We will not become a bedroom community. We will not sacrifice our history and heritage for tract home subdivisions. We know that unrestricted development will not solve our problems. We know that dense residential developments will cost us more money in infrastructure than will enrich us. And yes, we want to be masters of our own fate by choosing to manage and direct our growth in a way that will complement our community rather than re-make it or redefine it.

By adopting this CLUP, Cameron is proudly declaring that while change is inevitable, growth is optional. Far from a zero-growth plan, this CLUP chooses to grow Cameron in the direction that it has developed over time. By growing the farming community, the small business community and the tourism industry Cameron seeks to strengthen their community ties rather than destroy them. This CLUP encourages Cameron to associate themselves with

developers who see the benefit of rural landscapes and community growth over the fast buck that dense subdivisions provide.

Of course, this CLUP will be ineffective unless the town has the will to utilize and enforce not just its words, but also its spirit. Consider the story of the pastor and the soap maker:

A pastor and a soap maker were walking one day. As they walked, the soap maker said to the pastor: "Your religious teachings and your bible do not seem to be working, since there is still a lot of wickedness, crime and evil in the world."

The pastor made no response, and they continued to walk. A little while later they came upon a child making mud pies. She was covered from head to toe with mud, her clothes soiled. The pastor, stopped to examine the child. After studying her for a time, he said to the soap maker, "Your soap does not seem to be working, since there is a lot of filth and dirtiness in the world."

"Ahhh," said the soap maker, "but for it to work, you must use it."

"So too with the bible's teachings," said the pastor.

And so too with Cameron's CLUP. The Steering Committee has





handed the town a well-thought-out and well-intentioned document to aid them in directing the town's growth in the direction the community wants. This CLUP is a policy document that directs the laws the town must enact to carry out this policy. For the CLUP to work, the town must use it and stay true to its spirit – otherwise, undesired and often unwise growth will devour their community. And, unlike a dirty child, that stain will never be washed away, no matter how much soap you use and the community that is Cameron may cease to exist.

This Comprehensive Land Use Plan is the result of many hours volunteered by the residents of Cameron and a singular vision of the Town Commissioners to ensure the identity of Cameron is enhanced for future generations to enjoy. It is a plan they can collectively be proud of.





# Appendix 1

Welcome to Cameron NC.  
"Dewberry Capital of the World"  
est. 1875

# Glossary

## Land Use Terminology

Words matter. For this Comprehensive Land Use Plan to inform and direct the Town's development ordinances and decisions, vocabulary used must be consistent and clear. To achieve this, in principle and in practice, the Steering Committee recommends adopting a development ordinance which utilizes the words, and their definitions, as described in this plan.

## Definitions

**Agriculturally Based Neighborhood Development:** Any development which supports, directly or indirectly, farming, forestry, horticulture, or agriculture across the depth and breadth of the supply chain. The following are examples and not meant to restrict other activities which fit this purpose, beekeeping, composting, permaculture, animal husbandry, homesteading, milling, seed production, storage and processing, distribution and sales, training and education, consumption and access, and additive manufacturing in support of these activities.

**Agri-Tourism:** As defined in NCGS 160D-903(a): "any activity carried out on a farm or ranch that allows members of the general public, for recreational, entertainment, or educational purposes, to view or enjoy rural activities, including farming, ranching, historic, cultural, harvest-your-own activities, hunting, fishing, equestrian activities, or natural activities and attractions."

**Attractive Nuisance:** A dangerous condition that was likely to attract children who could not appreciate the risk posed by the condition.

**Bona Fide Farm:** As defined in NCGS 160D-903(a): A farm that: 1) holds a farm sales tax exemption certificate issued by the Department of Revenue; or, 2) is participating in the present use value program pursuant to NCGS 105-277.3; or 3) that filed a Schedule F on their most recent federal income tax return; or, 4) that holds forestry management plan.

**Buffer (Buffer Zone):** Land conserved and preserved from development disturbance. Buffer Zones will reduce the impact of development to protected critical habitats, landscapes and areas.



**Character Guidelines:** A list of recommendations to assist builders in designing homes that complement the unique character and identity of a community.

**Comprehensive Land Use Plan (CLUP):** NCGS 160d-501(b). A plan that sets forth goals, policies, and programs intended to guide the present and future physical, social and economic development of a jurisdiction and guides coordinated, efficient, and orderly development within the planning and development regulation jurisdiction based on an analysis of present and future needs.

**Conditional Zoning:** NCGS 160D-102(7) defines conditional zoning as a legislative zoning map amendment with site-specific conditional incorporated into the zoning map amendment.

**Conservation Easement:** Conservation easements are voluntary, legal agreements that permanently protect land from subdivision and intensive development. The easement conserves the natural characteristics of the land and offers the owner substantial estate and income tax benefits. Conservation easements are negotiable documents that match owners' property-use needs with long term benefits to their community. See <https://trlt.org/land-owners/what-is-a-conservation-easement>

**Developed:** Any land altered from a natural state. Any land; with an impervious surface on it, which has been farmed, contains a water reservoir, has one or more usable buildings on it.

**Development:** Is defined to include; excavation, grading, filling, clearing, or alteration of land; the subdivision of land; the initiation of substantial change in the use of land or the intensity of the use of land.

**Economic Development Plan:** A comprehensive strategy used to foster economic growth and improvement in a region, county, or community. The goal of the economic development plan is to enhance the standard of living, create jobs, and promote the economic well-being of the community.

**Enforcement Plan:** A plan to enforce zoning ordinances or a Comprehensive or Land Use Plan.

**Extra-Territorial Jurisdiction (ETJ):** NCGS §160D-202; A city may exercise the powers granted to cities within a defined area extending not more than one mile beyond its contiguous corporate limits. Planning and development regulation may be extended only from the primary corporate boundary of a city and not from the boundary of satellite areas of the city.

**Floodplain:** An area of low-lying ground adjacent to a waterway, wetland or other body of water that is subject to flooding.





**Form-based Codes:** “differs from traditional zoning codes in that form-based codes prioritize the form of buildings, based on the belief that the form of buildings is more important than the use in determining community character. According to the Form-Based Codes Institute, form-based codes include five main elements: 1) a plan or map of the regulated area designating the locations where different building form standards apply; 2) specifies elements in the public realm, like sidewalks, travel lanes, on-street parking, street trees, and furniture; 3) building standards controlling the features, configurations, and functions of buildings; 4) a clearly defined and streamlined application and project review process; and 5) a glossary to ensure the precise use of technical terms. Other elements can also be included in a form-based code, like architectural, landscaping, signage, and environmental standards.” From <https://www.planetizen.com/definition/form-based-codes>

**Future Land Use Map:** A graphical depiction of a general land development pattern that seeks to accomplish the goals, objectives and actions listed in the Comprehensive Plan. The map, like the plan document, has been developed with a planning horizon of 20 years.

**GIS:** Geographic Information Systems is a computer-based system that stores, analyzes, and displays geographic data. GIS combines a database with spatial information to create visual maps that can reveal relationships between data that might otherwise be difficult to see.

**Green Space:** An area of vegetation set aside for recreational, aesthetic, or conservation purposes in or near urban environments.

**Historic Business District:** A designated area of the Town that contains historic buildings, some may be architecturally significant.

**Historic Overlay District:** A layer of which has significant historical importance that was created to protect the local historic character by local planning regulations.

**Historical Marker:** A sign or plaque that notes the significance of a place or person of historical importance.

**Homesteading:** The act or practice of living frugally or self-sufficiently, especially by growing and preserving food.

**Impervious Surface:** An area that does not absorb stormwater, such as a paved area or a building roof. Impervious surfaces deflect water and increase erosion and runoff which can concentrate nonpoint source pollution, like oil residue, in bodies of water. Exemptions to the impervious surface definition can be found in G.S. 143-214.7D.



**Industrial:** This includes light/heavy industrial uses, manufacturing, warehousing and distribution, and transportation-related uses. Industrial areas should be developed in a manner compatible with nearby properties to minimize potential nuisances or damage to the environment. Sites should be served with adequate utility infrastructure as well as provide a buffer and visual screening as appropriate from residential property.

**Infill:** Characterized as development on previously developed, underutilized, or vacant land in existing urban areas to increase density and place new development near existing urban services and infrastructure. Infill development is usually seen as filling in a “hole” in the urban fabric of a city or town.

**Infrastructure:** The basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies, etc.) needed for the operation of a society or enterprise.

**Land Use Plan (LUP):** NCGS 160D-501(a1). A plan that uses text and maps to designate the future use or reuse of land. This term is used interchangeable in this document with the term “Comprehensive Land Use Plan.”

**Low-Density Growth:** Growth which prioritizes open space, rural ambiance, and the natural environment. It may include large acreage residential, low-impact recreation, light industrial and agricultural activities.

**Major Subdivision:** A division of land into five or more lots of land at initial time of division or accumulative over a period of five years or a subdivision of two or more lots involving the creation, change, or expansion of a new or existing private or public streets.

**Mixed Land Use:** Land use that combines multiple land uses in a single area, such as residential, commercial and even industrial uses and can also encompass cultural and institutional uses as well as public amenities. See [www.planetizen.com](http://www.planetizen.com).

**Mixed-Use Development:** A development characterized as walkable and pedestrian-friendly, offering residents more chances to live, work, and shop in a single neighborhood and reduces traffic by reducing a resident’s dependence on car travel. See [www.planetizen.com](http://www.planetizen.com).

**Mixed Use:** See Mixed Land Use and Mixed-Use Development.

**Multi-modal Transportation:** Multimodal transportation is the movement of people and goods using multiple modes of transportation such as walking, bicycling, driving, rail, and public transit.



**Multi-Modal Transportation Plan:** A transportation plan that considers all the different ways people travel around a city, and how to make them work together better. The goal of a multi-modal transportation plan is to make it safer and easier for people to get around.

**Natural Area:** An area of land containing natural vegetation and wildlife communities that have not been significantly altered by human activity.

**Natural Area Inventory:** Biological surveys conducted by experienced natural resource professionals during suitable times of the year to document flora, fauna, and habitats in a natural area.

**Nonpoint Source Pollution:** Contamination of water or air that does not originate from a single source.

**Open Space:** Areas planned to create a natural interconnectivity to not only other open spaces, but other compatible residential and non-residential land uses. The preservation of open space within a development adds significant value to area residents, the natural environment (including wildlife), and can be used to mitigate certain negative impacts of development. Areas are to be set aside first when considering development and should be planned to connect areas within the development as well as outside the development for immediate and future connectivity to occur. This category includes both public and private parks and golf courses, and public permanent open space. These areas may include the ancillary buildings and structures required for operating and maintaining the park, golf course, or open space.

**Open Space Master Plan:** A strategic framework for managing and enhancing a community's natural areas, parks, green spaces, and recreational facilities. It outlines how to use and protect open spaces and includes a plan of action with recommendations.

**Ordinance:** A planning and zoning ordinance is a set of laws and regulations that control how land can be used and developed in a specific area. Zoning ordinances are a type of land use regulation that municipalities use to direct property development. They are designed to ensure that land uses are compatible with the infrastructure that supports them, and to protect the public from things like noise and pollution.

**Parks and Recreation Master Plan:** A strategic document that outlines a community's vision for its parks and recreation systems. It provides a long-term plan for improving, expanding, and protecting a community's parks, facilities, and recreational services.

**Present Use Value:** A program where the County applies a differential appraisal to working lands at a value that reflects the use of the land rather than its highest and best use. Only the land





value is adjusted, based on the soil type, the tax rate remains the same as all properties in the county. See NCGS §105-277.2

**Primary [Entrance] Corridor:** An approach to a town's downtown that is likely to be used by most tourists and out-of-town visitors and is highly visible to the public, usually coming from main travel arteries. Primary entrance corridors set the mood for how guests perceive the town and present the town with the greatest justification for regulating its appearance.

**Residential, High Density:** Four to eight dwellings per acre, single family detached or attached. Housing may include a mixture of dwelling types, including single-family detached, duplex, patio home, semi-detached/attached dwelling, multi-family, or townhouse. This category includes certain non-residential neighborhood supportive uses such as retail, commercial, office, schools, daycares, churches and others similar uses compatible with residential. Public infrastructure and facilities such as roads, water, sewer, schools, fire/rescue, open space; and must be adequate to accommodate the development.

**Residential, Medium Density:** Two to four dwellings per acre, single family detached or attached. Housing may include a mixture of dwelling types, including single-family detached, duplex, patio home, semi-detached/attached dwelling, multi-family, or townhouse. This may also include certain non-residential neighborhood supportive uses such as schools, daycares, churches and others. Density would require engineered sewerage disposal systems. Public infrastructure and facilities such as roads, water, sewer, schools, fire/rescue, open space, and must be adequate to accommodate the development.

**Residential, Low Density:** One residential lot for every five acres of land, single family detached. This may also include certain agricultural uses consistent with the existing RA (rural agricultural) zoning district, as well as certain non-residential neighborhood supportive uses, such as schools, daycares, churches and others.

**Riparian:** Of or related to water.

**Riparian Buffer:** Natural vegetation and forested areas located along the banks of waterways, ponds and wetlands.

**Rural Agricultural:** Primary use of the land is to support rural residential life associated with agricultural uses (e.g. row crops, forestry, horticulture, grazing, poultry, dairy, swine operations, and intensive agricultural uses in certain areas) and other rural activities. Major subdivisions of land are strongly discouraged; however, family subdivisions and subdivisions of four or less lots would be considered.



**Secondary [Entrance] Corridor:** An approach to a town's downtown that is likely to be used by most residents and is visible to the public. While secondary entrance corridors set the mood for guests traveling to town, these corridors are not as visible to the public as Primary Entrance Corridors.

**Sewer Feasibility Survey:** An assessment that evaluates the possibility of a sewer system. Various factors are included, including technical, legal, economic, and operational aspects, to determine if the project is feasible.

**Significant Tree Stand:** A contiguous wooded area containing tree species and natural communities identified for conservation and protection from development.

**Small Area Plan:** A neighborhood-level plan that provides guidance for how to use public and private land in a specific area. It's similar to a Comprehensive Plan but focuses on a smaller area.

**Specimen Tree:** An individual tree identified for conservation due to historical significance or rarity.

**Spot Zoning:** When a small area of land is rezoned for a use that differs from the surrounding area, typically to benefit the property owner. Spot zoning can be controversial and may be illegal, depending on the circumstances and local laws.

**Steering Committee:** A group of individuals appointed by a governing body to a committee with the express purpose of accomplishing a task.

**Stormwater:** Water that originates from precipitation and flows over land to enter stream systems, bodies of water, or groundwater.

**Stormwater Management or Control:** Practices utilized to divert stormwater over impervious surfaces to reduce ponding/flooding and non-point source pollution into waterways.

**Tourism Master Plan:** A long-term strategy for developing and managing tourism in a specific area. It's a blueprint for a destination's tourism growth, with the goal of maximizing economic, social, and environmental benefits.

**Town Mural:** The mural located at 403 Carthage Street which depicts the Town of Cameron during its hey-day in the late 19<sup>th</sup> to mid-20<sup>th</sup> centuries. This mural depicts the type of vibrant small-town Cameron was and aspires to be today.

**Uniform Development Ordinance (UDO):** A set of zoning ordinances that direct the growth of a planning and development regulation jurisdiction and directed by a LUP or a CLUP.



**Urban Forestry Inventory:** Surveys conducted by experienced forestry professionals of tree stands and individual trees in urban areas to identify specimen trees and significant tree stands for the protection of tree populations.

**Vacant:** Developed or undeveloped land with no structural improvements.

**Wildlife Inventory:** A survey or assessment that determines the distribution and composition of wildlife and their habitats in a specific area.



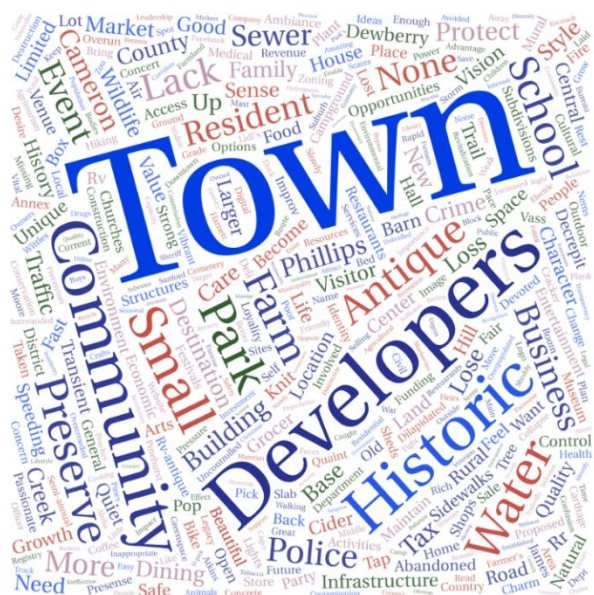
# SWOT Analysis

## Brainstorming Sessions

## The Six Foundational Questions

1. What concerns do you have for Cameron's future?
2. What are Cameron's strengths and weaknesses?
3. List Cameron's threats, Issues, and Problems?
4. What does Cameron need? What should be Cameron's priorities?
5. What are Cameron's community resources and assets?
6. What is your vision for Cameron? Where would you like to see Cameron in the next 20 years? What opportunities does Cameron have? How do you see the town in the next 20 years?

The responses to the six questions were used to create another useful document known as a word cloud. A word cloud is a tool that analyzes the most often used phrases in a body of work and helps identify the most central and important concepts. This tool proved useful in helping members visualize what they collectively said was important to them. It helped formulate in their minds the direction they needed to travel in creating a Vision Statement and Goals.





## SWOT Analysis

The Steering committees' answers to the six questions are summarized below in no order.

### Strengths

Town's Image	Antique Market	Elementary School
Geographic Location	Natural Environment	Tight/Proud Community
Town History	Phillip's Park	Character
Unique Community	Churches/Religion	Town Leaders
High Water Quality	Visitor Loyalty	Rural Lifestyle
Small Community	Fire Department	Community Events

### Weaknesses

Infrastructure (water, sewer)	No dining, hotels, grocer	Poor Social Media
Infrastructure (parking, sidewalks)	Antique Market Dependent	No medical or dental
No Police Department	Poorly Maintained Buildings	Lack of Vision
Lack of Recreation Options	Small Tax Base	Resistance to Change
No sidewalks	No biking/hiking trails	Target for Developers

### Opportunities

Become a Destination Town	Expand Antique Market	Increase Community Events
Desire to Preserve	Maintain Small Community	Deliberate Development
Desire to Revitalize	State Programs and Grants	Land Conservation
Utilize Rich History	Improve Infrastructure	Hiking/Biking/Walking Town
Agritourism	Retirees/Veterans	Economic Revitalization

### Threats

Vulnerable to Development	Crime	Shoddy Development
Lose Positive Rural Image	Increased Traffic	Infrastructure w/o safeguards
Lose Small Town Image	Poor Planning	Loss of Water Quality
Major Subdivisions	Heirs Selling Land	Water/noise pollution
Becoming like Vass	Loss of Historical Importance	Destruction of trees/habitats