



# MINUTES

July 24, 2024

SECOND MONTHLY MEETING OF THE CITY COUNCIL  
CITY OPERATIONS CENTER | 305 WILLIAMS ST. | 4:00 p.m.

Present: Mayor Pro Tem Lyndsey Simpson and Council Members: Jeff Miller, Jennifer Hensley and Melinda Lowrance

Absent: Mayor Barbara Volk

Staff Present: City Manager John Connet, Assistant City Manager Brian Pahle, City Clerk Jill Murray, City Attorney Angela Beeker, Communications Manager Allison Justus, Budget Manager Adam Murr, and others.

## 1. CALL TO ORDER

*Mayor Pro Tem Lyndsey Simpson called the meeting to order at 4:00 p.m. and welcomed those in attendance. A quorum was established with all members in attendance.*

## 2. CONSIDERATION OF AGENDA

*Council Member Melinda Lowrance moved that City Council approve the agenda as presented. A unanimous vote of the Council followed. Motion carried.*

## 3. PRESENTATIONS

### A. Recognition of Jay Heatherly – Brian Pahle, Assistant City Manager

Assistant City Manager Brian Pahle said the program is the first local government specific program for CIOs in the nation and began in 2005. The program is designed for local government Chief Information Officers, Information Technology (IT) Directors, and other senior IT leaders within the public sector whose challenging responsibilities require a broad understanding of management, leadership, legal, regulatory, and enterprise topics. The course is approximately 240 hours in length and course instruction covers strategic technology planning, effective communication, emerging technology trends, risk assessment and management, acquisition management, change management, leadership, cybersecurity, and legal issues related to technology. Jay Heatherly is one of the forty local government, state agency, community college, and K-12 education IT leaders in the state of North Carolina who successfully completed the course this year. Over the course of its existence, the CGCIO™/CeCTO™ program has graduated over 2000 public sector technology leaders across the nation.



SCHOOL OF  
GOVERNMENT

THIS CERTIFICATE IS AWARDED TO

**James Grady Heatherly III**

for having successfully completed  
CERTIFIED GOVERNMENT CHIEF  
INFORMATION OFFICER PROGRAM

June 19, 2024

*Aimee N. Wall*  
Dean, UNC School of Government

*Shannon H. Tyfts*  
Director, Center for Public Technology

**B. FY25 Strategic Plan Update – Brian Pahle, Assistant City Manager**

Assistant City Manager Brian Pahle gave a presentation on the accomplishments from FY24 and an update for the FY25 Strategic Plan goals.



**WORKSHOP OBJECTIVES**

01

Review and update the public on the FY24 goal status for each goal area.

02

Introduce the FY25 goal areas and what is expected to be undertaken during the FY25 budget year.

**STRATEGIC PLANNING & BUDGET**

The Strategic Mindset – City of Hendersonville Way

- A means to bridge the gap between an organization’s current position and desired future state
- Future-focused impacts at the daily operations level
- Leadership that reverse engineer long-term aspirations to impact day-to-day decisions and operations on the ground
- Avoids short-termism, just checking a box, and the pull and shoot mentality that cripple long-term progress



STRATEGIC PLANNING & BUDGET

Vision & Mission

Vision

Hendersonville is a vibrant mountain city where the government and citizens work together for a high quality of life.

Mission

The City of Hendersonville is committed to providing quality, efficient services to all citizens, visitors, and businesses through open communication, timely responses, and quality results.



STRATEGIC PLANNING & BUDGET

City Council Values

The City of Hendersonville values its employees and must support them to ensure the provision of high-quality services to its residents.

- The City must provide growth opportunities to employees and educational tools to allow them to grow in their roles and responsibilities.
- The City must respect and pay employees fairly and competitively.
- The City must support employees by providing a safe and hazard free workplace.

The City of Hendersonville believes that it must pursue and provide opportunity for responsible growth.

- The City will establish and maintain policies and programs that encourage economic opportunity and help grow small business and entrepreneurship.
- The City will work with our community to provide educational opportunities about growth and its impact on economic vitality and quality of life.
- The City will encourage responsible growth that provides opportunities for success to all segments of our community.
- The City will make efforts to generate affordable housing options and reduce the impacts of the high cost of living within our community.

The City of Hendersonville values the lives of all community members and must protect them through collective action.

- Our goal is to make the lives of all residents better through collective action.
- The City recognizes the sanctity of each person's life.
- The City must be open to change priorities and policies as circumstances change in the world around us.

- Values are Critical for the Foundation
- Values Establish the Tone for Leadership to Carry Forward
- Values Set the Groundwork for the Way we do Business

STRATEGIC PLANNING & BUDGET

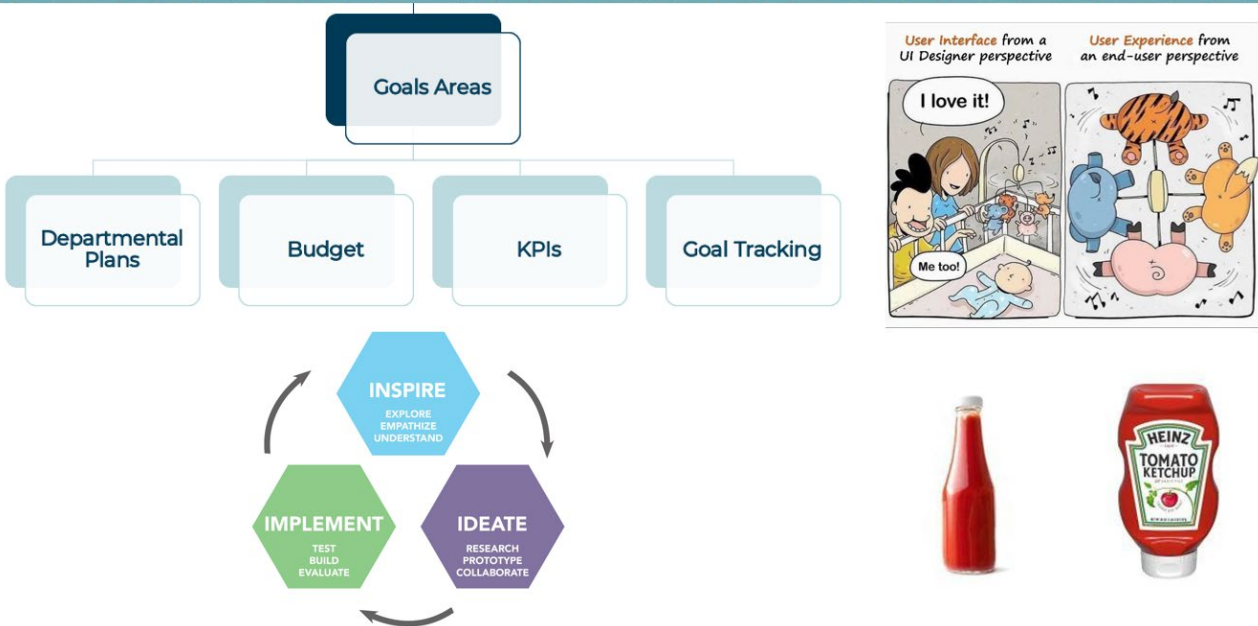
Organizational Focus Areas

- Economic Vitality.** Hendersonville is a welcoming place for all businesses and promotes growth-encouraging policies.
- Strong Partnerships.** Hendersonville develops strong partnerships with residents, government agencies, non-profits, and visitors to ensure effective two-way communication.
- Sound Infrastructure.** Hendersonville constructs and maintains efficient and accessible roads, sidewalks, and greenway trails – extending connectivity. Hendersonville provides high quality water and wastewater services and protects natural resources – ensuring capacity for sustainable growth.
- Numerous Amenities.** Hendersonville advances the beauty, diversity, and well-being of western North Carolina by supporting the community's ability to provide educational, recreational, and cultural activities, events, and programs for all residents and visitors.
- Great Public Services.** Hendersonville provides high quality customer service – enhancing the health, safety, and quality of life for citizens and visitors.
- Financial Sustainability.** Hendersonville supports fiscal policies and controls that ensure the long-term financial health and responsiveness of the City to unforeseen challenges and opportunities. Hendersonville promotes the responsible management of public resources to ensure efficient and effective delivery of quality services.

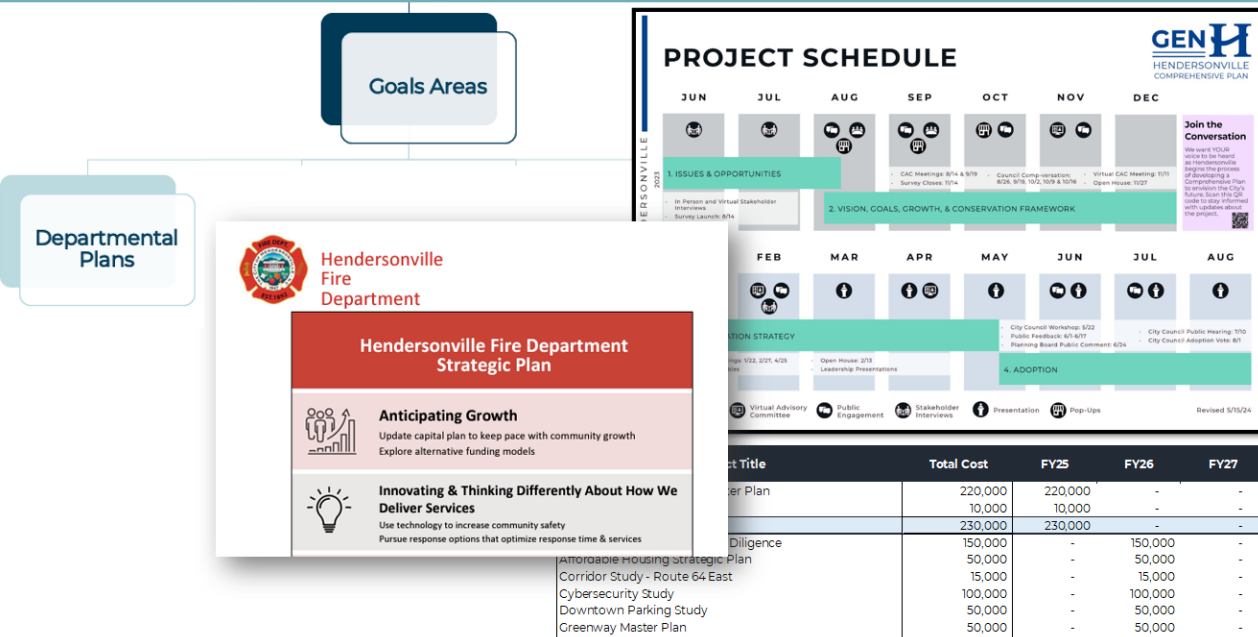




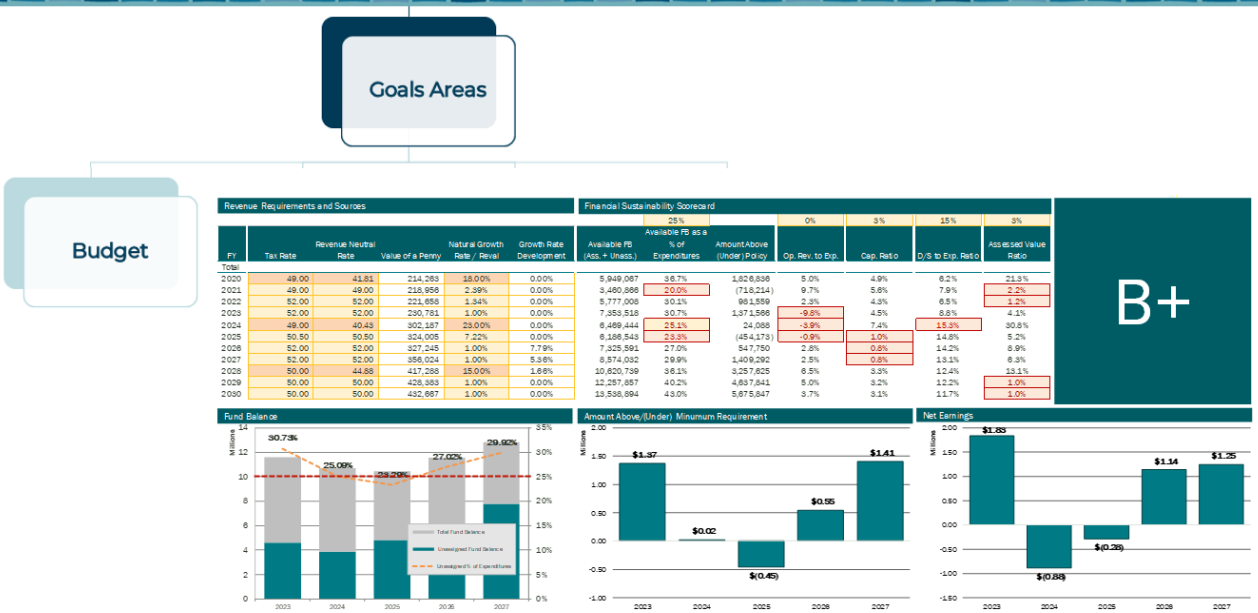
STRATEGIC PLANNING & BUDGET



STRATEGIC PLANNING & BUDGET



STRATEGIC PLANNING & BUDGET





# STRATEGIC PLANNING & BUDGET

Goals Areas

KPIs

Hendersonville City Limits

Pavement Condition Index

PCI

- Good (86 - 100)
- Satisfactory (71 - 85)
- Fair (56 - 70)
- Poor (41 - 55)
- Very Poor (26 - 40)
- Serious (13 - 25)
- Failed (0-12)

Find address or place

## HENDERSONVILLE FIRE DEPARTMENT

### EARNIS ISO CLASS 1 RATING

# STRATEGIC PLANNING & BUDGET

Goals Areas

Goal Tracking

On March 15<sup>th</sup>, 2024, City Council deliberated an updated list of goals for the City of Hendersonville. Council Members devised a plan for the City's future growth and strategized on working through competing interests and decision-making points. The ranked goal areas are:

**Rank #1 – Public Safety (PS).**

**Rank #2 – Compensation, Benefits, and Staff Development (CB).**

**Rank #3 – Strong Infrastructure (SI).**

**Rank #4 – Strategic Housing Plan (HP).**

**Rank #5 – Growth Management and Community Character (GCC).**

**Rank #6 – Invest in Parks (PKS).**

**Rank #7 – Enhance Sustainability (ENH).**

**Rank #8 – Transportation Planning (TRN).**

**Rank #9 – City Boards and Volunteerism (CBV).**

**Rank #10 – Support Downtown Development (SD).**

Status Update Categories

- Seed**  
Goal is still being evaluated for next steps. Funding or staffing resources may not be available to advance this goal at this time.
- Seedling**  
Goal has made some progress however, there are still larger steps that need to be taken. Funding availability or staffing resources may be slowing this goal down.
- Sapling**  
Goal is well on its way to being achieved. Funding and staffing resources are available to bring this goal to life. Final steps are being evaluated or executed to achieve the goal.
- Tree**  
Goal has been achieved and is ready to be celebrated.

### Goal Overview

Goal	Status	Notes
24.1.a	Seedling	Currently awaiting completion of the Parks and Greenways Master Plan. Next steps include prioritizing and formalizing a list of projects to include in a general obligation bond issuance including funding strategies.

# STRATEGIC PLANNING & BUDGET

Goals Areas

Departmental Plans

Budget

KPIs

Goal Tracking

INSPIRE

EXPLORE  
EMPATHIZE  
UNDERSTAND

IDEATE

RESEARCH  
PROTOTYPE  
COLLABORATE

IMPLEMENT

TEST  
BUILD  
EVALUATE

STRATEGIC PLAN FY24

Goal Tracking

City Council Goals

On March 9<sup>th</sup>, 2023, City Council deliberated an updated list of goals for the City of Hendersonville. Council Members devised a plan for the City's future growth and strategized on working through competing interests and decision-making points. The goal areas noted below summarize the conversation among City Council members and staff.

Rank #1 – Invest in City Parks (PK).

Rank #2 – Strategic Housing Plan (HP).

Rank #3 – Comprehensive Plan (GCC).

Rank #4 – Transportation Planning (TP).

Rank #5 – Leverage a ¼ Cent Sales Tax (ST).

Rank #6 – COLA and Merit (CB).


Rank #7 – City Boards and Volunteers (BV).

Rank #8 – ESB/Tree Board (SUS).


Rank #9 – Tree Canopy (TC).

Rank #10 – Facade Grants (DTB).


Status Update Categories

Seed


Goal is still being evaluated for next steps. Funding or staffing resources may not be available to advance this goal at this time.

Seedling

Goal has made some progress however, there are still larger steps that need to be taken. Funding availability or staffing resources may be slowing this goal down.

Sapling

Goal is well on its way to being achieved. Funding and staffing resources are available to bring this goal to life. Final steps are being evaluated or executed to achieve the goal.

Tree

Goal has been achieved and is ready to be celebrated.

Goal Coding [ Fiscal Year Introduced | Goal Area Identifier | Goal Identifier ]

-Ex. 24.PK.d = [ FY 24 | Create a Parks Dept. | Take Care of Ext. Parks ]

STRATEGIC PLAN FY24

Goal Tracking

#1 – Invest in Parks (PK)

Goal	Status	Notes
24.PK.a Issue a Parks Bond	Seedling	Currently awaiting completion of the Parks and Greenways Master Plan. Next steps include prioritizing and formalizing a list of projects to include in a general obligation bond issuance including funding strategies. Council will be presented the final plan by September 2024 for their consideration.
24.PK.b Plant Trees in Flood Plain	Seedling	City Staff have completed a tree canopy study which will help guide strategies around improving canopy within the City. The City owns and will acquire several parcels in floodplain areas that could potentially be used for canopy improvements. City Council adopted a payment in lieu of trees fund that will assist in funding tree plantings.
24.PK.c \$0.01 of Occupancy Tax	Seed	Staff have not engaged external stakeholders in the allocation of the remaining 1% occupancy tax available to the TDA.
24.PK.d Take Care of Existing Parks	Seedling	The draft master plan identifies existing park maintenance and improvement as a high priority and ranks many of the existing parks in below average condition. Sullivan Park stream restoration project will be completed in 2024.
24.PK.e Splash Pad Ribbon Cutting	Seedling	The City is working with Kiwanis to fundraise for a new splash pad at Patton Park. A location has been identified and staff are working through logistics to build and operate the facility next to Patton Pool. Funding sources are being identified.
24.PK.f Signage for Parks	Tree	New signage has been included in the Laura E. Corn mini-golf course. This signage followed the branding of the wayfinding signs throughout the City. New Main St. signage is being installed following the same brand. There is a need to establish a branding manual for park signage moving forward.
24.PK.g Improve and Expand Parks	Tree	The City recently opened the reimagined Edwards Park and Laura E. Corn mini-golf. The Clear Creek Greenway will be completed in the next 24 months. In addition, there is a property along the Clear Creek Greenway and one along Bat Fork Creek near Jackson Park that will be acquired for open space/passive recreation. Additionally, the Lower Mud Creek Flood Mitigation project will provide further passive recreation including installation of a portion of the Above the Mud greenway. Once the Above the Mud Feasibility Study is completed in FY24, funding will continue to be pursued for the full construction of the greenway (connecting the Ecusta to the Oklawaha). An 18-hole disc golf course will be completed in 2024 at the northern end of the Oklawaha Greenway.
24.PK.h Park on S. Main St.	Seed	Conceptual plan options for a S. Main St. park were presented to City Council. Currently, funding has not been identified to move forward with a S. Main St. park. Honor Air Park will be reconstructed with the S. Main St. roundabout project.
24.PK.i More Bike Racks	Sapling	New City projects include bike racks as part of the design and construction. Some new areas that include bike racks are City Ops, Fire Station #1, Edwards Park, and S. Main St. More detail needs to be developed on future bike rack locations through allocations in the City's budget process and further collaboration with area non-profits.
24.PK.j Striping S. Main St. for Bikes	Tree	This project is nearing completion. Remaining items to be completed in FY25 are traffic and pedestrian signals, as well as bollards for the cycle-track. This will improve access to and from the Ecusta Trail via Main Street, provide additional parking spaces, and add bike corrals. Due to this connection, the Ecusta trailhead has been located at the Visitor's Center.

STRATEGIC PLAN FY24

Goal Tracking

#2 – Strategic Housing Plan (HP)

Goal	Status	Notes
24.HP.a Complete Strategic Housing Plan Including Stakeholder Input	Seedling	A timeline has been presented to the strategic housing committee for adoption of the plan. Steps include (1) educating the committee and the community about affordable and workforce housing, including factors contributing to the needs for more housing, policy strategies to encourage or even require affordability, bricks and mortar solutions, including public and private partnership, and legal issues that may contribute to the need for affordable housing; (2) Gathering public and stakeholder input; (3) Field visits and studies of what has and has not worked in other communities; (4) contracting with the Development Finance Initiative (DFI) to conduct a needs assessment and study the public/private partnership options for brick and mortar solutions, and finally; (5) Formulation and adoption of the plan. The goal for adoption is May of 2025. Shane Phillips was brought in as a speaker for a housing forum kick-off in May.
24.HP.b Incentives for Developers	Seed	Both policy and funding incentives are being studied to determine their effectiveness towards the creation of affordable and workforce housing.
24.HP.c More Affordable Housing	Seedling	Both policy and funding initiatives are being studied to determine strategies to increase the availability of affordable housing, including but not limited to encouraging more housing in general to promote upward migration in housing.
24.HP.d Workforce Housing	Seedling	Both policy and funding initiatives are being studied to determine strategies to increase the availability of workforce housing, including but not limited to encouraging more housing in general to promote upward migration in housing.
24.HP.e Resolution for Housing Authority Powers	Sapling	This will be included as a strategy and action step in the action plan.
24.HP.f Housing at all Price Points	Seedling	951 units were considered in the 2023-24 application year, 50 of which were utilizing low-income tax credits. The Strategic Housing Plan and housing committee will help further define this goal. Policy initiatives are being studied to increase housing at all price points as part of the Strategic Housing Plan adoption process. Studies have indicated that having ample housing units at all price points contribute to the availability of both affordable and work force housing.

STRATEGIC PLAN FY24

Goal Tracking

#3 – Comprehensive Plan (CCC)

Goal	Status	Notes
24.CCC.a Right Density	Seedling	The comp. plan identifies areas suitable for density. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s). The density areas will be further defined through a unified development ordinance in future years.
24.CCC.b Support Density for Affordability	Seedling	Further definition of 24.CCC.a will help identify strategies for density bonuses associated with affordability and market rates. The strategic housing plan will have influence and strategies for this goal.
24.CCC.c Right Height	Seedling	The Downtown Master Plan will lay the foundation for right height guidelines. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s).
24.CCC.d Develop Style Guidelines/Overlays	Seedling	The Downtown Master Plan will lay the foundation for style guidelines. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s).
24.CCC.e Pursue Form Based Code	Seedling	The Downtown Master Plan will lay the foundation for form-based code guidelines. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s).
24.CCC.f More By-Right Development	Seedling	The comp. plan will define what we desire in certain areas of the City. More by-right development areas will be further defined through a unified development ordinance in future years.
24.CCC.g Look for Other Commercial Centers	Seedling	The comp. plan has identified underutilized properties as well as scoring commercial suitability of parcels. Staff are also looking at areas for public investment (parks, infrastructure, etc....) that will help encourage commercial development. The Downtown Master Plan has identified an expansion of the community's downtown footprint, identified as the Lower Trailhead character district.

STRATEGIC PLAN FY24

Goal Tracking

#4 – Transportation Planning (TP)

Goal	Status	Notes
24.TP.a Issue a Transportation Bond	Seed	This goal is in its infancy as many plans need to be completed prior to moving forward. An intermediate step may be to leverage a C.O. Bond for existing NCDOT projects that require City funding. Some plans being considered and completed are the ped./bike plan, ADA transition plan, complete streets concepts, and circulation studies.
24.TP.b Street Cut/Repairs Efficiency	Seedling	Timing between pavement cuts and repair of cuts has improved in the last year due to more efficient use of Cityworks. Staff are continuing to evaluate efficiencies for this program and are tracking more data in Cityworks to provide insights on how to further improve. Key performance indicators will be developed for this area.
24.TP.c Traffic Calming Policy	Seed	Staff are exploring the option to produce this study with in-house engineering staff. The South Main St. project includes road diet and bike lanes that represent aspects of what a traffic calming might include.
24.TP.d Improve Pavement Condition Score <div>Saved to T: Drive</div>	Tree	The pavement condition score study was just completed, and the City's average rating is 73.92. This is a 4.1% increase over the 2018 rating of 71. In 2013 the rating was 69.3. The 7 <sup>th</sup> Avenue Streetscape project will be complete in the fall of 2024. The 4 <sup>th</sup> Ashe Water & Sewer Improvement Project will include the repaving of several streets thereby improving pavement condition scores in the Ashe St. neighborhood. Staff are considering an increase in the motor vehicle fee to put additional resources behind street resurfacings for future budgets.
24.TP.e Traffic Impact for New Development	Seedling/Tree	Staff have an on-call agreement with Kimley-Horn for City led traffic impact analysis. A broader study needs to be completed in conjunction with the comprehensive plan to identify a city-wide impact analysis. Funding is not currently available for this study.
24.TP.f Better Connectivity/Flow	Seed	The French Broad River MPO received a Safe Streets for All grant from USDOT to develop a Safety Action Plan for the five-county area (Buncombe, Haywood, Henderson, Madison, and Transylvania counties). Developing this plan will provide a path toward a safer transportation network and enable our region to apply for implementation funds through USDOT. City staff have been involved in the selection of a consultant to complete this study and local stakeholders will be involved throughout its completion. The Action Plan should be completed by late 2024 and projects will be identified that could then be applied for funding. The South Main St. project will be completed to connect pedestrians/bicyclists from the Ecusta to downtown. Above the Mud Feasibility Study will be completed to help boost funding applications to connect the Ecusta to the Oklawaha. There is a Saluda Grade Feasibility Study to be completed this year that will do the same for that project. Both projects would form a transformational greenway/transportation network.
24.TP.g Narrow King Street	Sapling	Design and traffic modeling data has been prepared by Kimley-Horn and City is awaiting confirmation from NCDOT that the City can construct the narrowing and sidewalk project from 2 <sup>nd</sup> to 4 <sup>th</sup> Avenues once funds are available in the City budget.
24.TP.h Address Motor Vehicle Accidents	Seedling	City Police have enhanced their traffic unit in recent years, but funding constraints have made it unlikely to expand staffing. Motor vehicle accidents were down 3% in 2023. There have been three pedestrian fatalities in 2024, all on US Highway 64.

STRATEGIC PLAN FY24

Goal Tracking

#5 – ¼ Cent Sales Tax (ST)

Goal	Status	Notes
24.ST.a Educate and Lobby	Seedling	Council has advocated with our local state legislators for this potential revenue source. Staff continue to provide data around the impacts of this revenue source. City Council may consider hiring a lobbyist to advocate on our behalf with the legislature.



STRATEGIC PLAN FY24

Goal Tracking

#6 – COLA & Merit (CB)

Goal	Status	Notes
24.CB.a Keep Employees Moving Up Grades	Tree	Career ladders were completed for all departments across the City.
24.CB.b Increase COLA to Keep Up with Market	Sapling	City cost of living adjustments are beginning to fall behind the living wage growth and will continue to lag without additional revenues. Incremental increases in the City's merit pay has stalled in FY25. Staff are formulating strategies to maintain pace with the living wage. City Council approved pay raises up to 10% for the next fiscal year (FY25).

STRATEGIC PLAN FY24

Goal Tracking

#7 – Boards & Volunteers (BV)

Goal	Status	Notes
24.BV.a Value/Celebrate Boards	Tree	Held appreciation events for the boards, volunteers, and staff via the board and committees' dinner and the holiday luncheon.
24.BV.b Educate Boards	Seedling	A training was conducted this year and recorded for future board use. Additional trainings are needed to be formalized across all boards.
24.BV.c Clarify Ordinances and Simplify Roles	Tree	Updates to the Comprehensive Plan and Zoning Ordinance will aim to reduce the number of Conditional Rezoning required to be heard by the Planning Board and others. The updated tree ordinance has helped clarify the Tree Board's role.

STRATEGIC PLAN FY24

Goal Tracking

#8 – ESB & Tree Board (SUS)

Goal	Status	Notes
24.SUS.a Explore Merging Boards	Tree	Staff explored this opportunity but does not feel it is feasible at this time.
24.SUS.b Incorporate Sustainability in Comp. Plan	Tree	There was a clear focus on sustainability during comp. plan input and drafting.
24.SUS.c Finalize Sustainability Plan	Tree	The Sustainability Plan was presented to and adopted by the City Council.
24.SUS.d Update and Strengthen Tree Ordinances	Tree	City Council adopted a new Tree Ordinance and implemented a new payment in lieu of trees fund to increase tree plantings in areas of the City when not feasible on a development site.

STRATEGIC PLAN FY24

Goal Tracking

#9 – Tree Canopy (TC)

Goal	Status	Notes
24.TC.a Support <a href="#">NeighborWoods</a> Program	Tree	Continued support and funding for this program are strong. Future years are expected to bolster additional plantings through a new fee in lieu of tree plantings in the tree ordinance.
24.TC.b Increase Tree Budget	Tree	Continued support and funding for this program are strong. Future years are expected to bolster additional plantings through a new fee in lieu of tree plantings in the tree ordinance.

STRATEGIC PLAN FY24

Goal Tracking

#10 – Façade Grants (DTB)

Goal	Status	Notes
24.DTB.a Establish Legal Authority	Tree	The City now works through the Friends of Downtown to provide façade and pivot grants to downtown businesses and property owners.
24.DTB.b Allocate More Funds to Program	Sapling	The City, through the Friends of Downtown, is currently allocating \$30,000 a year to this program. Staff, with City Council guidance, will create a performance indicator to identify when this goal has been completely met.
24.DTB.c HIIP Program	Sapling	The City in partnership with Mountain <a href="#">Bizworks</a> has started a small business loan and incubator program called the Downtown Opportunity Fund. The shared office spaces are scheduled to open this year. The fund has \$400k of seed funding available.

STRATEGIC PLAN FY25 & BEYOND

Goal Tracking

What's Next?

Next Steps & Adjourn

- City staff will make updates to the strategic plan and report back to Council.

John Connet thanked City Council and staff for their participation and the retreat adjourned. Let the seeds be planted and grow!

STRATEGIC PLAN FY25 & BEYOND

Goal Tracking

What's Next?

On March 15<sup>th</sup>, 2024, City Council deliberated an updated list of goals for the City of Hendersonville. Council Members devised a plan for the City's future growth and strategized on working through competing interests and decision-making points. The ranked goal areas are:

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**Rank #2 – Compensation, Benefits, and Staff Development (CB).**

**Rank #3 – Strong Infrastructure (SI).**

**Rank #4 – Strategic Housing Plan (HP).**

**Rank #5 – Growth Management and Community Character (GCC).**

**Rank #6 – Invest in Parks (PKS).**

**Rank # 7 – Enhance Sustainability Citywide (SUS).**

**Rank #8 – Transportation Planning (TP).**

**Rank #9 – City Boards and Volunteers (BV).**

**Rank #10 – Support Downtown Businesses (DTB).**

1. Clarifications

2. New Ranking

3. New Goals

STRATEGIC PLAN FY25 & BEYOND

Goal Tracking

#1 New Goals – Public Safety (PS)

Goal	Status	Notes
25.PS.a Enhance Downtown Safety Program	Seedling	Goals include hiring an additional downtown police officer, installing new surveillance cameras, and more active code enforcement initiatives. Key performance indicators should be developed for each area.
25.PS.b Explore Social Worker Co-responder Models and Crisis Response	Seedling	Goals include hiring a social worker through the WCU program and implement crisis intervention trainings (CIT).
25.PS.c Maintain ISO 1 Rating	Sapling	Goals include supporting minimum staffing levels for response, improving water infrastructure, and developing performance indicators to identify the timing of the construction of future fire station #3.
25.PS.d Explore QRV Option for Medical Response	Seedling	Goals include upstaffing through a SAFER grant to provide an additional two firefighters per shift to staff the QRV without pulling minimum staffing levels off an apparatus and developing key performance indicators for success.
25.PS.e Expand Code Enforcement Capacity	Seed	Goals include addressing burned property procedures, expanding staff capacity to proactively enforce, and strengthening the commercial maintenance code.
25.PS.f Create Vacant Property Registry	Seed	Goals include creating a registry and tracking data according to procedures to be established.
25.PS.g Continue Flood Response Process Improvements	Seedling	Goals include standardizing an operating procedure for flood response. Key performance indicators should be developed to gauge goal success.

STRATEGIC PLAN FY25 & BEYOND

Goal Tracking

#2 New Goals – Compensation, Benefits, and Staff Development (CB)

Goal	Status	Notes
24.CB.a Keep Employees Moving Up Grades	Tree	Career ladders were completed for all departments across the City.
24.CB.b Increase COLA to Keep Up with Market	Sapling	Goals include identifying living wage approach, to be developed internally by staff. This can include agreed upon key performance indicators as to the City's competitiveness with the market.
25.CB.c Increase 401k Match Opportunities for Staff	Seedling	Goals include identifying funding strategies to increase the employee match and participation.
25.CB.d Implement new Perf. Pay Program	Sapling	Goals include staff training, one-year test period, and defining procedure/policy to govern the program. Key performance indicators can include the merit increase as a portion of the total City compensation opportunity.
25.CB.e Explore Daycare Assistance Options for Staff	Seed	Goals include studying the varying daycare support models that exist and their pros/cons, exploring partner agencies and organizations, and identifying funding strategies.



STRATEGIC PLAN FY25 & BEYOND

Goal Tracking

#3 New Goals – Strong Infrastructure (SI)

Goal	Status	Notes
25.SI.a Reduce Sanitary Sewer Overflows (SSOs)	Seedling	Goals include developing key performance indicators for the inflow and infiltration crew, utilizing the collection system master plan to guide resource deployment, and complete improvement projects at the headworks of the wastewater plant.
25.SI.b Expand Water Treatment Plant to 15 MGD	Sapling	Goals include completing design, bidding, and construction of the water treatment plant expansion and issuing a revenue bond to fund the project.
25.SI.c Continue Treatment, Distribution, and Collection Master Plan Updates	Sapling	Goals for FY25 include completing the update to the collection system master plan. Additional goals include updating plans by tracking completed projects and presenting them in a digestible manner for the public.
25.SI.d Dedicate Funding for Stormwater Master Plan Projects	Seed	Goals include completing the stormwater master plan, identifying project priorities, and continue raising revenues to meet the project funding needs. Future goals include issuing a master revenue bond indenture for the stormwater fund.
25.SI.e Complete Investments and Preservation Improvements at City Hall	Seedling	Goals include bidding and performing preservation construction on the brick/mortar, roof, and staircases of City Hall, 3 <sup>rd</sup> floor improvements, and finalizing the first-floor project, including the installation of new windows to match historical openings.
25.SI.f Identify Plan and Funding Sources for ADA Transition Plan Improvements	Seed	Goals include identifying a funding and execution strategy for addressing the needs identified in the ADA transition plan.
25.SI.g Improve 375k sq. ft. of Street Conditions Annually Through 2028 to Improve PCI score by 5%	Seed	Goals are to continue funding a street program to repave a portion of City streets on an annual basis. The City should allocate funding on a resurfacing goal, currently proposed at 375,000 sq. ft. per year. This could also be considered as a number of miles of streets in order to develop an every (10, 15, 20...) year rotation.
25.SI.h Develop Facilities Maintenance Master Plan	Seed	Goals include developing asset inventories and maintenance master plans for all city facilities.

STRATEGIC PLAN FY25 & BEYOND

Goal Tracking

#4 New Goals – Strategic Housing Plan (HP)

Goal	Status	Notes
24.HP.a Complete Strategic Housing Plan Including Stakeholder Input	Seedling	A timeline has been presented to the strategic housing committee for adoption of the plan. Steps include (1) educating the committee and the community about affordable and workforce housing, including factors contributing to the needs for more housing, policy strategies to encourage or even require affordability, bricks and mortar solutions, including public and private partnership, and legal issues that may contribute to the need for affordable housing; (2) Gathering public and stakeholder input; (3) Field visits and studies of what has and has not worked in other communities; (4) contracting with the Development Finance Initiative (DFI) to conduct a needs assessment and study the public/private partnership options for brick and mortar solutions, and finally; (5) Formulation and adoption of the plan. The goal for adoption is May of 2025. Shane Phillips was brought in as a speaker for a housing forum kick-off in May.
24.HP.b Incentives for Developers	Seed	Both policy and funding incentives are being studied to determine their effectiveness towards the creation of affordable and workforce housing.
24.HP.c More Affordable Housing	Seedling	Both policy and funding initiatives are being studied to determine strategies to increase the availability of affordable housing, including but not limited to encouraging more housing in general to promote upward migration in housing.
24.HP.d Workforce Housing	Seedling	Both policy and funding initiatives are being studied to determine strategies to increase the availability of workforce housing, including but not limited to encouraging more housing in general to promote upward migration in housing.
24.HP.e Resolution for Housing Authority Powers	Sapling	This will be included as a strategy and action step in the action plan.
24.HP.f Housing at all Price Points	Seedling	951 units were considered in the 2023-24 application year, 50 of which were utilizing low-income tax credits. The Strategic Housing Plan and housing committee will help further define this goal. Policy initiatives are being studied to increase housing at all price points as part of the Strategic Housing Plan adoption process. Studies have indicated that having ample housing units at all price points contribute to the availability of both affordable and work force housing.

STRATEGIC PLAN FY25 & BEYOND

Goal Tracking

#5 New Goals – Growth Management and Community Character (GCC)

Goal	Status	Notes
24.GCC.a Right Density	Seedling	The comp. plan identifies areas suitable for density. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s). The density areas will be further defined through a unified development ordinance in future years.
24.GCC.b Support Density for Affordability	Seedling	Further definition of 24.GCC.a will help identify strategies for density bonuses associated with affordability and market rates. The strategic housing plan will have influence and strategies for this goal.
24.GCC.c Right Height	Seedling	The Downtown Master Plan will lay the foundation for right height guidelines. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s).
24.GCC.d Develop Style Guidelines/Overlays	Seedling	The Downtown Master Plan will lay the foundation for style guidelines. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s).
24.GCC.e Pursue Form Based Code	Seedling	The Downtown Master Plan will lay the foundation for form-based code guidelines. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s).
24.GCC.f More By-Right Development	Seedling	The comp. plan will define what we desire in certain areas of the City. More by-right development areas will be further defined through a unified development ordinance in future years.
24.GCC.g Look for Other Commercial Centers	Seedling	The comp. plan has identified underutilized properties as well as scoring commercial suitability of parcels. Staff are also looking at areas for public investment (parks, infrastructure, etc...) that will help encourage commercial development. The Downtown Master Plan has identified an expansion of the community's downtown footprint, identified as the Lower Trailhead character district.
25.GCC.h Complete Comprehensive Plan	Sapling	Finalize the 2045 comprehensive plan update with adoption in August or September.
25.GCC.i Start Unified Development Ordinance Update	Seed	Goals are to define funding source for plan development, solicit proposals for development, and begin drafting ordinance updates in conjunction with the strategic housing plan and final comprehensive plan adoption.

STRATEGIC PLAN FY25 & BEYOND			
Goal Tracking	Goal	Status	Notes
	24.PKa Issue a Parks Bond	Seedling	Currently awaiting completion of the Parks and Greenspace Master Plan. Next steps include prioritizing and formalizing a list of projects to include in a general obligation bond issuance including funding strategies. Council will be presented the final plan by September 2024 for their consideration. <b>Additional loan options should be considered for Patton Park and Whitmire.</b>
	25.PK.b Complete Study for Above the Mud Greenway	Seedling	Goals are to complete the feasibility study for the Above the Mud Greenway, connecting the Ecusta Trail to the Oklawaha Greenway.
	24.PK.c \$0.01 of Occupancy Tax	Seed	Staff have not engaged external stakeholders in the allocation of the remaining 1% occupancy tax available to the TDA.
	25.PK.d Begin Construction of Clear Creek Greenway	Seedling	Goals are to bid and begin construction of the Clear Creek Greenway.
	24.PK.e Splash Pad Ribbon Cutting	Seedling	The City is working with Kiwanis to fundraise for a new splash pad at Patton Park. A location has been identified and staff are working through logistics to build and operate the facility next to Patton Pool. Funding sources are being identified.
	24.PK.f Signage for Parks	Seedling	New signage has been included in the Laura E. Corn mini-golf course. This signage followed the branding of the wayfinding signs throughout the City. New Main St. signage is being installed following the same brand. There is a need to establish a branding manual for park signage moving forward.
	25.PK.g Complete Disc Golf Course at the Quarry	Sapling	Goals are to complete construction of new quarry disc golf course at Berkeley Park.
	24.PK.h Park on S. Main St.	Seed	Conceptual plan options for a S. Main St. park were presented to City Council. Currently, funding has not been identified to move forward with a S. Main St. park. Honor Air Park will be reconstructed with the S. Main St. roundabout project.
	24.PK.i Add Bike Racks for Ecusta Trail	Sapling	New City projects include bike racks as part of the design and construction. Some new areas that include bike racks are City Ops, Fire Station #1, Edwards Park, and S. Main St. More detail needs to be developed on future bike rack locations through allocations in the City's budget process and further collaboration with area non-profits.
	24.PK.j Striping S. Main St. for Bikes	Sapling	This project is nearing completion. Remaining items to be completed in FY25 are traffic and pedestrian signals, as well as bollards for the cycle-track. This will improve access to and from the Ecusta Trail via Main Street, provide additional parking spaces, and add bike corrals. Due to this connection, the Ecusta trailhead has been located at the Visitor's Center.
	25.PK.k Complete Pickleball Courts at Patton Park	Sapling	Goals are to complete construction of new pickle ball and tennis courts at Patton Park.
#6 New Goals – Invest in Parks (PK)			

STRATEGIC PLAN FY25 & BEYOND			
Goal Tracking	Goal	Status	Notes
	24.SUS.a Explore Merging Boards	Tree	Staff explored this opportunity but does not feel it is feasible at this time.
	24.SUS.b Incorporate Sustainability in Comp. Plan	Tree	There was a clear focus on sustainability during comp. plan input and drafting.
	24.SUS.c Finalize Sustainability Plan	Tree	The Sustainability Plan was presented to and adopted by the City Council.
	24.SUS.d Update and Strengthen Tree Ordinances	Tree	City Council adopted a new Tree Ordinance and implemented a new payment in lieu of trees fund to increase tree plantings in areas of the City when not feasible on a development site.
	24.SUS.e Support NeighborWoods Program	Tree	Continued support and funding for this program are strong. Future years are expected to bolster additional plantings through a new fee in lieu of tree plantings in the tree ordinance.
	24.SUS.f Increase Tree Budget	Tree	Continued support and funding for this program are strong. Future years are expected to bolster additional plantings through a new fee in lieu of tree plantings in the tree ordinance.
	25.SUS.g Identify Specific Short-term Goals from Sustainability Plan	Seedling	Goals are to identify specific action steps to be taken by the City, Staff and Council, in the coming year. Identify key performance indicators that may identify successes.
	25.SUS.h Plant Trees in Flood Plain	Seedling	City Staff have completed a tree canopy study which will help guide strategies around improving canopy within the City. The City owns and will acquire several parcels in floodplain areas that could potentially be used for canopy improvements. City Council adopted a payment in lieu of trees fund that will assist in funding tree plantings.
	25.SUS.i Spend \$50k in New Tree Plantings for Clear Creek Greenway Easement	Seedling	Goals are to utilize the \$50,000 received for tree plantings in conjunction with the Clear Creek Greenway easement acquisition process.
	#7 New Goals – Enhance Sustainability City-wide (SUS)		

STRATEGIC PLAN FY25 & BEYOND			
Goal Tracking	Goal	Status	Notes
	24.TP.a Issue a Transportation Bond	Seed	This goal is in its infancy as many plans need to be completed prior to moving forward. An intermediate step may be to leverage a C.O. Bond for existing NCDOT projects that require City funding. Some plans being considered and completed are the ped/bike plan, ADA transition plan, complete streets concepts, and circulation studies.
	24.TP.b Street Cut/Repairs Efficiency	Seedling	Timing between pavement cuts and repair of cuts has improved in the last year due to more efficient use of Cityworks. Staff are continuing to evaluate efficiencies for this program and are tracking more data in Cityworks to provide insights on how to further improve. Key performance indicators will be developed for this area.
	24.TP.c Traffic Calming Policy Update	Seed	Staff are exploring the option to produce this study with in-house engineering staff. The South Main St. project includes road diet and bike lanes that represent aspects of what a traffic calming might include.
	24.TP.d Improve Pavement Condition Score	Tree	The pavement condition score study was just completed, and the City's average rating is 73.92. This is a 4.1% increase over the 2018 rating of 71. In 2013 the rating was 69.3. The 7th Avenue Streetscape project will be complete in the fall of 2024. The 4th/Ashe Water & Sewer Improvement Project will include the repaving of several streets thereby improving pavement condition scores in the Ashe St. neighborhood. Staff are considering an increase in the motor vehicle fee to put additional resources behind street resurfacings for future budgets.
	24.TP.e Traffic Impact for New Development	Seedling/Tree	Staff have an on-call agreement with Kimley-Horn for City led traffic impact analysis. A broader study needs to be completed in conjunction with the comprehensive plan to identify a city-wide impact analysis. Funding is not currently available for this study.
	24.TP.f Better Connectivity/Flow	Seed	The French Broad River MPO received a Safe Streets for All grant from USDOT to develop a Safety Action Plan for the five-county area (Buncombe, Haywood, Henderson, Madison, and Transylvania counties). Developing this plan will provide a path toward a safer transportation network and enable our region to apply for implementation funds through USDOT. City staff have been involved in the selection of a consultant to complete this study and local stakeholders will be involved throughout its completion. The Action Plan should be completed by late 2024 and projects will be identified that could then be applied for funding. The South Main St. project will be completed to connect pedestrians/bicyclists from the Ecusta to downtown. Above the Mud Feasibility Study will be completed to help boost funding applications to connect the Ecusta to the Oklawaha. There is a Saluda Grade Feasibility Study to be completed this year that will do the same for that project. Both projects would form a transformational greenway/transportation network.
	24.TP.g Narrow King Street	Sapling	Design and traffic modeling data has been prepared by Kimley-Horn and City is awaiting confirmation from NCDOT that the City can construct the narrowing and sidewalk project from 2nd to 4th Avenues once funds are available in the City budget.
	24.TP.h Address Motor Vehicle Accidents	Seedling	City Police have enhanced their traffic unit in recent years, but funding constraints have made it unlikely to expand staffing. Motor vehicle accidents were down 3% in 2023. There have been three pedestrian fatalities in 2024, all on US Highway 64.
#8 New Goals – Transportation Planning (TP)			





BEARING FRUIT – FY24 TREES

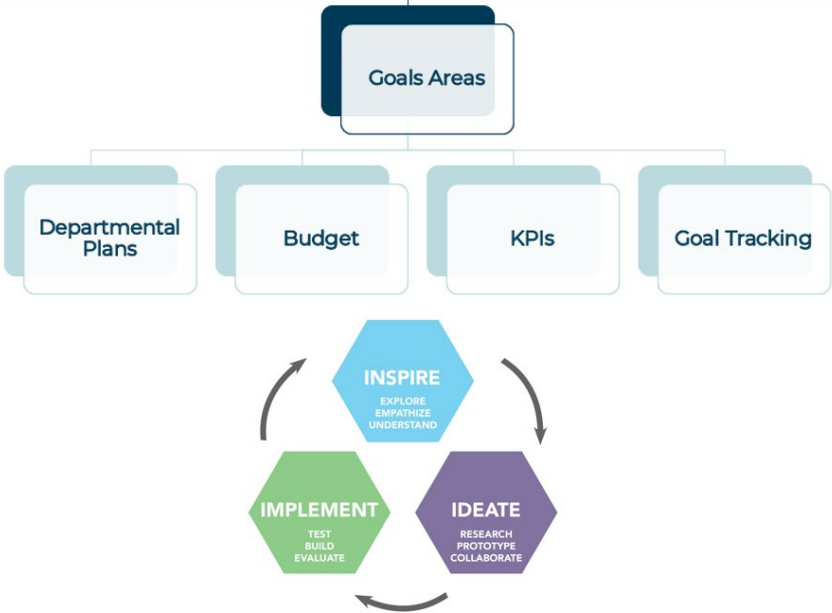
- 1) 24.PK.g - Completion of Edwards Park
- 2) 24.PK.j - Striping S. Main St. for Bikes
- 3) 24.PK.f - Signage for Parks
- 4) 24.TP.d - Improve Pavement Condition Score
- 5) 24.TP.e - Traffic Impact for New Development
- 6) 24.CB.a - Keep Employees Moving Up Grades
- 7) 24.BV.a - Value/Celebrate Boards
- 8) 24.BC.c - Clarify Ordinances and Simplify Roles
- 9) 24.SUS.a - Explore Merging Boards
- 10) 24.SUS.b - Incorporate Sustainability in Comp. Plan
- 11) 24.SUS.c - Finalize Sustainability Plan
- 12) 24.SUS.d - Update and Strengthen Tree Ordinances
- 13) 24.TC.a - Support Neighborhoods Program
- 14) 24.TC.b - Increase Tree Budget
- 15) 24.DTB.a - Establish Legal Authority (Façade/Pivot Grants)




NEXT STEPS



STRATEGIC PLANNING & BUDGET




# RESOURCES FOR CITIZENS




**Citizen Problem Reporter**

Report an issue here!




**Downtown Parking**

View on and off-street parking locations, fees, and regulations.




**Track-A-Truck**

View the near-real time locations of the City's garbage, recyclin...




**Oklawaha Greenway App**

Explore the Oklawaha Trail!




**2023 Pedestrian Plan**

Pedestrian Safety Plan data made possible through a...




**Water and Sewer Capital Project Dashboard**

Capital Improvement Projects 2024-2034+




**Stormwater Capital Projects Dashboard**


Capital Improvement Projects 2024-2034+





**Oakdale Cemetery**

View blocks and search for gravesite locations by name.










<https://gis-hendersonville.hub.arcgis.com/><https://hendersonvillenc.gov/budget>

# QUESTIONS

<https://www.hendersonvillenc.gov/strategicplan>



**Public Safety**

The primary driving departments for the Public Safety goal area are the Police Department and Fire Department, however, cross-department collaboration is key for strategy implementation. New programs include the development of an embedded social worker co-responder program and vacant property registry; new equipment includes downtown surveillance camera installation; new personnel include a dedicated downtown officer, future upstaffing of firefighters to staff a Quick Response Vehicle (QRV) and expanding code enforcement capacity. Growing public safety challenges require creative and integrated solutions across departments that will continue to heavily involve the Community Development and Public Services Departments.

**Goal Identifier = PS**

**Public Safety**


Although this goal area was not specifically codified in earlier strategic planning efforts, the City has made progress in maintaining a high level of public safety.

- Substantial construction completed on Fire Station 1
- Hendersonville Police Department was the first police department in North Carolina to fulfill requirements for the International Association of Chiefs of Police (IACP) Trust Building Campaign
- Progress made on the Police Department's Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA) accreditation process with expected compliance achievement in 2024

**Bearing Fruit**


**Future Planting**

- Goals include hiring an additional downtown police officer, installing new surveillance cameras, and more active code enforcement initiatives
- Hire a social worker through the WCU program and implement crisis intervention trainings (CIT)
- Support minimum fire department staffing levels and continue to improve water infrastructure
- Upstaff through a SAFER grant to provide an additional two firefighters per shift to staff a Quick Response Vehicle
- Address burned property procedures, strengthen the commercial maintenance code, and expand code enforcement staff capacity
- Create a vacant property registry and establish tracking procedures
- Further standardize flood response operating procedures across departments



C. Presentation Regarding Customer Service Improvements and Payment Card Industry Data Security Standard (PCI DSS) Compliance – John Buchanan, Finance Director

Finance Director John Buchanan provided an update regarding customer service improvements and PCI compliance.



**Payment Processing**



## Payment Types

- Cash – 700-800 payments a month (not including mini-golf and parking kiosks)
- Credit card – 6,500-6,600 a month (not including mini-golf and parking kiosks)
  - Walk-in
  - Pay by text
  - IVR (Interactive Voice Response)
  - Online / autopay
- ACH/E-check – 15,000 – 15,100 a month
- Online Banking Direct – 1,500-1,600 a month
- Lockbox (mail payments) – 7,600-7,700 a month

## Invoice Cloud



Moved to Invoice Cloud in October 2023



Utility bill credit card payments, auto-draft, e-check, and online bill pay now process through Invoice Cloud



New features including Pay by text, Google Pay, Apple Pay, and PayPal



Additional alerts and reminders available

## Invoice Cloud Implementation Issues



Online bill pay through customer's bank




Group of customers that did not transfer to Invoice Cloud





Group of customers “stuck” in billing system. Unable to process paper or e-bills.



# Protecting Customer Data

 Responsibility to protect customer data

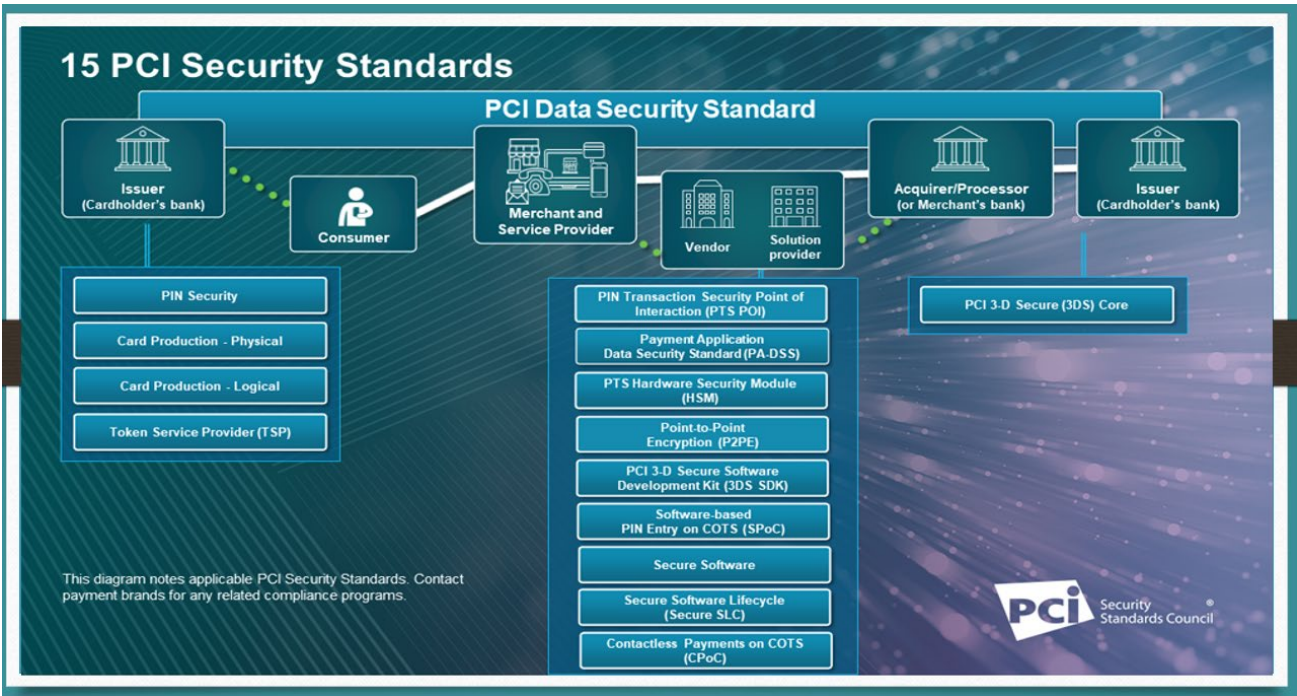
 Payment Card Industry (PCI) Compliance

 Steps we have taken


No credit card payments over the phone  
Adding a credit card reader  
Working on PCI compliance policy  
Implementing Invoice Cloud

# PCI Compliance


- Payment card industry technical and operational standards to protect credit card data
- Not legally required, credit card companies can fine merchants or bar them from accepting credit cards



# Future Payment Options



We are currently looking at adding the ability for customers to make utility payments at other businesses.



The list of potential businesses includes

Walmart

CVS

Dollar General


**D. Gen H Comprehensive Plan Revised Draft Presentation – Matthew Manley, AICP/Long Range Planning Manager**

Matt Manley and Lew Holloway presented the substantive revisions to the *Gen H 2045 Comprehensive Plan* based on the feedback received to date from elected officials, appointed boards, staff, and the public in anticipation of the final draft of the Plan being considered for adoption on August 1, 2024.

# GEN H

## HENDERSONVILLE COMPREHENSIVE PLAN

City Council Workshop  
07.24.2024



General Revisions

**Nature of Revision:**

- **Typos**
- **Clarifications**
- **Additions**
- **Updated Information**
- **Board Feedback**

WHERE SHOULD NEW DEVELOPMENT OCCUR?

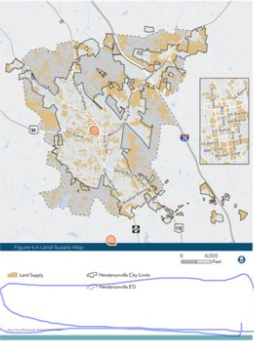
The second question is, "Where can the growth (i.e., new homes, new businesses, and additional support services) be located?" Therefore, an early step in the process is mapping the development status to determine which parcels make up the "land supply," or the places where growth may go, and then determining which types uses (residential, commercial, or industrial) will be attracted to available land based on the attributes of the parcels that make land more or less suitable for such uses.

**Land Supply**

The land within the city and its extrajurisdictional jurisdiction (ETJ) totals 36,620 acres. Over half of that land (50%) is already developed, within right of way (ROW), and not likely to redevelop. Less than 1% is protected through conservation easements and other land protection mechanisms. The remaining land is either undeveloped (vacant) or underdeveloped (and ripe for redevelopment). The "land supply" is comprised of these two areas, which


The Land Supply Map (Figure 4-6) depicts the distribution of the four categories of development status. The status of parcels in the city and the ETJ can be described as follows:

- **Developed** - The level of investment is high and such parcels are not likely to redevelop over the next 20 years.
- **Protected** - Parcels of land are protected as public parks, state-maintained parkland, or privately owned conservation easements.
- **Underutilized / Underdeveloped** - The level of investment is low relative to the parcel value and the property is therefore ripe for redevelopment.
- **Undeveloped** - With few or no structures, parcels of land remain vacant or relatively undeveloped.




Comments 243

Comment or use @ to invite




Matt Guest Jul 03

Break down land supply by City Limits and ETJ



Matt Guest Jul 12


And by Floodplain vs non-floodplain



Matthew Manley Jul 12

See email from @holloway@hvtnc.gov

Reply



Matt Guest Jul 09

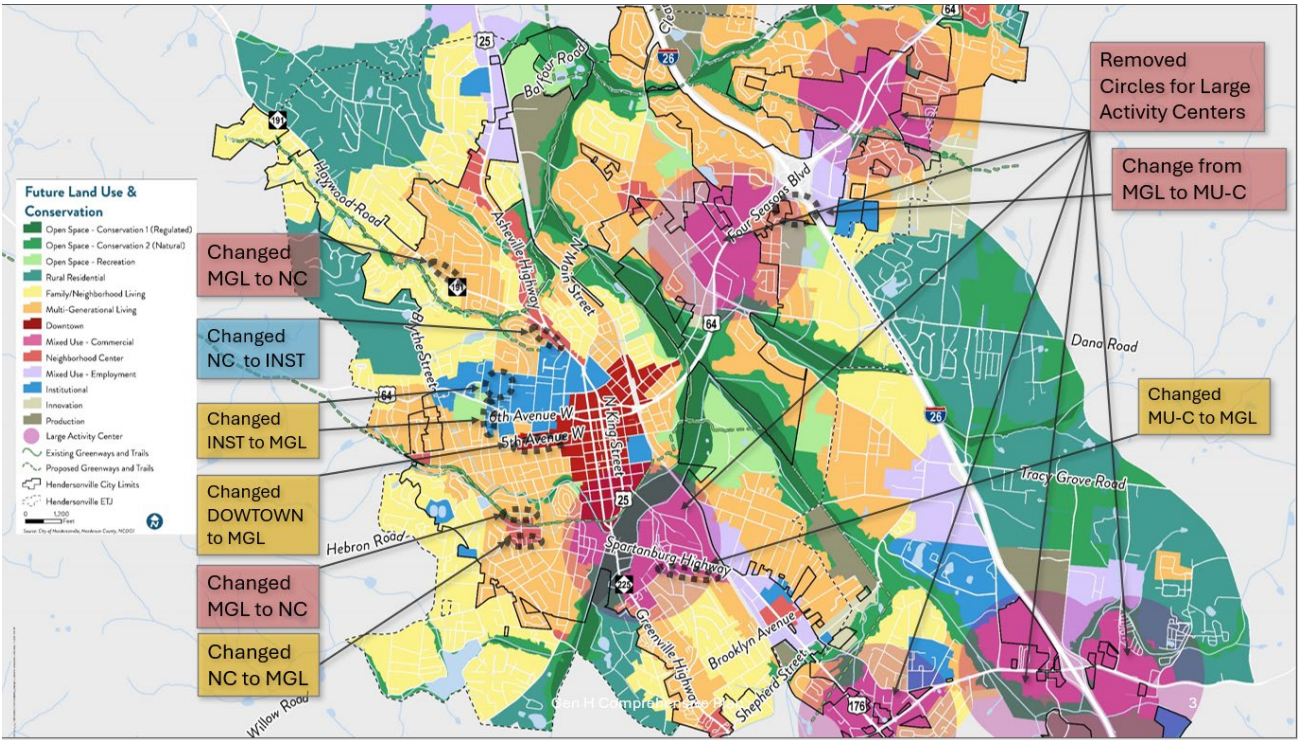
Please overlay the floodplain on this map so that we can see which of these properties are the most heavily constrained?

Reply

205 more comments

Draft Gen H Plan is available online





Next Steps

- 8/1
- Revised Final Draft Gen H Plan
- Adoption



- **Purpose** - What is the Plan?
- **Process** - How was the Plan developed?
- **Content** - What are the key components of the Plan?
- **Next Steps**



# An Effective Tool to Manage Change

- Meet Requirements of State Statutes (160D)
- Up-to-date Guide, Informs Decisions of Many



Policy Makers: Elected and Appointed Leaders



Staff of City Depts.



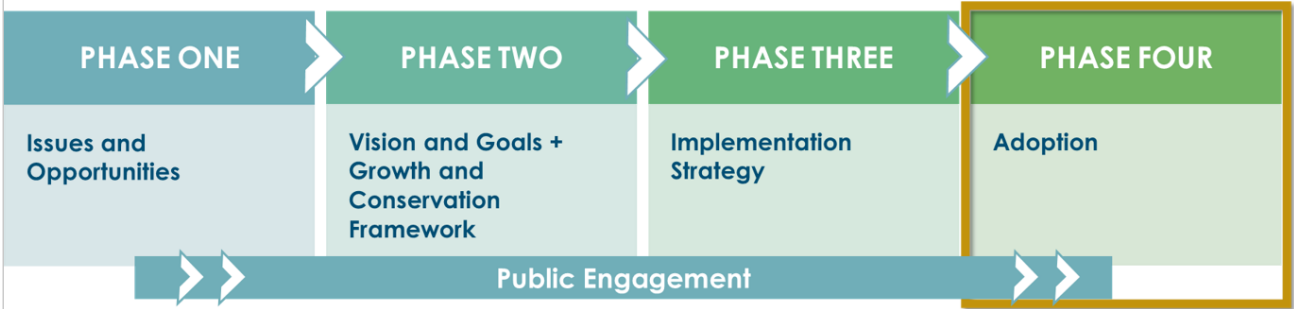
Partners (Area Agencies, Neighboring Jurisdictions, Nonprofits, etc.)



Property Owners & Developers

## Process Overview

- 12+ months
- Robust Community Engagement Program



Gen H Comprehensive Plan

## Engagement by the Numbers



Stakeholder Discussions



Presentations & Pop-Ups



Round Table Discussions



Council Comp-versations



Meeting Kits



Community Advisory Committee Meetings



Policymaker Workshops



Community Surveys



Table of Contents

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Chapter V. Downtown Master Plan

Chapter VI. Realizing the Vision: The Action Plan

Appendices

A. Policy Analysis

B. Existing Conditions Report

C. Scenario Planning

D. Community Engagement Summary

E. Economic Development Plan

- Goals
- Vision Map
- Focus Areas
- ~~Downtown Master Plan~~
- Downtown Design Guidelines
- Implementing the Plan

Goals

The Vision

The "Vision" for the future of Hendersonville is expressed in terms of an aspirational statement about the future ("Vision Statement"), Goals, Objectives, and Guiding Principles, all of which are reflected in the Future Land Use and Conservation Plan (or Vision Map). The map is described through definitions of the Characters Areas depicted on the map.



Vision Statement

"Hendersonville is known as a livable city with a strong sense of community created through commitments to—and investments in—quality neighborhoods, a strong local economy, sustainable infrastructure, accessible public facilities and programs, cost-effective amenities, and the conservation of historic, cultural, and environmental assets that define its character and identity."

Goals

- Vibrant neighborhoods
- Abundant housing choices
- Healthy and accessible natural environment
- Authentic community character
- Safe streets and trails
- Reliable and accessible utility services
- Satisfying work opportunities
- Welcoming and inclusive community
- Accessible and available community uses and services
- Resilient community

Vision Map

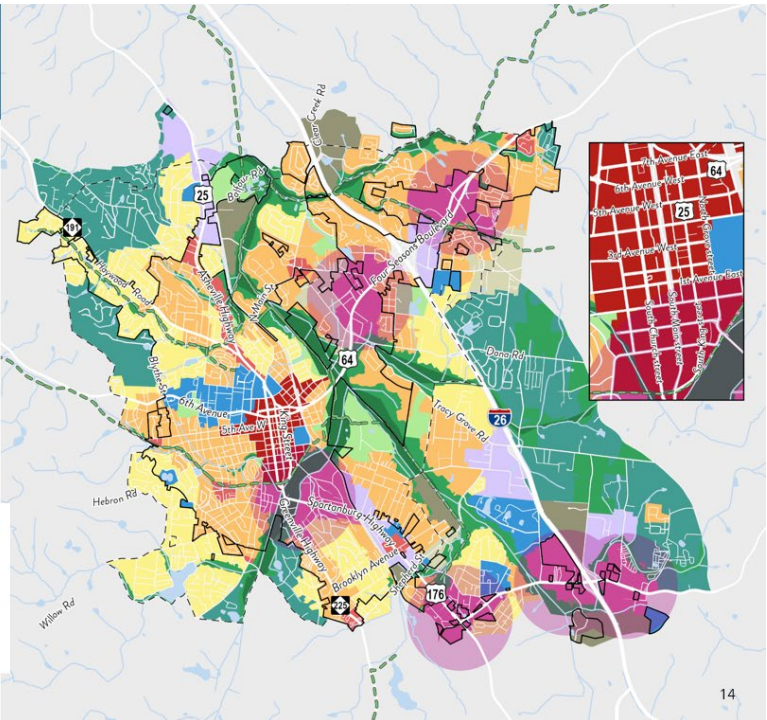
Depicts the preferred future development pattern that responds to the goals expressed by the community.

Future Land Use & Conservation Map (DRAFT)

- |   |                        |                               |
|---|------------------------|-------------------------------|
| Open Space - Conservation 1 (Regulated) | Mixed Use - Commercial | Large Activity Center         |
| Open Space - Conservation 2 (Natural)   | Neighborhood Center    | Existing Greenways and Trails |
| Open Space - Recreation                 | Mixed Use - Employment | Proposed Greenways and Trails |
| Rural Residential                       | Institutional          | Hendersonville City Limits    |
| Family/Neighborhood Living              | Innovation             | Hendersonville EU             |
| Multi-Generational Living               | Production             |                               |
| Downtown                                |                        |                               |

Source: City of Hendersonville/Henderson County, NC2021

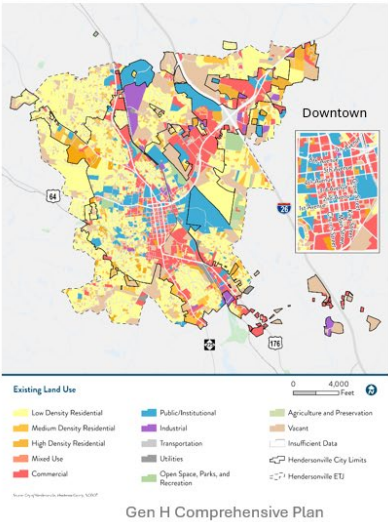
Gen H Comprehensive Plan





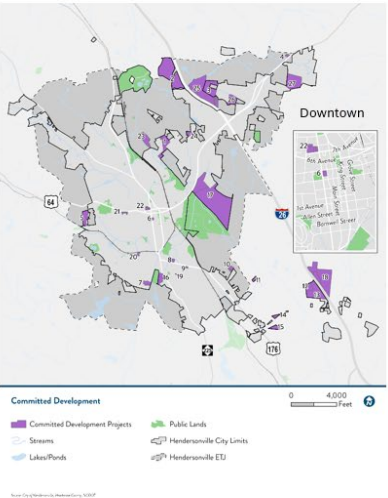
Land Use – Current Development Pattern

Existing Land Use



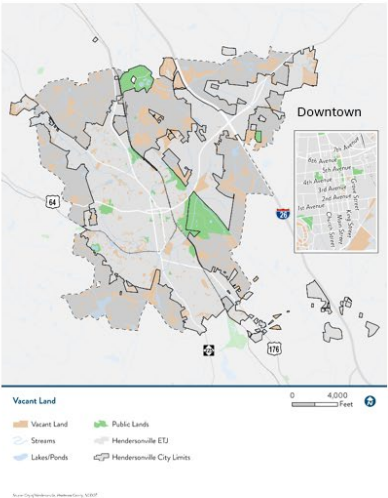
Gen H Comprehensive Plan

Committed Development

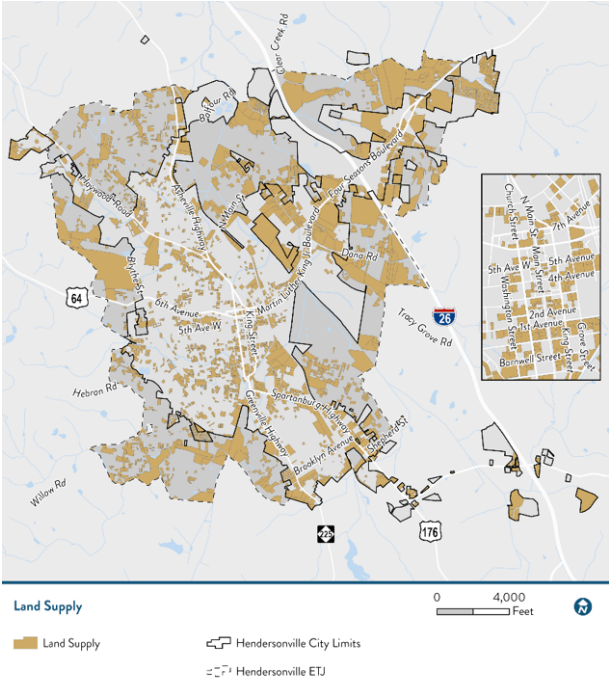


Source: City of Hendersonville, Hendersonville Comprehensive Plan, 2017

Vacant Land



Source: City of Hendersonville, Hendersonville Comprehensive Plan, 2017



Land Supply

Source: City of Hendersonville, Hendersonville Comprehensive Plan, 2017

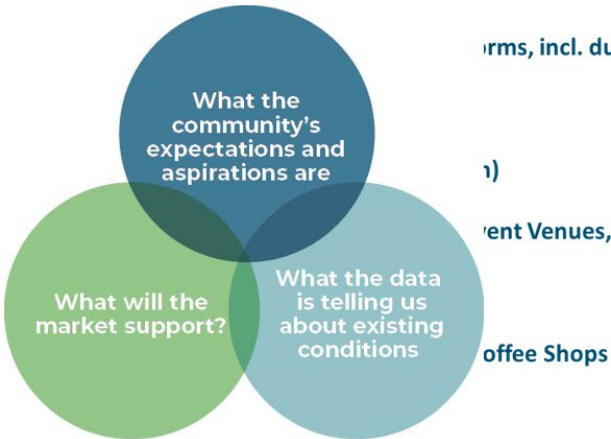
Land Supply

Where should new development occur?

- Developed
- Protected
- Underutilized / Underdeveloped
- Undeveloped

"Land Supply" is comprised of these two areas, which in combination encompasses 3,832 acres (or roughly half of the land in the city and ETJ).

Land Use

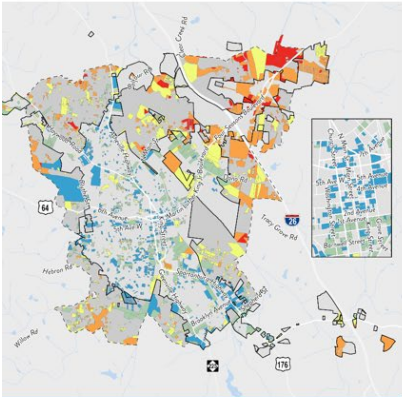


In determining what kind of development is appropriate in the future, three factors are taken into consideration: the data about available land, the market conditions, and the community's expectations and aspirations



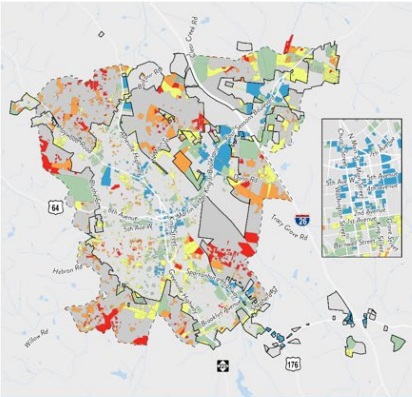
Suitability

Data reveals suitability of “land supply” for uses:

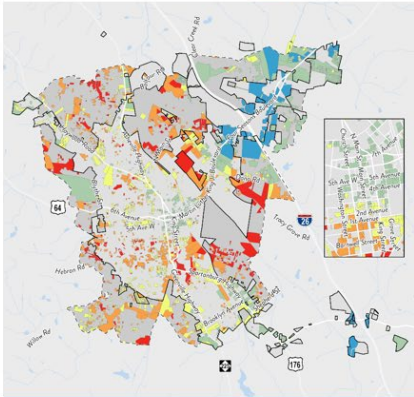


Residential

Gen H Comprehensive Plan



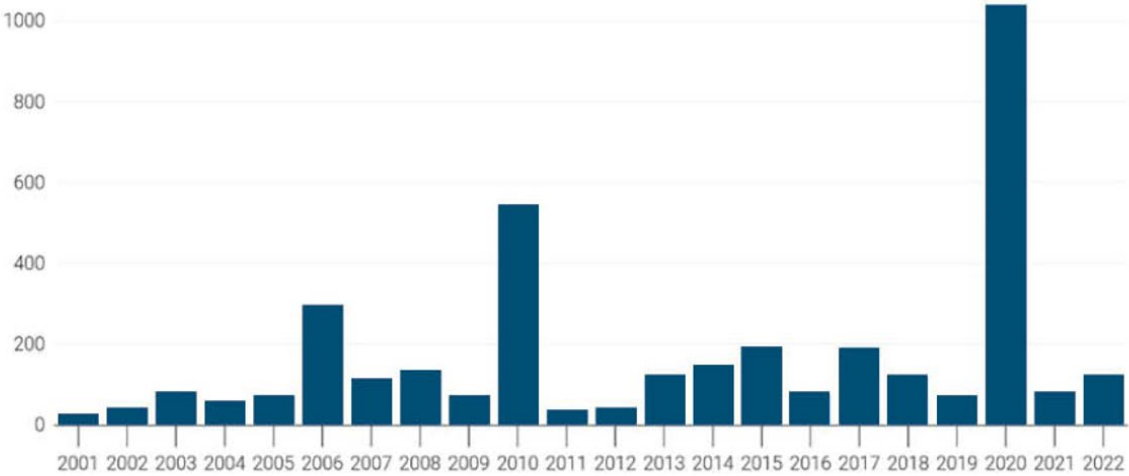
Commercial



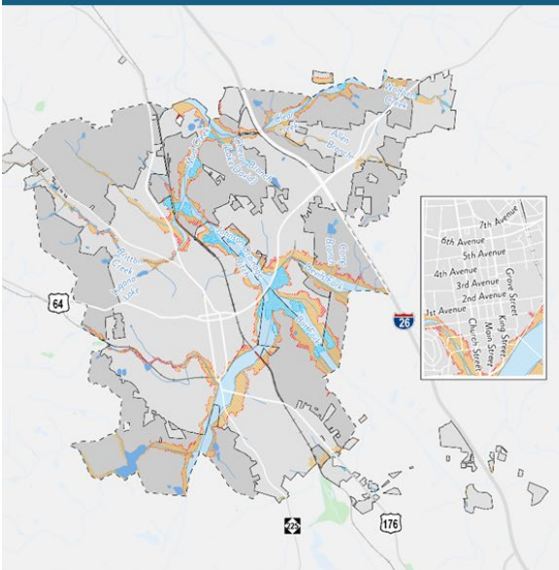
Industrial

18

Population Growth (2001-2022)



Threats to Conservation



Gen H Comprehensive Plan

A compact development footprint increases opportunities for conservation of environmental and cultural assets, reducing encroachment and development pressure.

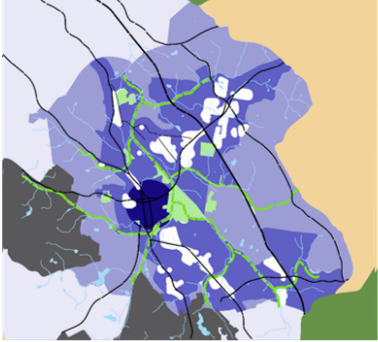


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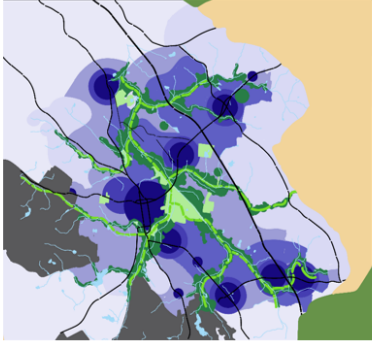
Growth Options

Trend



TREND... The city builds out in all areas of the urban services area according to current trends?

Alternative



ALTERNATIVE... Growth--and development--is generally confined to the existing development footprint and the gaps within it? And there is emphasis on redevelopment, infill, and adaptive reuse of structures?

Gen H Comprehensive Plan

21

Trend



**Old field succession (passive):**  
uncontrolled growth, decline in vigor, lower productivity, diminished value, eventual death

Alternative



**Selective pruning (proactive):**  
removal of “dead wood” (blight) and reducing competition (greenfield), healthy growth, increased productivity, stability

Vision Map

OPEN SPACE

Open Space- Conservation, Regulated

Open Space- Conservation, Natural

Open Space- Recreation

LIVING

Rural Residential

Family/Neighborhood Living

Multi-Generational Living

EMPLOYMENT

Mixed-Use Employment

Institutional

Innovation

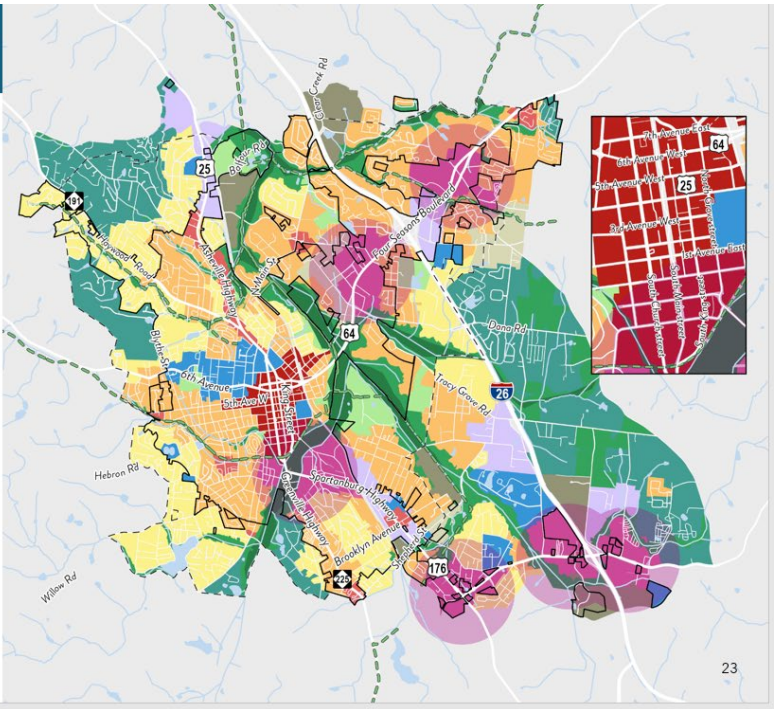
Production

ACTIVITIES

Downtown

Mixed-Use Commercial

Neighborhood Center



Gen H Comprehensive Plan

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# Open Space

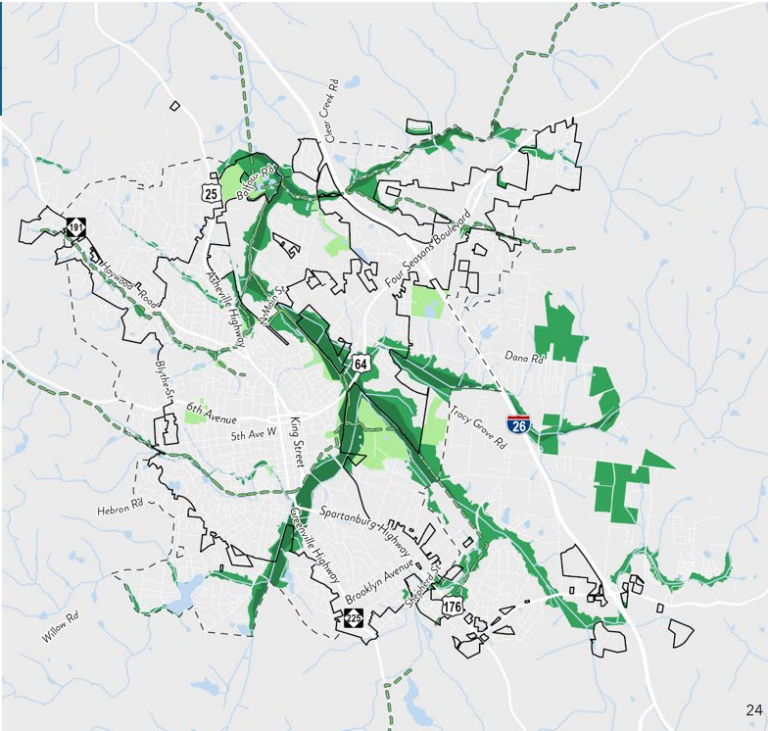
Open Space- Conservation, Regulated

Open Space- Conservation, Natural

Open Space- Recreation

Open Space Character Areas account for 19% of the Study Area

Gen H Comprehensive Plan



# Living

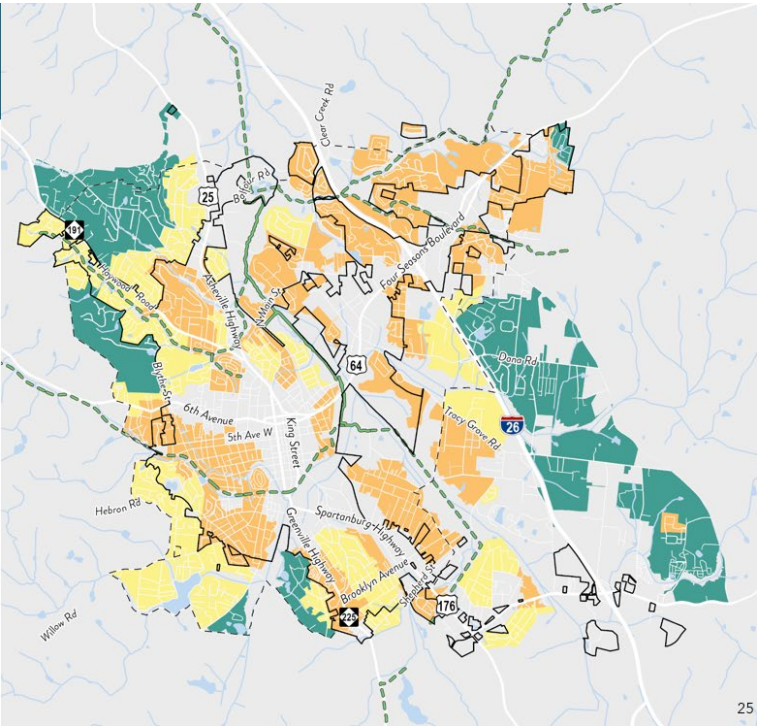
Rural Residential

Family/Neighborhood Living

Multi-Generational Living

Living Character Areas comprise over half of the study area (56%)

Gen H Comprehensive Plan



# Employment

Mixed-Use Employment

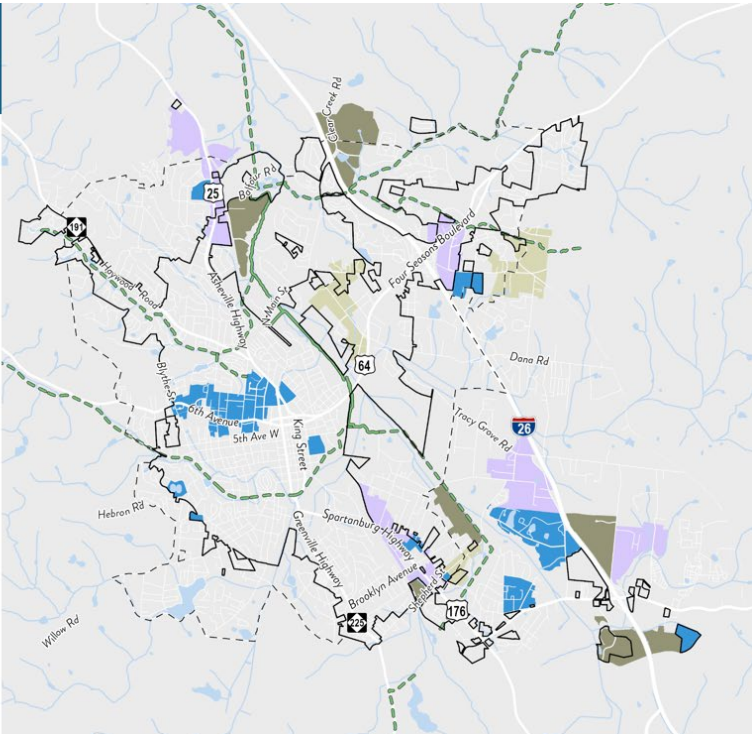
Institutional

Innovation

Production

Employment Character Areas account for 15% of the Study Area

Gen H Comprehensive Plan





# Activity

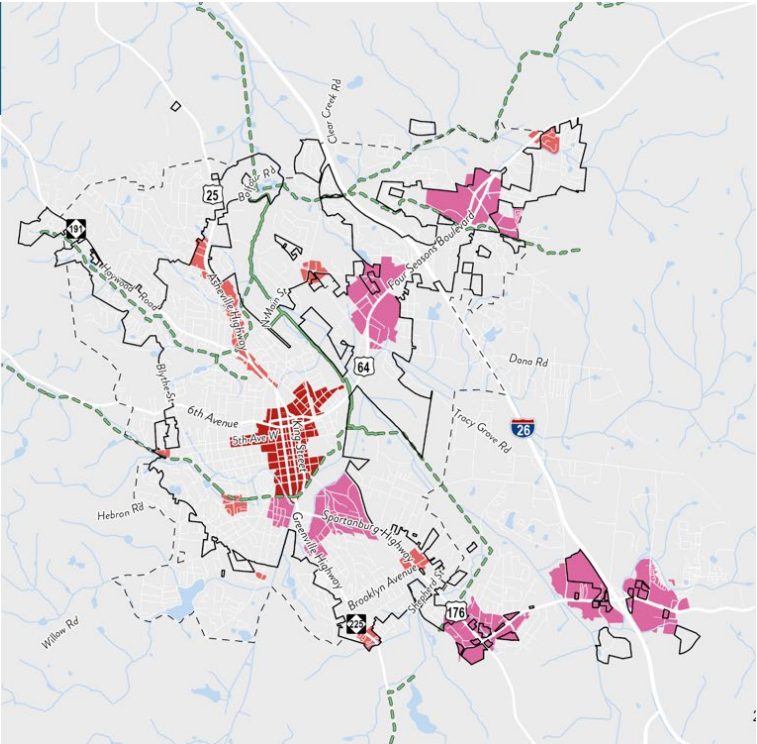
Downtown

Mixed-Use Commercial

Neighborhood Center

Activity Center Character Areas  
comprise 10% of the Study Area

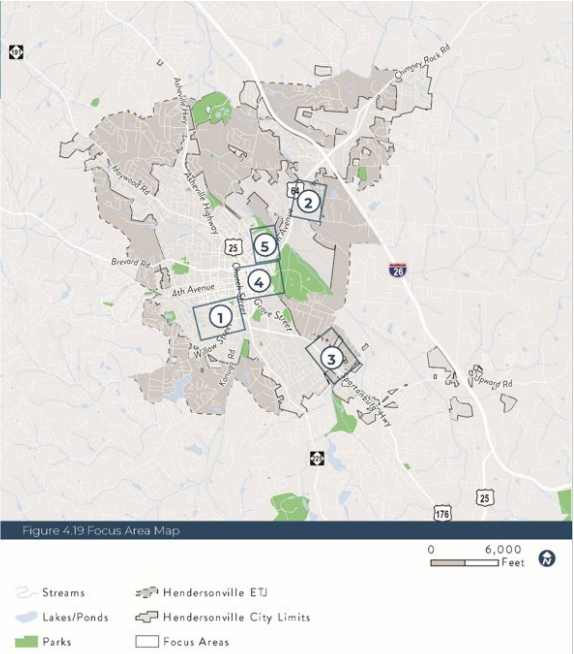
Gen H Comprehensive Plan



# Focus Areas

1. Western Ecusta Trail
2. Blue Ridge Mall
3. Spartanburg Highway
4. Downtown Edge
5. 7<sup>th</sup> Avenue

- 1 of 1,000 possibilities for how Character Areas may be realized over the next 20 years
- Nothing changes unless the property owner chooses to make the change

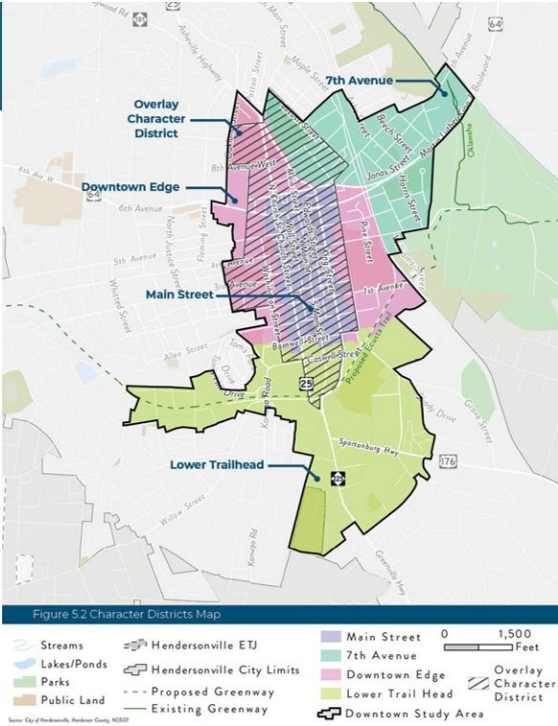




# Downtown Master Plan

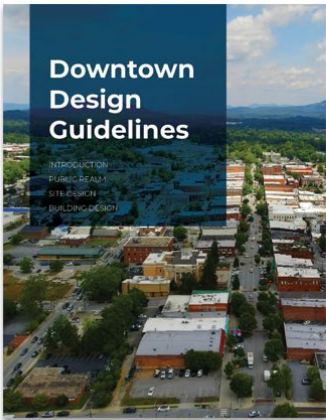
## Character Districts

- 1. Lower Trailhead
- 2. Main Street
- 3. Downtown Edge
- 4. 7<sup>th</sup> Avenue



Gen H Comprehensive Plan

# Downtown Design Guidelines



### ORGANIZATION

The Guidelines are divided into three sections: Public Realm, Site Design, and Building Design. Public Realm guidelines address the shared downtown community spaces such as the public streets, sidewalks, parks and plazas. These Guidelines aim to create vibrant public realms that foster community interaction and engagement. Site Design guidelines address specific standards for future development as they relate to building placement, height, and massing. Additional standards related to open space, stormwater management, and parking are also discussed. These standards are important in ensuring future development complies with the area's character.

Building Design guidelines speak to the architectural character of the downtown districts and provide recommendations on facade design as well as various building elements such as entry, windows, roofs, doorways, ground floor, and materiality. Special emphasis is placed on ground floor activation as it is vital within the downtown pedestrian-oriented districts.



Painted sidewalk on Maple Street



Hendersonville Main Street | City of Hendersonville

Gen H Comprehensive Plan

# Implementing the Plan



Gen H Comprehensive Plan

- 1. Implementation Strategy
- 2. Implementation Projects
- 3. Operational Policies

## Short-Term Implementation Projects

## HVL Gen H Comp Plan Implementation Portfolio – Short-Term Projects (Draft, 5/19/24)

The Hendersonville Gen H Comprehensive Plan includes a number of action steps to help the City of Hendersonville move quickly and effectively from planning to implementation to begin pursuing its shared community vision. The comprehensive plan lists 76 different implementation measures organized under the 10 plan goals. This is an extensive list that will take years to fully implement. As a result, below is a list of 34 of these projects to consider for short-term action. Together, these form a pool of projects from which to draw for initial implementation efforts, once the plan is adopted. In this way, the City of Hendersonville and its partners can work together in the years ahead to help manage the forces of change and advance the shared community vision. This is a living document and project details will evolve over time, so City of Hendersonville staff will need to update this list periodically to reflect the latest information about each project.

NO.	NAME	DESCRIPTION	LEAD STAFF	EST. COST LEVEL	POTENTIAL FUNDING SOURCES	NOTES
<b>1. Vibrant Neighborhoods</b>						
1.01	<b>Establish neighborhood matching grant program for self-directed improvements (S-3)</b>	Invite neighborhood organizations and community groups to submit grant proposals to the City to make improvements that they propose such as gateway signage, artwork, local history installations, and improvements to pocket parks.	Community Development Dept., Engineering Dept., Public Works Dept.	\$\$\$	General Fund	<ul style="list-style-type: none"> <li>• Add to Dept. w/ Research ext</li> <li>• Develop and fit in procedures</li> <li>• Include funding</li> <li>• Run program p</li> </ul>

1

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### KEY FOR "ESTIMATED COST LEVEL" COLUMN

This column suggests who should be authorized to initiate funding to move forward in a timely and effective manner, based on plan app  
 \$ - Able to be implemented using discretionary funding available  
 \$\$\$ - Able to be implemented using discretionary funding available  
 \$\$\$\$ - Able to be implemented with a line item in the annual City budget  
 \$\$\$\$\$ - Able to be implemented with third-party funding, e.g. grant

### KEY FOR "PRIORITY LEVEL" COLUMN

This column suggests a prioritization for the short-term projects for when deciding which projects to initiate.  
 S-1 - Consider initiating these projects first.  
 S-2 - Consider initiating these projects second.  
 S-3 - Consider initiating these projects third.

NO.	NAME	DESCRIPTION	LEAD STAFF	EST. COST	FUNDING SOURCES	NEXT STEPS
1.02	<b>Better connect neighborhoods to green space amenities by making public investments and adding code standards in new UDO (S-2)</b>	Strengthen the linkages between residential areas and parks through public improvements such as sidewalks and trails, and development requirements requiring these connections.	Community Development Dept., Engineering Dept., Public Works Dept.	\$\$\$\$	General Fund, MPO grants; state and federal grants	<ul style="list-style-type: none"> <li>• Add to Dept. work plans</li> <li>• Identify and prioritize infrastructure projects</li> <li>• Write grant proposals as needed</li> <li>• Include code updates in larger UDO update</li> </ul>
1.03	<b>Update minimum housing code to reinvest code enforcement to improve dilapidated properties in equitable manner (S-1)</b>	Review code requirements to catalyze action to address unsafe conditions and poor maintenance on properties in a way that assists residents with limited resources or fixed incomes.	Community Development Dept.	\$\$\$	General Fund	<ul style="list-style-type: none"> <li>• Add to Dept. work plan</li> <li>• Research examples</li> <li>• Identify preferred program features</li> <li>• Implement updated program</li> </ul>
<b>2. Abundant Housing Choices</b>						
2.01	<b>Utilize existing Mixed Use Zoning Districts to Introduce multi-family housing in commercial corridors and redevelopment areas (S-1)</b>	Support the production of multi-family housing units in commercial corridors and redevelopment areas through the City's existing mixed use zoning districts.	Community Development Dept.	Staff time	NA	<ul style="list-style-type: none"> <li>• Develop public information about current entitlement opportunity</li> <li>• Share information with economic development partners, development community, business community, and property owners</li> </ul>
2.02	<b>Implement top projects from Affordable Housing Strategic Plan</b>	Support the production of more affordable housing by implementing the top projects in the City's new Affordable Housing Strategic Plan. Strategies might include creating a Housing Trust Fund, working with institutional partners to catalyze affordable housing development, using development standards to promote affordable housing production (e.g. expand housing types, incentivize affordable housing, update conditional zoning standards).	Community Development Dept.	\$\$\$\$\$	General Fund, possible City bond	<ul style="list-style-type: none"> <li>• Select priority implementation projects from Affordable Housing Strategic Plan</li> <li>• Scope projects; add to Dept. work plan</li> <li>• Secure necessary funding</li> <li>• Organize and initiate projects</li> <li>• Manage project portfolio</li> </ul>

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DRAFT 5/19/24

#### 4. NEW BUSINESS

### A. Approval of Final Change Order for the Northside Water System Improvement Project

– *John Connet, City Manager*

City Manager John Connet explained that city staff has been working with MB Kahn Construction to resolve a payment dispute associated with the Northside Water System Improvement Project. The dispute has been resolved and staff submits the following change order for approval by City Council. As part of the dispute resolution, staff agreed to request approval of the change order at the July 24<sup>th</sup> meeting.





Change Order No. 1

Date of Issuance: July 12, 2024	Effective Date: July 12, 2024
Owner: City of Hendersonville	Owner's Contract No.: H-SRP-D-17-0132
Contractor: M. B. Kahn Construction Co., Inc.	Contractor's Project No.: 1668
Engineer: McKim & Creed, Inc.	Engineer's Project No.: 06496-0005
Project: Northside Water System Improvements	Contract Name:

The Contract is modified as follows upon execution of this Change Order:

Description: Change in contract price and contract times per Mediated Settlement Agreement. Net decrease of contract price resulting from increase for Change Order Proposals 04, 09, 10, 11, and 12, deduct for Change Order Proposal 08, deduct of unused quantities for line items O-3 and O-4 per Pay App No. 20 (pay app line items 8000, 6035, and 6045), and deduct of unused Contingency Allowance. This represents the Final Adjusting Change Order.

- Attachments:
- 1. M. B. Kahn Change Order Proposal 04
  - 2. M. B. Kahn Change Order Proposal 09, Revision 2
  - 3. M. B. Kahn Change Order Proposal 10
  - 4. M. B. Kahn Change Order Proposal 11
  - 5. M. B. Kahn Change Order Proposal 12
  - 6. Work Change Directive No. 1 – Electromagnetic Flow Meter Vault, dated 9/14/2021
  - 7. Work Change Directive No. 2 – Transmitter Building Demo Delete, dated 1/27/2022
  - 8. McKim & Creed Letter Dated 2/25/2022 RE: Change Order Proposal No. 8 – Transmitter Building Demo Delete
  - 9. Mediated Settlement Agreement Dated 7/10/2024
  - 10. Change Order No. 1 – Final Adjusting Change Order Summary Table

CHANGE IN CONTRACT PRICE	CHANGE IN CONTRACT TIMES [note changes in Milestones if applicable]
Original Contract Price: \$ 3,699,407.00	Original Contract Times: Substantial Completion: April 27, 2021 (330 cDays) Ready for Final Payment: May 27, 2021 (360 cDays) days or dates
[Increase] [Decrease] from previously approved Change Orders No. ____ to No. ____: \$ N/A	[Increase] [Decrease] from previously approved Change Orders No. ____ to No. ____: Substantial Completion: N/A Ready for Final Payment: N/A days
Contract Price prior to this Change Order: \$ 3,699,407.00	Contract Times prior to this Change Order: Substantial Completion: April 27, 2021 (330 cDays) Ready for Final Payment: May 27, 2021 (360 cDays) days or dates
[Increase] [Decrease] of this Change Order: \$ 152,939.08	[Increase] [Decrease] of this Change Order: Substantial Completion: December 10, 2021 Ready for Final Payment: April 11, 2022 days or dates
Contract Price incorporating this Change Order: \$ 3,546,467.92	Contract Times with all approved Change Orders: Substantial Completion: December 10, 2021 Ready for Final Payment: April 11, 2022 days or dates

EJCDC® C-941, Change Order.  
Prepared and published 2013 by the Engineers Joint Contract Documents Committee.  
Page 1 of 2



RECOMMENDED:	ACCEPTED:	ACCEPTED:
By: <u>[Signature]</u> Engineer (if required)	By: _____ Owner (Authorized Signature)	By: <u>[Signature]</u> Contractor (Authorized Signature)
Title: <u>Regional Manager</u>	Title: _____	Title: <u>Project Manager</u>
Date: <u>July 11, 2024</u>	Date: _____	Date: <u>July 15, 2024</u>

Approved by Funding Agency (if applicable)  
By: \_\_\_\_\_ Date: \_\_\_\_\_  
Title: \_\_\_\_\_

City Council Member Melinda Lowrance moved that the City Council approve the final change order for the Northside Water System Improvement Project. . A unanimous vote of the Council followed. Motion carried.

5. ADJOURN

There being no further business, the meeting was adjourned at 5:14 p.m. upon unanimous assent of the Council.

ATTEST:

Lyndsey Simpson, Mayor Pro Tem

Jill Murray, City Clerk