

# 9

## Implementation

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## Section 9.1. Introduction

Implementation of the Comprehensive Plan's vision statements will result in positive change for the community. Every action recommended in the preceding chapters is summarized in a user-friendly and prioritized Action Plan table. The Action Plan table will help the City and its partners implement the Comprehensive Plan in a strategic and efficient manner consistent with the following guiding principles:

### Guiding Principles

The below guiding principles summarize the ways the Comprehensive Plan will be used on a daily and on-going basis.

#### 1. Work Programs.

Persistence and vigilance are required by all stakeholders to ensure progress in the implementation of the Plan. City Council will set the course for administrative actions and priority funding over the next five years using the Action Plan tables as guidance. The City Manager and department heads will use the Action Plan tables when preparing department budgets, capital improvement plans, departmental strategic plans and daily task lists.

#### 2. Oversight.

Continuous monitoring and advocacy will be critical to the success of Comprehensive Plan implementation. The City should create an Implementation Committee that reviews progress and prepares a report on a quarterly basis. The Planning Department will work with the Implementation Committee and issue an annual report summarizing the status of each strategy relative to noted implementation priorities and timelines.

#### 3. Amendments.

The Plan must be carefully interpreted to ensure public and private actions are consistent with Plan intent. Any request found inconsistent with the plan necessitates a formal plan amendment before the request can be granted. A requested plan amendment needs to be reviewed in light of new information and the ordinance to support an amendment must include sufficient findings of facts.

#### 4. Development Approvals.

Development review and approval decisions should be transparent and predictable when a project conforms with Comprehensive Plan policies.

#### 5. Partnerships.

Partnerships with stakeholders including other governmental entities, civic organizations and the business community will maximize resources and buy-in when implementing Plan strategies.

#### 6. Focused Incentives.

The City should use economic incentives only when a proposed project is consistent with Comprehensive Plan policies for land use, density and intensity and development timing and location.

#### 7. Education.

Education and outreach are necessary early and often to inform residents and stakeholders of plan goals. This effort will rely on technology and web communications along with condensed versions of the Comprehensive Plan. Copies of the plan are available on-line, at City Hall and the library. PowerPoint presentations to civic groups and area schools are additional means of outreach.



## 8. Updates.

The Comprehensive Plan is a collection of several disparate policies aimed at managing development and growth consistent with a cohesive vision for the future. Because the plan is broad in its scope, updates are necessary every five years to ensure city policies are consistent with market trends and resident expectations. Work on the next update should start in 2013 for adoption in early 2014.

## Section 9.2. Action Plan

The Action Plan on the following pages summarizes every action recommended in the Comprehensive Plan in table form. The Action Plan tables are intended to be used by City Council, Planning Commission and Staff to prioritize future actions and to review progress. Timeframes, priorities and responsible parties are identified for each Action and are described in more detail as follows:

**Goals/Strategies/Actions.** Individual goal, strategy and action statements as found in the preceding chapters are listed in numeric order in the Action Plan. The Action statements are the primary elements of the Action Plan, as they relate directly to the Responsibility, Resource, Timeframe and Priority columns. The Goals and Strategies are provided merely for reference and to demonstrate each Action's connection with the broader Comprehensive Plan.

**Responsibility.** The responsible party designated to lead the implementation effort is listed in the "Responsibility" section of the Action Table. This does not infer that the designated entity will do all the work; it does infer that the designated entity will serve as the "Action" champion. Partnerships are noted when two or more entities are listed in the "Responsibility"

column. The city must be able to approach projects on a collaborative basis given limited local funding.

**Resource.** Entries found in the "Resource" column are tied to individual Implementation Resources found in Section 9.3 of this chapter. City "staff" is an important implementation "Resource" as numerous Actions are assigned to City departments. Staff cannot perform all assigned tasks due to existing commitments and on-going job-related responsibilities. Consultants and other outside help can augment staff resources when resources permit. In some cases, grants can be used to cover the costs of outside help.

**Timeframe.** "Timeframes" provide Action-related start and end dates. These dates are not set in stone; they should be viewed as guidelines to give City Council, staff and partners an idea of when projects should occur. Many tasks are incremental, meaning they build on one another to implement broader overarching goals. It is important to follow "Timeframe" and "Priority" recommendations to ensure actions are implemented in a strategic manner.

**Priority.** One of three levels of priority is given under each entry under the "Priority" column. The city will vigorously pursue "high" priority tasks during the 2009-2014 planning cycle. "Medium" priority tasks will be pursued as staff and financial resources become available. The City, where appropriate, will encourage partners defined for each task to pursue both high and medium priority tasks. "Low" priority activities may be pursued when higher priority tasks are fully implemented and as resources become available. The City can provide political support should a third party propose to implement a low priority task.

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Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed
PH-1. Maintain and enhance older neighborhoods so that they retain their value and viability in the face of demographic and market changes.	PH-1.1. Promote compatible infill development.	PH-1.1.1.	Develop design guidelines for infill development.	Planning	Staff			
		PH-1.1.2.	Implement zoning changes as needed in Priority Infill Areas.	Planning	Staff			
	PH-1.2. Strictly enforce the International Property Maintenance Code to maintain the desirability of all city neighborhoods and maintain homeowner confidence.	PH-1.2.1.	Implement code enforcement monitoring.	Zoning in partnership with Henderson County Division of Building Inspections	Staff			
		PH-1.2.2.	Educate and involve community members in the code enforcement process.	Zoning in partnership with Henderson County Division of Building Inspections	Staff and citizen volunteers			
	PH-1.3. Facilitate the modernization of smaller, outdated units while preserving neighborhood character in order to maintain the viability of older neighborhoods.	PH-1.3.1.	Create idea book with strategies for modernizing and enhancing older housing types.	Planning	Staff			
		PH-1.3.2.	Implement a housing study that analyzes current housing stock.	Planning	Staff			
	PH-1.4. Allow redevelopment and/or reuse of single-family homes that directly front on arterials into office or high-density residential uses in coordination with the Future Land Use Map.	PH-1.4.1.	Implement transitional zoning along Major Thoroughfares.	Planning	Staff			
	PH-1.5. Maintain and enhance the public space in older neighborhoods.	PH-1.5.1.	Continue funding and improve the efficiency and effectiveness of City street and sidewalk maintenance programs.	Public Works	Staff, General Fund			
		PH-1.5.2.	Implement the sidewalk recommendations of the City's 2007 Pedestrian Plan.	Planning, Engineering, Public Works	NCDOT Funding, General Fund			
		PH-1.5.3.	Periodically revisit and revise the City's Pedestrian Plan.	Planning	Staff			
		PH-1.5.4.	Develop City-owned property within neighborhoods into neighborhood parks.	Planning, Engineering, Public Works	PARTF, General Fund, Dedicated Tax Levy, General Foundations			
		PH-1.5.5.	Seek opportunities to acquire additional property for future parks.	City Council, Administration	PARTF, General Fund, Dedicated Tax Levy, General Foundations			
		PH-1.5.6.	Promote the installation of street trees through private redevelopment projects and targeted installations.	Planning, Public Works	General Fund, General Foundations, Special Improvement District			
	PH-2. Encourage a wide range of housing formats and price points in order to meet the diverse and evolving needs of current and future residents, match the housing supply with the local workforce, and promote diverse neighborhoods.	PH-2.1. Encourage variation in lot sizes and housing types within new developments.	PH-2.1.1.	Amend zoning and/or subdivision standards to require and/or offer incentives for variation in lot and unit sizes.	Planning	Staff		
		PH-2.2. Encourage provision of affordable housing units in new developments.	PH-2.2.1.	Require/encourage at least 10% of new housing units sold in a new development to be affordable to people making up to 80% of the area median household income.	Planning	Staff		
PH-2.2.2.			Support development proposals that mix subsidized housing with market-rate housing.	City Council, Planning	Staff and elected officials			
PH-2.3. Allow housing arrangements in existing and new neighborhoods that provide affordable and/or multi-generational housing alternatives in single-family neighborhoods.	PH-2.3.1.	Continue allowing accessory and integral additional housing units associated with single-family detached units.	Zoning	Staff				
PH-3. Promote safe and walkable neighborhoods.	PH-3.1. Establish neighborhood design guidelines that promote safe, walkable and bikeable neighborhoods while accommodating the automobile.	PH-3.1.1.	Encourage pedestrian-friendly design features in residential developments.	Planning, Zoning	Staff			
		PH-3.1.2.	Encourage public space features that calm traffic and provide space for pedestrian gathering and circulation.	Planning, Zoning	Staff			
		PH-3.1.3.	Integrate Crime Prevention Through Environmental Design Principles.	Planning, Police	Staff			
	PH-3.2. Encourage mixed land use patterns that place residents within walking distance of services.	PH-3.2.1.	Promote mixed-use redevelopment along major thoroughfares through zoning map and/or text amendments.	City Council, Planning	Staff			

Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed	
NR-1. Preserve environmentally sensitive areas in order to protect life and property from natural hazards, protect water resources, and preserve natural habitat.	NR-1.1. Discourage and reduce development of structures and impervious surfaces within the FEMA Floodway and 100-Year Floodplain.	NR-1.1.1.	Maintain and enforce the provisions of the City's Flood Protection Standards.	Zoning	Staff				
		NR-1.1.2.	Encourage reduction of existing impervious surfaces located in the floodway and 100-year floodplain.	Planning, Zoning	Staff				
		NR-1.1.3.	Pursue grants to acquire properties in floodprone areas.	Zoning	Clean Water Management Trust Fund				
		NR-1.1.4.	Encourage the preservation of flood storage areas.	Planning, Zoning	Staff, Clean Water Management Trust, General Foundations				
	NR-1.2. Protect land adjacent to streams in order to protect water quality, reduce erosion, and protect wildlife habitat.		NR-1.2.1.	Encourage protection of streams and wetlands and adjacent land.	Planning, Zoning	Staff, Clean Water Management Trust, General Foundations			
			NR-1.2.2.	Enforce and improve upon the City's Stream Buffer Protection Standards.	Planning, Zoning	Staff			
			NR-1.2.3.	Encourage additional measures beyond the minimum required in the Stream Buffer Protection Standards	Planning, Zoning	Staff			
			NR-1.2.4.	Create and maintain a map that shows all developments that are required to follow stream buffer regulations.	Planning	Staff			
			NR-1.2.5.	Develop a monitoring program for developments with stream buffers to prevent encroachment.	Planning, Zoning	Staff			
			NR-1.2.6.	Continue to require restoration of buffers that have been encroached upon.	Planning, Zoning	Staff			
			NR-1.2.7.	Provide educational materials on the importance and value of stream buffers.	Planning, Zoning	Staff			
			NR-1.2.8.	Provide stream restoration demonstration projects on City owned property.	Engineering, Public Works	Staff, Clean Water Management Trust, General Foundations			
			NR-1.2.9.	Coordinate with the North Carolina Cooperative Extension Service on stream preservation and restoration.	Planning in partnership with NC Coop. Extension Service	Staff			
			NR-1.2.10.	Work with partners to encourage the acquisition of conservation easements in high-priority protection areas.	Planning in partnership with Western NC Land Conservancy and similar groups	Conservation Easements, General Foundations			
	NR-1.3. Encourage restoration of natural habitat and drainage patterns in developed areas.		NR-1.3.1.	Enforce floodplain protection regulations that require, where feasible, that redevelopment in the floodplain demonstrate an improvement in the site's functionality as a floodplain.	Zoning	Staff			
			NR-1.3.2.	Pursue grants to acquire developed floodplain properties and restore.	Planning, Zoning	Staff, Clean Water Management Trust, General Foundations			
			NR-1.3.3.	Develop guidelines for daylighting streams and other habitat-restoring activities.	Planning, Engineering	Staff			
	NR-1.4. Control development on steep slopes in order to protect life and property from erosion and landslides, and preserve the natural appearance of hillsides.		NR-1.4.1.	Encourage preservation of steep slopes in development reviews.	Planning	Staff			
			NR-1.5.1.	Use Conservation Planning Tool findings and GIS data to evaluate and prioritize conservation of land within areas planned as Natural Resources/Agricultural.	Planning	Staff, OneNC Conservation Planning Tool			



Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed
NR-2. Provide a variety of quality open space, distributed equitably throughout Hendersonville, that can be used for recreational opportunities and aesthetic enhancements.	NR-2.1. Encourage clustered development that preserves open space while allowing a return on investment.	NR-2.1.1.	Maintain density bonuses for open space preservation.	Planning	Staff			
		NR-2.3.1.	Continue to encourage tree preservation through tree preservation credits.	Planning	Staff			
	NR-2.3. Promote preservation of woodlands.	NR-2.3.2.	Continue allowing the Tree Board to review tree preservation for Special Use Permit projects.	Planning, Tree Board	Staff			
		NR-2.3.3.	Adopt ANSI A300 for the maintenance and pruning of trees on City controlled property.	Public Works	Staff			
		NR-2.3.4.	Promote right tree in the right place standards.	Planning, Zoning, Public Works	Staff			
	NR-2.3.5.	Encourage placement of structures and roadways in areas where trees have already been removed.	Planning, Zoning	Staff				
NR-2.4. Promote the location and design of open space areas within developments so that they contribute to and link individual homes to the City's green infrastructure network.	NR-2.4.1.	Encourage development projects to provide open space areas that connect to planned green infrastructure areas.	Planning, Zoning	Staff				
NR-3. Reduce the ecological footprint of developed and developing areas in order to reduce the impact on natural resources, create a healthy, sustainable community and reduce energy costs.	NR-3.1. Promote LEED (Leadership in Energy and Environmental Design) certification with new development activity.	NR-3.1.1.	Require that all new municipal buildings be LEED® Certified.	City Council, Administration	Staff			
		NR-3.1.2.	Encourage the County and School District to require LEED® Certification for new facilities.	City Council, Administration	Staff			
		NR-3.1.3.	Explore offering reduced permit fees as an incentive for private LEED®-Certified buildings.	Planning, Zoning, Engineering in partnership with Henderson County Division of Building Inspections	Staff			
	NR-3.3. Encourage citizens to engage in activities that reduce their ecological footprint.	NR-3.3.1.	Set Citywide goals for waste reduction and recycling.	City Council, Public Works	Staff			
		NR-3.3.2.	Increase the practice of recycling among residents.	Public Works	Staff			
		NR-3.3.3.	Develop educational materials and programs that promote the benefits and strategies for waste reduction, water conservation and energy efficiency.	Public Works, Water and Sewer	Staff			
NR-3.3.4.	Purchase City vehicles that use alternative fuels or hybrid technology.	Administration	General Foundation, General Fund					
NR-4. Preserve Hendersonville's agricultural resources in order to maintain a rich heritage and promote locally-grown food.	NR-4.1. Maintain the link between area agriculture and tourism and cultural activities.	NR-4.1.1.	Continue to support the North Carolina Apple Festival and other agriculture-related cultural events.	Administration, Public Works	Staff			
		NR-4.1.2.	Include agriculture in area tourism promotional efforts.	Administration in partnership with Henderson County Travel and Tourism	Staff			
	NR-4.2. Maintain and expand upon downtown farmers' markets.	NR-4.2.1.	Increase the frequency and offerings of downtown farmers' markets.	Administration	Special Improvement District, General Fund, Dedicated Tax Levy			
	NR-4.3. Continue to support the right to farm by minimizing conflicts between farmers and non-farming neighbors.	NR-4.3.1.	Work with Henderson County to educate the public about the County's Voluntary Farmland Preservation Program.	Planning in partnership with Henderson County Planning Department	Staff			
	NR-4.4. Discourage leapfrog development patterns that fragment agricultural land.	NR-4.4.1.	Avoid support of rezonings of agricultural land when adequate infrastructure is not available.	City Council, Planning	Staff			
		NR-4.4.2.	Assess the possible conflict of uses when considering rezoning of active agricultural lands.	City Council, Planning	Staff			

Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed
CR-1. Preserve the viability and individuality of Hendersonville's historic neighborhoods in order to maintain their role in supporting community pride, livability and identity.	CR-1.1. Continue to utilize local and national historic preservation resources to encourage preservation of historic buildings.	CR-1.1.1.	Continue to support the Hendersonville Historic Preservation Commission (HHPC).	City Council, Administration, Planning	Staff			
		CR-1.1.2.	Pursue historic and landmark designation of eligible sites and districts.	City Council in partnership with Hendersonville Historic Preservation Commission (HHPC)	Staff and the State Historic Preservation Office			
	CR-1.2. Ensure continued maintenance of historic buildings.	CR-1.2.1.	Enforce the Property Maintenance Code to preserve historic buildings.	Zoning	Staff			
		CR-1.2.2.	Enforce the Historic Preservation Demolition by Neglect provisions.	Zoning, HHPC	Staff			
	CR-1.4. Design the public realm to complement historic architecture through features such as uniquely designed signage and street furniture.	CR-1.4.1.	Distinguish historic neighborhoods through the use of specialized signage and design elements.	Public Works, HHPC	Staff			
		CR-1.4.2.	Place street furniture with a historical design theme on public property in historic districts.	Public Works	Staff and private sponsorship			
	CR-1.5. Encourage rehabilitation of historic properties that modernizes amenities and layouts without compromising historic integrity.	CR-1.5.1.	Work with Historic Preservation Commission to educate property owners on historic preservation incentives.	Planning in partnership with HHPC	Staff, Federal and State Historic Preservation Tax Credits			
CR-1.5.2.		Develop an awards program for historic building rehabilitation projects.	Planning, HHPC	Staff and private sponsorship				
CR-2. Expand historic preservation outreach and education in order to promote historical awareness among Hendersonville citizens and attract interest from visitors.	CR-2.1. Incorporate interpretive and promotional elements within historic neighborhoods that educate citizens and visitors about Hendersonville's rich history.	CR-2.1.1.	Place plaques in historic districts and on historic buildings that include brief historical narratives.	Planning in partnership with HHPC	Staff			
		CR-2.1.2.	Create and maintain gateway signage for each historic district.	Planning, Public Works in partnership with HHPC	Staff and private sponsorship			
	CR-2.2. Partner with the Historic Preservation Commission to host promotional events that showcase historic districts.	CR-2.2.1.	Expand upon the annual Holiday Tour.	Planning in partnership with HHPC	HHPC members and volunteers			
		CR-2.2.2.	Promote historic districts and preservation at cultural events and festivals.	Planning in partnership with HHPC and event organizers	Staff and HHPC members			
		CR-2.2.3.	Continue periodic walking tours of historic districts.	HHPC	HHPC members and volunteers			
	CR-2.3. Work with local schools to promote awareness of Hendersonville's history and the value of historic preservation.	CR-2.3.1.	Offer educational materials to local school districts that can be integrated with curricula.	Planning in partnership with HHPC and School District.	Staff and HHPC members			
		CR-2.3.2.	Offer lectures at local education institutions that focus on local history and preservation.	Planning in partnership with HHPC and educational institutions.	Staff and HHPC members			
	CR-2.4. Coordinate with other historic preservation groups throughout the area and state such as the State Historic Preservation Office, Historic Flat Rock, Inc. and the Henderson County Historical Resources Commission.	CR-2.4.1.	Encourage participation with other historic preservation organizations for events and programs.	Planning in partnership with HHPC.	Staff and HHPC members			
		CR-2.4.2.	Act as a liaison between the State Historic Preservation Office, local preservation groups, and the community.	Planning	Staff			
	CR-2.5. Assist the Historic Preservation Commission in providing information to the general public about Hendersonville's historic properties.	CR-2.5.1.	Create brochures that describe historic districts and properties and display.	Planning in partnership with HHPC.	Staff			
CR-2.5.2.		Develop self-guided print and MP3 walking tours of historic districts.	Planning in partnership with HHPC.	Staff				
CR-3. Support and expand opportunities to build a vibrant arts and cultural presence in Hendersonville in order to boost quality of life and economic activity.	CR-3.1. Develop a city policy that expresses support for the arts and identifies implementation mechanisms.	CR-3.1.1.	Consider devoting a percentage of the annual budget toward the arts.	City Council, Administration	General fund			
		CR-3.1.2.	Support and encourage arts events.	City Council, Administration in partnership with Downtown Hendersonville, Inc. (DHI)	Staff			
	CR-3.2. Support programming of civic spaces with cultural events.	CR-3.2.1.	Continue support and facilitation of existing festivals.	Administration in partnership with Henderson County Travel and Tourism and DHI	Staff			
		CR-3.2.2.	Promote festivals in neighborhood parks.	Administration, Public Works	Staff			
	CR-3.3. Develop formal assembly spaces in City parks.	CR-3.3.1.	Develop urban open space in downtown for greenspace and outdoor performances.	City Council, Administration	Special Improvement District, PARTF, General Foundations, North Carolina Main Street Program			
	CR-3.4. Preserve the City's agricultural heritage and resources.	CR-3.4.1.	Develop educational programs and informational materials that promote the City's agricultural heritage and resources.	Administration in partnership with Henderson County Travel and Tourism	Staff			



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CR-4. Promote downtown as Hendersonville's central gathering place and a focal point for niche retailers and entertainment, cultural and civic uses.	CR-4.1. Develop a Downtown Master Plan that provides detailed recommendations on how to maintain and build upon the success of downtown.	CR-4.1.1.	Identify and prioritize mixed-use redevelopment opportunities in downtown.	Planning	Staff			
		CR-4.1.2.	Develop designs and cost estimates for public improvements such as streetscaping and wayfinding.	Engineering, Public Works in partnership with DHI	Staff			
		CR-4.1.3.	Identify funding sources and public-private partnerships needed to implement the plan.	Administration, Planning	Staff, Special Improvement District, General Foundations, North Carolina Main Street Program			
		CR-4.1.4.	Incorporate and build upon the branding and marketing recommendations in the Downtown Market Assessment and Marketing Plan.	Administration, Planning in partnership with DHI	Staff, Special Improvement District, General Foundations, Tourism Matching Grants, North Carolina Main Street Program			
	CR-4.2. Support Downtown organizational efforts and infrastructure improvements.	CR-4.2.1.	Continue support of Downtown Hendersonville, Inc. and Historic Seventh Avenue District.	City Council, Administration	Downtown taxing district			
		CR-4.2.2.	Maintain the downtown and Seventh Avenue special taxing districts for infrastructure investments.	City Council, Administration	Downtown and Seventh Avenue taxing districts			
		CR-4.2.3.	Maintain and improve the downtown and Seventh Avenue infrastructure.	Public Works	Downtown and Seventh Avenue taxing districts			
	CR-4.3. Support increased Downtown housing and office density in order to support retail uses and create a 24-hour environment.	CR-4.3.1.	Work with Downtown Hendersonville, Inc. to identify and prioritize housing and office redevelopment sites.	Planning in partnership with DHI	Staff			
		CR-4.3.2.	Facilitate redevelopment through property acquisition, partnerships, marketing, and/or development agreements.	City Council, Administration	Urban Progress Zone			
	CR-4.4. Improve connections from downtown and the Seventh Avenue Historic District to Jackson Park.	CR-4.4.1.	Encourage mixed-use redevelopment along Fourth Avenue East.	Planning	Staff			
		CR-4.4.2.	Extend downtown streetscaping along Fourth Avenue East to Jackson Park.	Engineering, Public Works	Special Improvement District, General Foundations, General Fund			
		CR-4.4.3.	Extend Maple Street from Seventh Avenue East south to Fourth Avenue East and create a greenway along Maple Street from the Train Depot to Fourth Street East.	Engineering, Public Works	Special Improvement District, General Foundations, General Fund, NCDOT Funding			

Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed
CF-1. Maximize the utilization of community facilities as community focal points in order to promote sound stewardship of taxpayer dollars and afford increased quality in facilities.	CF-1.1. Encourage co-location of new community facilities.	CF-1.1.1.	Locate any new city facilities on the same site, where feasible and appropriate.	Administration, Fire	Staff			
		CF-1.1.2.	Explore future opportunities for shared facility locations between the City, County, and School District.	Administration in partnership with Henderson County and Henderson County School District (HCSD)	Staff			
	CF-1.2. Continue to encourage joint use of existing community facilities, as well as usage of these facilities by community organizations.	CF-1.2.1.	Coordinate facility and event planning between the City and School District.	Public Works in partnership with HCSD	Staff			
		CF-1.2.2.	Work with the County and School District to explore joint use opportunities with administrative and maintenance facilities.	Administration in partnership with Henderson County and HCSD	Staff			
	CF-1.3. Encourage location of community facilities in mixed-use community centers with excellent multi-modal access.	CF-1.3.1.	Work with community service providers to locate facilities in Neighborhood or Regional Activity Centers.	Administration, Planning	Staff			
CF-2. Maintain and enhance public safety levels of service to match existing and future community needs and support economic growth.	CF-2.1. Establish new Fire and Police substations to service growing areas east of I-26.	CF-2.1.1.	Identify and secure locations for a Fire Station east of I-26.	Administration, Fire	Staff, General Fund, General Foundations			
	CF-2.2. Maintain acceptable staff/population ratios and response times for emergency services.	CF-2.2.1.	Continuously monitor and evaluate staff, equipment and facility resources with respect to emergency service calls.	Fire, Police	Staff			
	CF-2.3. Coordinate with adjacent Fire/EMS service providers to maximize facility and staff investments.	CF-2.3.1.	Monitor and update contracts with adjacent fire departments as needed.	Fire	Staff			
	CF-2.4. Complement and coordinate Police service improvements with community design efforts to encourage a safe, walkable community.	CF-2.4.1.	Ensure that pedestrian-friendly street designs meet emergency vehicle needs.	Planning, Public Works, Fire, Police	Staff			
		CF-2.4.2.	Integrate Crime Prevention Through Environmental Design principles into neighborhood design guidelines.	Planning, Police	Staff			
	CF-2.5. Encourage community outreach and activities that promote public safety.	CF-2.5.1.	Organize Walk-to-School days to encourage parents to walk their children to school.	Planning and Police	Staff			
		CF-2.5.2.	Support programming of public parks to increase park utilization and supervision.	Administration, Public Works	Staff			
CF-3. Maintain existing parks to a standard that upholds a positive community image and ensures continuing safety of recreation equipment.	CF-3.1. Balance investment in new park space and amenities with anticipated maintenance resources.	CF-3.1.1.	Continue to allocate funds and maximize efficiency to ensure adequate staffing and equipment to maintain parks.	City Council, Administration, Public Works	Staff			
	CF-3.2. Update existing equipment in parks as needed to meet safety and accessibility standards.	CF-3.2.1.	Continuously monitor the condition of existing equipment in parks.	Public Works	Staff			
		CF-3.2.2.	Replace outdated and unsafe equipment as necessary.	Public Works	PARTF, General Fund, Dedicated Tax Levy, General Foundations			
		CF-3.2.3.	Ensure that all new equipment and playground design conforms to modern playground safety standards.	Public Works	Staff			
	CF-3.3. Support volunteer groups that maintain parks or park features that cannot be supported by City maintenance resources.	CF-3.3.1.	Supply equipment and/or expertise to volunteer groups that agree to maintain parks or park elements.	Public Works in partnership with volunteer groups	Staff, citizen volunteers			
		CF-3.3.2.	Oversee volunteer activities to avoid duplication of work or conflicts with City operations.	Public Works	Staff			



Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed	
CF-4. Promote parks to citizens and visitors to increase utilization and awareness and advertise the community's assets.	CF-4.1. Create a strong theme and brand for parks in order to increase their awareness and visibility.	CF-4.1.1.	Create consistent imagery and logos to be used in park signs, the City's website, and informational brochures.	Administration, Public Works	Staff				
		CF-4.1.2.	Develop a park facility brochure to promote awareness of City and County parks.	Administration, Public Works	Staff				
	CF-4.2. Support programming of parks with cultural events and recreational programs.	CF-4.2.1.	Coordinate with other organizations to program and manage athletic events in Hendersonville parks.	Henderson County Parks and Recreation Department, HCSO, and other athletic organizations.	Staff				
		CF-4.2.2.	Provide detailed information on the City's website about park facilities and amenities to assist event planners.	Public Works	Staff				
	CF-4.3. Promote Jackson Park and Patton Park as focal points in the City and County park systems.	CF-4.3.1.	Coordinate park branding efforts with Henderson County.	Public Works in partnership with Henderson County Parks and Recreation Department	Staff				
		CF-4.3.2.	Coordinate with Henderson County when identifying space for cultural events.	Public Works in partnership with Henderson County Parks and Recreation Department	Staff				
		CF-4.3.3.	Highlight Jackson Park and Patton Park in promotional efforts.	Public Works in partnership with Henderson County Parks and Recreation Department	Staff				
	CF-5. Expand and adjust park amenities to match community needs and expectations.	CF-5.1. Develop a Park and Recreation Master Plan that identifies needs for recreation amenities, establishes a desired level of service and makes detailed recommendations for recreation improvements.	CF-5.1.1.	Include elements in the Parks Master Plan that address all strategies and actions of this goal.	Planning, Public Works	Staff			
		CF-5.2. Evaluate park facilities to determine usage and redesign or replace underutilized facilities.	CF-5.2.1.	Gauge utilization of existing facilities through public input meetings, interviews and/or focus groups.	Planning, Public Works	Staff			
CF-5.3. Establish Level of Service standards to continuously measure how well the City is meeting community recreation needs.		CF-5.3.1.	Identify desired numbers of each type of recreation amenity based on national standards and community input.	Planning, Public Works	Staff				
		CF-5.3.2.	Periodically conduct surveys of park users to assess park needs and desires.	Public Works	Staff				
CF-5.4. Develop detailed recommendations for new park acquisitions, improvements to existing parkland, and replacement of underutilized equipment.		CF-5.4.1.	Develop concept plans and cost estimates for new parks.	Planning, Public Works	Staff				
		CF-5.4.2.	Identify implementation resources and integrate with capital improvement planning and department work programs.	Planning, Public Works	Staff, PARTF, General Fund, Dedicated Tax Levy, General Foundations				
		CF-5.4.3.	Integrate acquisition and improvements as components of the Parks and Recreation Master Plan.	Planning, Public Works	Staff				
CF-5.5. Ensure that new parks are designed as safe environments for users.		CF-5.5.1.	Ensure that new equipment meets modern safety requirements.	Public Works	Staff				
		CF-5.5.2.	Consider public safety and natural surveillance when designing new parks.	Planning, Public Works, Police	Staff				
		CF-5.5.3.	Ensure that drainage patterns in parks direct stormwater away from recreational use areas.	Public Works, Engineering	Staff				
CF-6. Encourage that a park and/or accessible open space are available within a ten minute walk of each neighborhood.	CF-6.1. Encourage community open-space or play areas in new or redeveloped residential neighborhoods.	CF-6.1.1.	Incorporate recreational amenity requirements/incentives in PRD Districts.	Planning	Staff				
		CF-6.1.2.	Maintain open space set-aside standards in PRD Districts.	Planning	Staff				
	CF-6.2. Develop existing City-owned vacant parcels within existing neighborhoods into pocket parks and gathering places.	CF-6.2.1.	Develop parks on City-owned vacant parcels that serve areas that are not already within ½ mile of a Neighborhood or Community Park.	Planning, Public Works	Staff, PARTF, General Fund, Dedicated Tax Levy, General Foundations				

Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed
CF-7. Link parks to neighborhoods in order to increase park utilization and supplement the park system.	CF-7.1. Create "park streets" that extend parks into neighborhoods by utilizing unique signage, landscaping, street trees and pedestrian path treatment.	CF-7.1.1.	Designate "park street" routes along key streets leading to and from parks and greenway access points.	Planning, Public Works	Staff, Clean Water Management Trust, General Foundations, General Fund			
		CF-7.1.2.	Coordinate "park street" efforts with stormwater management improvements.	Engineering, Public Works	Staff, Clean Water Management Trust, General Foundations, General Fund			
	CF-7.2. Preserve and expand the public greenway system as a means of connecting neighborhoods to parks and increasing recreational amenities and open space.	CF-7.2.1.	Construct trails along stream corridors that provide broad connectivity to parks and neighborhoods.	Engineering, Public Works	Staff, Clean Water Management Trust, General Foundations, General Fund			
		CF-7.2.2.	Design and place amenities so as to minimize impact on natural systems.	Engineering, Public Works	Staff			
		CF-7.2.3.	Connect local greenways with regional planned greenways	Henderson County Parks and Recreation and Planning Departments, Apple Country Greenways	Staff, Clean Water Management Trust, General Foundations, General Fund, NCDOT Funding			
		CF-7.2.4.	Work with the Apple Country Greenway Commission to prioritize greenway segments and pursue funding.	Planning, Engineering in partnership with Henderson County Parks and Recreation and Planning Departments	Staff, Clean Water Management Trust, General Foundations, General Fund, NCDOT Funding			
		CF-7.2.5.	Pursue rails-to-trails opportunities.	Planning in partnership with Henderson County Parks and Recreation Department, Apple Country Greenways	Staff, Clean Water Management Trust, General Foundations, General Fund, NCDOT Funding			



Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed
WR-1. Preserve the quality and quantity of the City's water supply.	WR-1.1. Continue to provide water supply and treatment services that meet Hendersonville's needs.	WR-1.1.1.	Implement the planned expansion of the water treatment plant to a capacity of 18 MGD	Water and Sewer	Water fees			
		WR-1.1.2.	Ensure adequate funding for pipe maintenance as the system ages.	Water and Sewer	Water fees			
	WR-1.2. Periodically review and update the Water Master Plan in order to identify needed future improvements to Hendersonville's water supply, treatment, and conveyance infrastructure.	WR-1.2.1.	Monitor the adequacy of the City's water sources given current conditions and updated growth projections.	Water and Sewer	Staff			
		WR-1.2.2.	Determine whether treatment capacity will be adequate at full build-out.	Water and Sewer	Staff			
		WR-1.2.3.	Analyze the condition and capacity of water pipes.	Water and Sewer	Staff			
		WR-1.2.4.	Provide cost estimates and implementation strategies in the Water Master Plan.	Water and Sewer	Staff			
	WR-1.4. Encourage water conservation practices in order to moderate the effects of future droughts.	WR-1.4.1.	Continue to provide information to residents on simple, inexpensive measures for reducing water usage	Water and Sewer	Staff			
		WR-1.4.2.	Develop guidelines for water-efficient landscaping	Planning, Water and Sewer	Staff			
		WR-1.4.3.	Promote LEED® principles for water efficiency with new development.	Planning, Zoning	Reduced permit fees, City demonstration projects			
		WR-1.4.4.	Periodically review the City's Declaration of Water Shortage regulations.	Water and Sewer	Staff			
WR-2. Understanding that communities and the natural environment located downstream are dependent on clean water, strive to preserve the quality of water as it flows through Hendersonville.	WR-2.1. Continue to fund and operate the City's stormwater management program.	WR-2.1.1.	Conduct outreach about polluted stormwater runoff.	Engineering in partnership with Western NC Stormwater Partnership (WNCSP)	Staff and WNCSP, Clean Water Management Trust Fund			
		WR-2.1.2.	Provide opportunities for residents to participate in activities related to reducing polluted stormwater runoff.	Engineering in partnership with WNCSP	Staff and WNCSP, Clean Water Management Trust Fund			
		WR-2.1.3.	Detect illicit discharges.	Engineering, Water and Sewer	Staff			
		WR-2.1.4.	Continue to require the control of construction site runoff through the permitting and inspection.	Engineering	Staff			
		WR-2.1.5.	Continue to require the control of post construction runoff through the City's stormwater regulations.	Engineering	Staff			
		WR-2.1.6.	Perform municipal housekeeping to prevent runoff from city buildings and activities.	Administration, Public Works	Staff			
	WR-2.3. Enable and encourage Low-Impact Development practices in stormwater management.	WR-2.3.1.	Educate development review officials about Low-Impact Development .	Planning, Zoning, Engineering	Staff			
		WR-2.3.2.	Review public roadway dimensional requirements and revise as necessary to allow narrower street widths.	Planning, Engineering, Public Works	Staff			
		WR-2.3.3.	Review driveway and parking regulations to allow efficient use of land and reduce impervious surfaces.	Planning, Engineering	Staff			
		WR-2.3.4.	Develop design guidelines for Integrated Management Practices.	Planning, Engineering in partnership with WNCSP	Staff and WNCSP, Clean Water Management Trust Fund			
		WR-2.3.5.	Develop educational materials that instruct property owners on Low-Impact Development features.	Planning, Engineering in partnership with WNCSP	Staff and WNCSP, Clean Water Management Trust Fund			
	WR-2.3.6.	Promote LEED principles for sustainable site design.	Planning, Zoning, Engineering	Reduced permit fees, City demonstration projects				
	WR-2.4. Continue to expand and improve the efficiency of wastewater treatment, while preserving the quality of waterways that receive treated effluent.	WR-2.4.1.	Develop a Wastewater Master Plan to identify needed improvements to treatment capacity	Water and Sewer	Staff			
WR-2.4.2.		Implement infrastructure upgrades already planned.	Water and Sewer	Sewer rates				
WR-2.4.3.		Continue to work with the North Carolina Department of Environment and Natural Resources to monitor the quality of streams that receive treated effluent.	Water and Sewer	Staff				

Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed	
TC-1. Develop a multi-modal transportation system that encourages pedestrian and bicycle usage in order to promote pedestrian safety, reduce vehicle miles travelled and encourage community interaction.	TC-1.1. Encourage mixed-use, pedestrian-friendly development that reduces the need to drive between land uses.	TC-1.1.1.	Promote mixed uses throughout the City.	Planning	Staff				
		TC-1.1.2.	Promote intense mixed-use "activity centers" that concentrate development at key intersections.	Planning	Staff				
		TC-1.1.3.	Encourage walkable site design.	Planning, Engineering	Staff				
	TC-1.2. Identify and prioritize needed pedestrian connections within the community.	TC-1.2.1.	Continue to implement the adopted Pedestrian Plan.	Planning, Engineering, Public Works	NCDOT Funding, General Fund				
		TC-1.2.2.	Periodically review and update the Pedestrian Plan	Planning					
	TC-1.3. Incorporate Complete Streets concepts into future roadway improvements in order to create multi-modal streets.	TC-1.3.1.	Develop a Master Transportation Plan that incorporates bike and pedestrian facilities into recommended roadway cross sections.	Planning, Engineering, Public Works	Staff				
		TC-1.3.2.	Explore reduced lane width requirements on roadway types.	Planning, Engineering, Public Works	Staff				
		TC-1.3.3.	Implement traffic calming techniques in existing or planned mixed-use, high-density locations.	Planning, Engineering in partnership with NCDOT	Staff, NCDOT Funding, General Fund				
		TC-1.3.4.	Incorporate maximum-block-length requirements in zoning and subdivision regulations.	Planning	Staff				
	TC-1.4. Encourage pedestrian connections between dead end streets and adjacent neighborhoods.	TC-1.4.1.	Incorporate dead-end street sidewalk connection requirements into the Zoning and Subdivision Codes.	Planning	Staff				
	TC-1.5. Maintain existing pedestrian facilities throughout the City and ETJ.	TC-1.5.1.	Complete an inventory of existing sidewalks including sidewalk conditions, obstructions and ADA accessibility.	Planning, Engineering, Public Works	Staff				
		TC-1.5.2.	Establish a systematic maintenance program for existing sidewalks.	Public Works	Staff				
	TC-1.6. Support community-based initiatives that build support for and awareness of the need for a walkable community.	TC-1.6.1.	Continue to support the Walk Wise Drive Smart program.	Administration, Public Works	Staff and Walk Wise Drive Smart				
	TC-2. Develop a bicycle infrastructure that encourages bicycling as a form of transportation and recreational.	TC-2.1. Develop a citywide Bicycle Plan that directs efforts to create Hendersonville's bicycle infrastructure.	TC-2.1.1.	Pursue grants from NCDOT to prepare a bicycle plan.	Planning in partnership with NCDOT	NCDOT Funding, General Fund			
		TC-2.2. Preserve and expand the public greenway system as a core component of the bicycle and pedestrian transportation system.	TC-2.2.1.	Pursue opportunities for greenway expansion along stream corridors and rail lines.	Planning, Engineering in partnership with Apple Country Greenways	Staff, Clean Water Management Trust, General Foundations, General Fund, NCDOT Funding			
TC-2.2.2.			Design and locate new greenways to provide a logical link to neighborhoods, businesses, schools, parks, and future greenways.	Planning, Engineering in partnership with Apple Country Greenways	Staff				
TC-2.2.3.			Promote existing greenways.	Planning, Engineering in partnership with Apple Country Greenways	Staff				
TC-2.4. Encourage bicycle parking facilities at key destinations.		TC-2.4.1.	Incorporate bicycle racks into streetscape improvements in pedestrian-friendly business districts.	Planning, Public Works	Special Improvement District, General Fund				
		TC-2.4.2.	Install bicycle racks at City offices.	Public Works	General fund				
TC-2.4.3.		TC-2.4.3.	Work with the School District and Henderson County to ensure that bicycle racks are installed at schools and County and School office buildings.	Public Works in partnership with Henderson County and Henderson County School District	Staff				
		TC-2.4.4.	Work with Apple Country Transit to explore bike rack installation at transit stops and on buses.	Public Works in partnership with Apple Country Transit	Staff				
TC-2.5. Promote bicycling as a form of transportation and recreation.		TC-2.5.1.	Develop brochures that communicate the benefits of bicycling and include maps of local and regional bicycle routes.	Planning in partnership with Henderson County Parks and Recreation and Planning Departments	Staff				
TC-2.6. Achieve designation as a "Bicycle-Friendly Community" as provided by the League of American Bicyclists.		TC-2.6.1.	Work toward becoming a Bicycle-Friendly Community.	Planning, Public Works	Staff				
		TC-2.6.2.	Apply for designation as a Bicycle-Friendly Community.	Planning, Public Works	Staff				



Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed
TC-3. Provide a safe and efficient roadway system that meets adequate vehicular level-of-service requirements in order to support business activity and residential quality of life.	TC-3.1. Continue to develop and require a connected street grid.	TC-3.1.1.	Require stub streets and connections to existing stubs in new subdivisions.	Planning, Public Works	Staff			
	TC-3.2. Coordinate with the NC Department of Transportation and French Broad River Metropolitan Planning Organization (MPO) on localized transportation planning.	TC-3.2.1.	Work with the French Broad River MPO (FBRMPO) on updates to the Comprehensive Transportation Plan.	City Council, Planning in partnership with FBRMPO, County Transportation Committee	Staff			
		TC-3.2.2.	Ensure that the French Broad River MPO Comprehensive Transportation Plan aligns with the City's Master Transportation Plan.	City Council, Planning in partnership with FBRMPO, County Transportation Committee	Staff			
	TC-3.3. Implement local policies and practices that complement and expand upon the State's access management standards.	TC-3.3.1.	Adopt local access management regulations and roadway classifications that mirror the State standards.	Public Works	Staff			
		TC-3.3.2.	Incorporate zoning regulations that encourage shared parking and cross-access easements.	Planning	Staff			
		TC-3.3.3.	Encourage the use of shared service drives to consolidate access points.	Planning, Engineering	Staff			
		TC-3.3.4.	Utilize redevelopment projects as opportunities to correct access management problems.	Planning, Engineering, Public Works	Staff			
	TC-3.4. Improve roadways as needed to implement the land use vision and meet level-of-service requirements.	TC-3.4.1.	Support the construction of the Balfour Expressway, as a means of improving east-west movement near north Hendersonville.	Administration in partnership with County Transportation Committee	Staff and elected officials			
		TC-3.4.2.	Construct an access road parallel to the Balfour Expressway to provide access to neighboring properties.	Planning, Engineering in partnership with FBRMPO	NCDOT Funding, General Fund			
		TC-3.4.3.	Include in the French Broad River MPO future Comprehensive Transportation Plan new minor arterials parallel to I-26	Planning, Engineering in partnership with FBRMPO	Staff			
		TC-3.4.4.	Connect Spartanburg Highway with Hebron Road.	Engineering, Public Works	NCDOT Funding, General Fund			
		TC-3.4.5.	Widen and improve existing roadways as indicated on Map 7.3a.	Engineering, Public Works	NCDOT Funding, General Fund			
	TC-4. Promote an integrated mass transit system that addresses local and regional needs.	TC-4.1. Continue to collaborate with the County, other municipalities and regional governments to maintain and enhance the transit system.	TC-4.1.1.	Continue to provide financial support for a regional mass transit system.	City Council, Administration	General fund		
			TC-4.1.2.	Coordinate the transit component of the Master Transportation Plan with other governments in the region.	Planning, Public Works in partnership with FBRMPO and Apple Country Transit	Staff		
		TC-4.2. Ensure that all bus stops are in locations that can be accessed safely and conveniently by pedestrians.	TC-4.2.1.	Make bus routes a priority for sidewalk improvements.	Public Works	Staff, NCDOT Funding, General Fund		
TC-4.2.2.			Provide sidewalk connections from bus stops to neighborhoods and destinations.	Engineering, Public Works	NCDOT Funding, General Fund			
TC-4.3. Include mass transit as a component of a Master Transportation Plan.		TC-4.3.1.	Analyze ridership levels and needs of mass transit.	Planning in partnership with Apple Country Transit	Staff			
		TC-4.3.2.	Identify necessary changes to routes, stops and facilities.	Planning, Public Works in partnership with Apple Country Transit	Staff			

Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed
TC-5. Enhance key gateways to the community in order to present a positive first impression and increase civic pride.	TC-5.1. Incorporate aesthetic improvements such as landscaped medians and street trees along roadways.	TC-5.1.1.	Include aesthetic improvements in the required roadway cross sections for each roadway type in the Master Transportation Plan.	Engineering, Public Works in partnership with NCDOT	NCDOT Funding, General Fund			
		TC-5.1.2.	Utilize landscaped medians on Boulevards and Major Thoroughfares.	Engineering, Public Works in partnership with NCDOT	NCDOT Funding, General Fund, Clean Water Management Trust			
		TC-5.1.3.	Continue to provide new street tree plantings on major thoroughfares.	Public Works in partnership with NCDOT	NCDOT Funding, General Fund			
		TC-5.1.4.	Continue to provide landscape and infrastructure improvements in the Main Street and 7th Avenue Municipal Service Districts.	Engineering, Public Works	Downtown and Seventh Avenue taxing districts			
		TC-5.1.5.	Support Tree Board recommendations for improvements to rights-of way in the City.	City Council, Public Works in partnership with NCDOT	NCDOT Funding, General Fund			
	TC-5.2. Enhance key entrances within the City.	TC-5.2.1.	Enhance key entrances to downtown Hendersonville.	Engineering in partnership with NCDOT	NCDOT Funding			
		TC-5.2.2.	Create attractive and recognizable community gateways at key entrances to Hendersonville.	Planning, Public Works in partnership with Downtown Hendersonville, Inc.	Special Improvement District, General Fund			
		TC-5.2.3.	Enhance the southern entrance to downtown with enhancements at the intersection of South Main, Church and King Streets.	Engineering, Public Works in partnership with NCDOT	Special Improvement District, General Fund			



Goal	Strategy	Action #	Action Description	Responsibility	Resource	Timeframe	Priority	Date Completed
LU-1. Encourage infill development that utilizes existing infrastructure, in order to maximize public investment and revitalize existing neighborhoods.	LU-1.1. Encourage infill development and redevelopment in areas planned for high-intensity development.	LU-1.1.1.	Review zoning standards and revise as necessary to enable compatible infill projects.	Planning	Staff			
	LU-1.2. Enhance areas surrounding infill projects in order to incentivize and leverage the benefits of infill development.	LU-1.2.1.	Elevate the priority of needed maintenance projects such as street and sidewalk repaving and water line replacements.	Planning, Engineering, Public Works, Water and Sewer	Staff			
		LU-1.2.2.	Implement a code enforcement monitoring of a neighborhood during infill project construction.	Zoning in partnership with Henderson County Building Inspections Division	Staff			
LU-3. Promote fiscal responsibility with development, annexation and expansion of Hendersonville's Extra-Territorial Jurisdiction (ETJ).	LU-3.1. Expand the City's ETJ to include land expected to experience significant growth pressure.	LU-3.1.1.	Expand the eastern boundary of the ETJ to include land on both sides of I-26.	City Council, Administration, Planning	Staff			
		LU-3.1.2.	Expand the northern boundary of the ETJ to include land adjacent to the proposed Balfour Expressway.	City Council, Administration, Planning	Staff			
		LU-3.1.3.	Expand ETJ boundaries northeast along both sides of US-64.	City Council, Administration, Planning	Staff			
	LU-3.2. Annex developed and developing areas in a contiguous manner that promotes fiscal responsibility for the City.	LU-3.2.1.	Discourage satellite annexations unless they significantly advance Comprehensive Plan goals and strategies.	Administration, Planning	Staff			
		LU-3.2.2.	Encourage annexation of unincorporated pockets in order to create a contiguous City boundary.	Administration, Planning	Staff			
	LU-3.3. Encourage annexations that improve the land-use balance in the City of Hendersonville.	LU-3.3.1.	Encourage annexations of areas designated as Business Center.	Administration, Planning	Staff			
	LU-3.4. Promote fiscal responsibility for the City with the expansion of infrastructure and services.	LU-3.4.1.	Continue to require adequate public facilities for new development projects.	Administration, Planning	Staff			
LU-13. Business Center: Create an employment corridor along I-26 that supports the growth of Hendersonville as a business destination. Create a campus-like, mixed-use environment that includes office, research and low-impact industrial uses, as well as supportive retail amenities.	LU-13.5. Work with partners to attract businesses to planned Business Center locations.	LU-13.5.1.	Work with the Henderson County Partnership for Economic Development (HCPED) and other economic development organizations to market Hendersonville as a business destination.	Administration in partnership with HCPED, other economic development organizations	Staff			
		LU-13.5.2.	As Business Center areas are annexed into the City, develop an economic development policy that governs the use of tax incentives.	Administration in partnership with HCPED, other economic development organizations	Staff			
		LU-13.5.3.	Work with the HCPED and other economic development organizations in packaging incentives and overcoming development obstacles.	City Council, Administration in partnership with HCPED, other economic development organizations	Staff			
	LU-13.6. Preserve adequate land supply for long-term job growth and economic development.	LU-13.6.1.	Proactively annex land planned as Business Center.	Administration, Planning	Staff			
		LU-13.6.2.	Rezone property to Business Center designations to prevent unplanned and incompatible development.	City Council, Planning	Staff			
	LU-13.7. Extend essential public infrastructure to support industrial growth in planned areas.	LU-13.7.1.	Extend water and sewer lines to existing industries that are willing to annex into Hendersonville.	Engineering, Water and Sewer in partnership with HCPED, other economic development organizations	Staff, Urban Progress Zone, CDBG			
		LU-13.7.2.	Construct access and service roads as planned on the Transportation Plan map.	Engineering, Public Works	NCDOT Funding			
LU-13.7.3.		Develop an industrial park at strategic location.	Administration, Planning, Engineering in partnership with HCPED, other economic development organizations	Staff, Urban Progress Zone, CDBG				

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## Section 9.3. Implementation Resources

### Funding Sources Identified in the Action Plan

#### Clean Water Management Trust Fund

Another source of state administered funding is through the Clean Water Management Trust Fund (CWMTF). These funds are set aside for the acquisition of riparian properties, financing of innovative wastewater management initiatives, storm water mitigation and stream bank restoration projects, support for greenways, and some planning programs. The acquired or purchased property can be used for recreation while protecting valuable water resources from the affects of urban encroachment.

#### Community Development Block Grant

The State makes funds available for development of facilities and programs through the Community Development Block Grant system (CDBG) administered by the Division of Community Assistance. Eligible communities can use these federal funds for development of projects such as recreation facilities, land acquisition, and neighborhood centers. Non-profit neighborhood groups can receive assistance from this program and the Division can assist these groups by identifying possible projects.

#### General Foundations

Grants or donations from private foundations may be a viable source of funding for some Comprehensive Plan Actions. Foundation funds may help with the cost of community facilities or programs. Foundations can be categorized as general-purpose (those having relatively few restrictions), special program (foundations for specific activities), and corporate (local foundations formed by private companies, usually having few limitations).

The Trust for Public Land and NC Rails-to-Trails have been instrumental in providing financial and technical assistance for open space conservation and development of greenways in North Carolina. They and other land trusts such as the Conservation Trust for North Carolina, Foothills Conservancy of North Carolina Inc. and Catawba Lands Conservancy would be good sources to investigate.

Other sources of local assistance may be available by contacting large regional or local corporations to review any possible funding opportunities they might offer. Companies such as Duke Power, Crescent Land, Wachovia/Wells Fargo and Bank of America may have available funding through existing grant programs, or they may be interested in creating a program or partnership for specific projects. The city should actively pursue grants from foundation and trust sources on a regional and national level.

Information on trusts and foundations can be found through the Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076 ([www.fdncnter.org](http://www.fdncnter.org)) and the Non-Profit Gateway to Federal Government agencies ([www.nonprofit.gov](http://www.nonprofit.gov)). A listing of appropriate North Carolina foundations can be found in the text entitled Grant Seeking in North Carolina, made available through the North Carolina Center of Public Policy Research, P.O. Box 430, Raleigh, North Carolina 27602.

#### North Carolina Department Of Transportation (NCDOT) Funding

In addition to funding roadway improvements, NCDOT can fund projects such as bikeways and pedestrian walks through the federally funded TEA-21 [formerly known as the Intermodal Surface Transportation Efficiency Act (ISTEA)]. The North Carolina Department of Transportation (NCDOT) administers the funds and the local government agency can use these funds for developing

portions of any proposed greenway system. Local communities can also apply for assistance with pedestrian, bikeway and greenway projects by applying for “NCDOT Enhancement Funds” and the NC-National Trails Program (NTP).

#### North Carolina Main Street Program

The North Carolina Main Street Center promotes downtown revitalization based on economic development within the context of historic preservation, a concept developed by the National Trust for Historic Preservation. The North Carolina Main Street program helps small towns to recognize and preserve their historic fabric and, using local resources, build on their unique characteristics to create vibrant central business districts that meet the needs of today's communities. Downtown Hendersonville, Inc. currently serves as the manager of Hendersonville's Main Street program.

#### The North Carolina Park and Recreation Trust Fund (PARTF)

The North Carolina General Assembly established the Parks and Recreation Trust Fund (PARTF) on July 16, 1994, to fund improvements in the state's park system and to fund grants for local governments. The Parks and Recreation Authority, a fifteen-member appointed board, allocates funds from PARTF to the state's parks and to the grants program for local governments. Thirty percent of the PARTF program goes to local government park and recreation purposes as a dollar-for-dollar matching grant program. PARTF is the primary source of funding to build and renovate recreation facilities as well as to buy land for new and existing parks.

#### Special Improvement Districts or Business Improvement Districts

A business improvement district (BID) is a public-private partnership in which businesses in a defined area elect to pay an additional tax in order to fund improvements to the district's public realm

and trading environment. In some areas, a BID is referred to as a Special Improvement District (SID), a business improvement area (BIA), a business revitalization zone (BRZ), or a community improvement district (CID). BIDs typically provide services such as street and sidewalk maintenance, public safety officers, park and open space maintenance, marketing, capital improvements, and various development projects. The services provided by BIDs are a supplement to the services already provided by the municipality.

#### State and Federal Historic Preservation Tax Credits

A federal income tax credit for the rehabilitation of historic structures first appeared in 1976 and today consists of a 20% credit for the qualifying rehabilitation of income-producing historic properties. Since 1998 North Carolina has provided a 20% credit for those taxpayers who receive the federal credit, providing investors with a combined 40% credit against eligible project costs. In addition, the state provides a 30% credit for the rehabilitation of non-income-producing historic properties, including private residences. New State Mill Rehabilitation Tax Credits provide even greater credit amounts for qualifying former industrial sites.

#### Tourism Matching Grants

The Tourism Matching Funds grant program assists statewide, regional and local marketing organizations and some governmental entities in marketing their areas as travel destinations. An important part of our state's marketing program, the Matching Funds program is open to any statutorily empowered tourism marketing agency or legally chartered non-profit North Carolina organization that includes tourism promotion among its major activities.



### Urban Progress Zone

Urban Progress Zones (UPZ), designated by the North Carolina Department of Commerce in accordance with North Carolina's Article 3J tax credit legislation, provides enhanced economic incentives for the creation of new jobs and investment in business property in this specially designated area. This new targeted tax credit zone replaces the Development Zone associated with the now repealed William S. Lee tax credit program. Examples of eligible business activities that qualify for the Article 3J tax credit program include company headquarters, customer service call centers, electronic shopping and mail order houses, information technology and services, research and development, warehousing, wholesale trade and manufacturing.

### Western North Carolina Stormwater Partnership (WNCSP)

The Western North Carolina Stormwater Partnership is a partnership of communities in the region to improve stormwater management and quality. The partnership is managed by the Asheville Regional Office of the Department of Environment and Natural Resources (DENR) and provides technical assistance including information, local programs and regulation guidance to communities.

### **Additional Funding Sources Not Identified in the Action Plan**

Though not tied to specific Comprehensive Plan Actions, the following funding sources and financing strategies are additional resources that should be considered for multiple purposes as Plan implementation moves forward.

#### EPA Brownfields Funding

Funding is available through the United States Environmental Protection Agency

(EPA) for brownfield redevelopment. Grants are available to assess and remediate sites contaminated by petroleum (such as former gas stations) or a variety of other hazardous substances (including former industrial sites). One potential application specifically mentioned in the Comprehensive Plan is the redevelopment of the brownfield property on North Grove Street.

Specific programs include the Brownfields Assessment Grants of up to \$200,000 over three years, the Brownfields Revolving Loan Fund (RLF) Grants, each funded up to \$1,000,000 over five years and the Brownfields Cleanup Grants of up to \$200,000 over three years.

There are also many state and federal funding resources that can leverage EPA grants. Some funding resources take longer to realize than others, and EPA funding will go much further if there is as much lead time as possible. Below are examples of federal government departments with programs that may be used in conjunction with EPA brownfields grants:

- Department of Housing and Urban Development (HUD), such as the Empowerment Zone/Enterprise Community (EZ/EC) program
- Department of Transportation (DOT), such as the Livable Communities program
- Department of Commerce (DOC), such as the Economic Development Administration
- Department of the Interior (DOI), such as the National Park Service.

#### Additional Federal Assistance

Federal funding sources necessary to help finance City projects have historically been available from:

- The U.S. Park Service's Land and Water Conservation Fund (LWCF)
- The U.S. Department of Housing and Urban Development's Community

Development Block Grant (CDBG) Program

- The National Foundation of Arts and Humanities
- The National Endowment for the Arts (NEA)

Better America Bonds.

#### General Obligation Bonds

General tax revenue for community projects such as streetscaping and parks and recreation projects are usually devoted to the operation and maintenance of existing facilities. In view of the recommended capital improvements suggested in this plan, borrowing of funds to acquire new lands and develop facilities could be necessary. The State of North Carolina gives local governments the authority to issue bonds for the cost of improvements (including land acquisition). For the purpose of paying the debt on these bonds, the local government is empowered to levy a special tax. Total bonding capacities for local government is limited for parks and recreation to a maximum percentage of assessed property valuation.

The real value of a community's bonding authority and capacity is not necessarily the funds made available for a capital improvement program alone (in terms of local monies). Bonding enables local government to utilize local funds to match federal grant-in-aid monies or state funds. General obligation bonds are still the greatest source utilized to fund projects in North Carolina.

#### Revenue Bonds

Revenue bonds have become a popular funding method for financing high-use specialty facilities like recreation centers, conference/meeting facilities, athletic complexes and downtown park improvements. This revenue source will

be of use to the City if they choose to change their tax subsidy policy for using this type of funding.

#### Limited Option or Special Use Tax

Limited Option or Special Use taxes are identified or limited for a special purpose or project(s), and the duration can also be limited to the accomplish the proposed project. These taxes can be established in various ways. The City can establish the tax by determining the source such as property valuation, real estate transfer taxes or sales tax. A local governing body can approve a tax that is identified or earmarked from property valuation without legislative action; however, other sources may require State approval. The proposal will require legislative approval if it is structured on sales tax or transfers as earmarked for a project need.

#### Renewable Energy Tax Credits

North Carolina's various renewable-energy tax credits are unified into a statute that addresses nearly all renewables. The statute provides a tax credit of 35% of the cost of renewable energy property constructed, purchased or leased by a taxpayer and placed into service in North Carolina during the taxable year.

Potential applications include active and passive space heating systems, domestic water-heating systems (including solar), and electrical systems using renewable energy sources such as solar or wind.

Additional information is available from the North Carolina's Incentives for Renewable Energy section of the Database of State Incentives for Renewals and Efficiency (DSIRE) website ([www.dsireusa.org](http://www.dsireusa.org)).